



Annual Report

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Introduction

Professor John Coyne CBE

It has been an active, fruitful and transformational year.

It was our first full 'post pandemic' year. Credit must go to our entire paddling community for the way they responded to get back to near normality last year.

For the organisation it was the year we launched our updated Strategic Plan and we welcomed a new Chief Executive Officer in Ashley Metcalfe who has quickly settled in.

He worked hard to meet as many of our stakeholders, members and clubs as possible. We were able to express our thanks to our retiring CEO David Joy during the year.

The new plan emphasises rapid evolution rather than revolution. We know what our community asks of us so we shall focus on delivery and the visibility of benefits. I hope that you have already begun to see those.

Our focus is on more places to paddle, better, cleaner spaces to paddle and the promotion of safer paddling. We made good progress in 2022. A feature of the new emphasis is our four pillars of activity and cross cutting themes. We carried momentum from the year so that we are well set for significant impact in 2023 as we deliver more for our members and stakeholders.

During 2022 our membership grew and we finished the year with over 93,000 members. I

hope that we can soon break through that magic 100,000 barrier. Encourage your fellow paddlers to join us on our journey. There has also been a pleasing increase in the number of British Canoeing affiliated Clubs and Delivery Partners that have joined us.

We had another successful year of competition with 85 medals obtained across all disciplines in World and European events, with senior World Championship titles won in Freestyle, Marathon, Paracanoe and Slalom. It was particularly pleasing to see our first medals in Stand Up Paddleboarding as this growing community becomes increasingly evident in our wider sphere.

We hosted the ICF Freestyle World Championships in

Nottingham, supported the WKSA Surf Kayak World Championships hosted by Bude CC and the European Club Canoe Polo Championships in Belfast. We also hosted an ICF Canoe Slalom ranking race. Our volunteers worked wonders in delivering excellent championships. 2023 will see us host the ICF World Canoe Slalom Championships - so seek it out!

It has been an exceptional year. Another year of progress but our ambition is undiminished and our desire to work for you and with you all to further develop our activity burns brightly.



A handwritten signature in black ink that reads "John Coyne". The signature is fluid and cursive.

Professor John Coyne CBE
Chair, British Canoeing



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Focus on Sport

World Class Performance

Canoe Sprint

The women's K4 500m crew of Deborah Kerr, Emily Lewis, Emma Russell and Rebi Simon made excellent progress in their first season together reaching A Finals in every international competition. Deborah and Emma also joined forces in the K2 500m with an impressive fifth place at the World Championships in Halifax, Canada.

The European Championships in Munich also saw the British team reach a number of A Finals, including Dan Johnson's career high of 8th in the men's K1 1000m.

Executing tactical excellence led to Charlie Smith winning U23 K1 5000m silver at the Canoe Sprint Junior and U23 World Championships in Szeged, Hungary. A promising competition regatta for the young team saw paddlers reach a number of A Finals.

Canoe Slalom

GB won 32 medals across all classes and age groups, at Junior, U23 and Senior competitions in 2022, with Olympic silver medallist Mallory Franklin headlining the successful season picking up 11 of those.

Becoming European C1 Champion in May, Mallory's accolades also included World Championship C1 bronze, and the overall World Cup titles in both C1 and kayak cross.

Joe Clarke MBE retained his kayak cross World Champion title in Augsburg, with a second successive gold medal in the event. Kimberley Woods won silver in the same class.

Britain also saw success at U23 and Junior level too, with Nikita Setchell winning her second U23 World Kayak Cross title, and Etienne Chappell taking U23 silver. Jonny Dickson and Sam Leaver each won Men's K1 bronze in their respective U23 and Junior World Championships.

In November 2022 it was confirmed that extreme slalom would now be known as Kayak Cross in the lead up to Paris 2024.



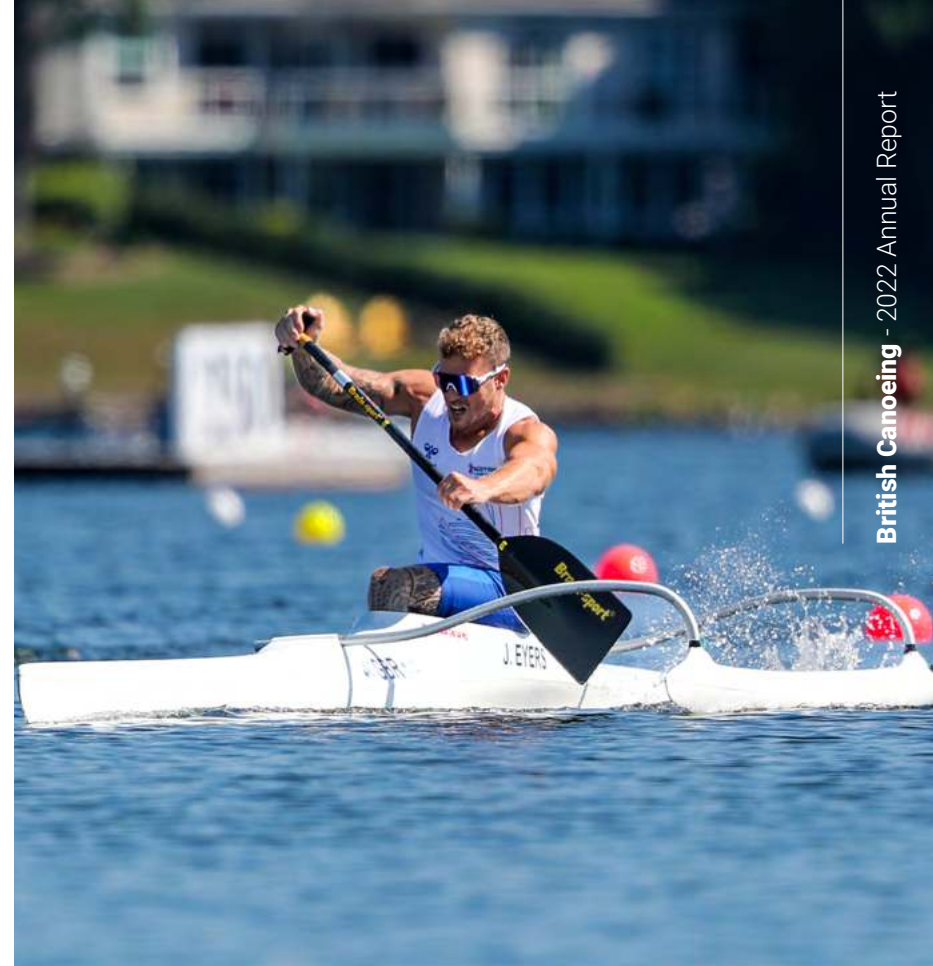
Focus on Sport

Paracanoe

Britain's world leading paracanoe team dominated the 2022 international programme once again, topping the medal table at both the World and European Championships.

Two gold medals for Charlotte Henshaw MBE and world titles for Emma Wiggs MBE, Laura Sugar MBE and Jack Eyers set the team on their way to equaling a record-breaking ten medals in Halifax, Canada, which also saw Jeanette Chippington OBE winning her 30th international medal in paracanoe with bronze in the VL2.

The squad then travelled to Munich for the Multisport European Championships, winning another 11 medals to cap off a fantastic season. Emma Wiggs and Laura Sugar secured 'Grand Slams' after winning gold in the women's VL2 and KL3 respectively, each holding the Paralympic, World and European titles.



Disciplines

Canoe Freestyle

Ottilie Robinson-Shaw completed a hat-trick of World titles in front of a home crowd in Nottingham this summer. Having topped every round in the competition, two-time junior World Champion Ottilie continued to showcase her talent once again in the senior events, winning gold in the women's kayak, women's canoe and women's squirt boat finals.

Britain's success filtered through the team as they claimed a further six medals at the first home World Championships in 30 years, with five silvers and one bronze.

Further information about the 2022 ICF Canoe Freestyle World Championships at Holme Pierrepont is in the International Events section.

Canoe Marathon

It has been a brilliant year for Canoe Marathon with the team having their best ever European Championships and a successful World Championships to match.

Beth Gill became Britain's first ever women's C1 short distance World Champion as she stormed to victory in Portugal. The Chelmsford paddler backed that up with a bronze medal in the long distance. Sam Rees-Clark also won double bronze in both the women's K1 short and long distance.

History was made when paracanoe marathon racing was included at the World Championships for the first time, as a series of official exhibition races, with GB picking up four medals, including gold for Tim Lodge.

Sam Rees-Clark and James Russell also competed at the World Games in Birmingham,

Alabama, where Canoe Marathon made its debut in the competition.

The performances wrapped up a hugely successful international season for the discipline, as they secured seven medals earlier in the season at the European Championships in Silkeborg, Denmark.

The Marathon Racing Committee also held its first ever Short Course National Championships, a successful event which was attended by a number of ICF board members and which will return this season.

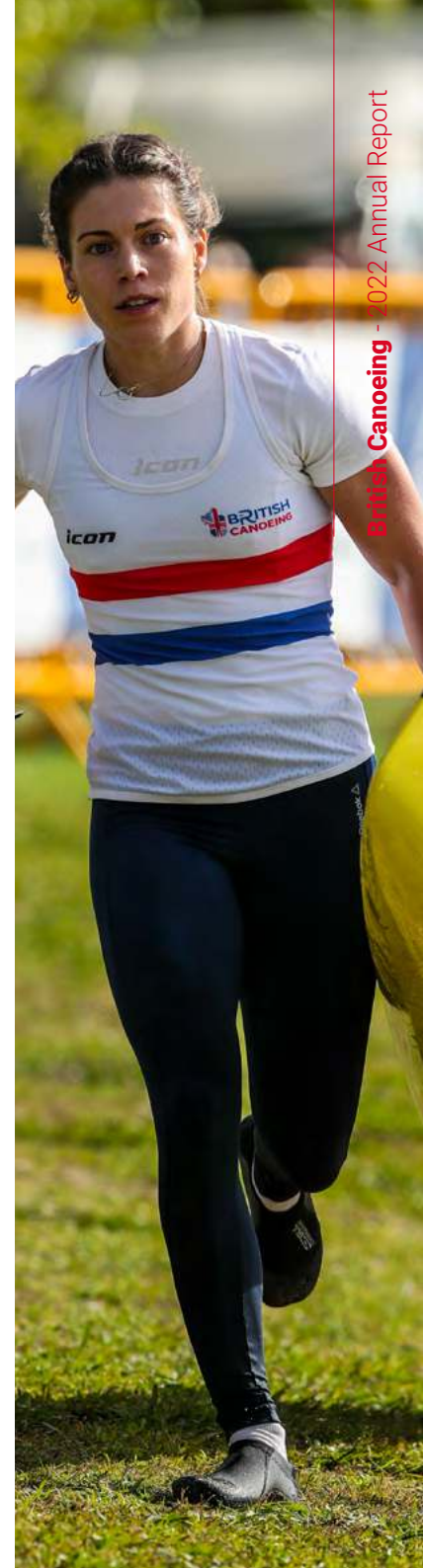
Thank you to Worcester Canoe Club, Wey Kayak Club and Addlestone Canoe Club for their successful organising and running of the National Marathon Championships and Inter-Club Final (Hasler Finals).

Canoe Polo

The GB Women's team competed in the World Games in Birmingham, Alabama after a four-year wait due to the Covid pandemic. They finished in 7th place overall, beating hosts USA in the final match of the competition.

The British senior teams both secured top-10 finishes at the 2022 ICF Canoe Polo World Championships in Saint Omer, France. The GB men finished in fourth place which represented their best finish in 18 years.

Meanwhile, the GB women's team finished in 9th place. The U21 women and U21 men showed plenty of potential finishing in fifth and seventh place, while all four British teams secured automatic qualification for the 2024 World Championships.



Focus on Sport

Stand Up Paddling

The ICF Stand Up Paddling World Championships, which took place in Gdynia, Poland included British Canoeing selected teams for the first time. Emily Evans, Verity Thomas and Holly Pye secured silver in the women's senior technical team event, whilst Sonya Brotherton, Emily Evans, Felicity Hurst and Holly Pye won bronze in the women's senior distance team.

Ocean Racing

Rosemary Edwards won a brilliant bronze medal at the European Championships in Italy, claiming the medal in the U23 race. There was also a strong showing at the World Championships in Portugal, with a total of 23 Brits representing the nation in October.

Rafting

With no international rafting racing taking place in 2020 or 2021 due to Covid, it was great to see our rafters back in business this year at the World Championships in Bosnia. The GB men's team finished in 13th place and the GB women finished in 9th place.

Surf Kayak (England)

A home World Championships in Bude, Cornwall saw the English surf kayak team win six medals during September and October.

Emma Fishleigh was the standout performer, winning silver in the women's short boat, as well as bronze in the women's long boat. There were also bronze medals for Jack Barker, Nick Rossiter and Toryn Pett.

Wild Water Racing

The Wild Water Racing team had another good year with the team competing at the World Championships in Treignac, France - the home of Wild Water Racing with promising performances across the board.

At the Junior & U23 Wildwater European Championships in Banja Luka, Kerry Christie became Britain's first ever U23 European Champion after an incredible performance in the kayak classic.

Kerry went on to win silver alongside sister Emma in the U23 women's canoe double at the same event.



International Events

For further info visit
**British Canoeing
Events Ltd**

2022 ICF Canoe Freestyle World Championships

A hugely successful Freestyle World Championships was hosted at Holme Pierrepont, Nottingham in July 2022, following postponement from 2021.

The event attracted 211 entries across 9 medal events, from 21 nations representing five continents. 225 volunteers supported the delivery of the event through an estimated 3500 volunteer hours.

2,000 spectators watched the Saturday finals which saw Otilie Robinson-Shaw win her third gold medal of the week. The Great Britain team also won five silver medals, one bronze medal and a further six athletes recorded top five finishes, making this the most successful World Championships for the team.

As part of the festival programme, the event hosted the first ever ICF Freestyle Masters World Championships, which saw 634 entries/ participants engaged in an array of activities from Downriver Freestyle, the World's Biggest loop competition to Rough Waters SUP.

23 athletes participated in the ICF Development Programme and over 300 young people engaged with the on water schools programme supported by HPP Canoe Club.



2022 ICF Canoe Slalom Ranking Competition

The primary aim of the event was to provide international athletes with the opportunity to compete on the World Championships course (a pre-requisite set by the ICF) and lay foundations for the organising committee ahead of the World Championships in 2023. This was fulfilled with high level competition delivered on the Olympic channel.

The Ranking Race gained significant interest from the international paddling community with over 340 entries from 30 nations

across five continents. The top 10 world ranking athletes from each slalom class competed in the event.

In addition to the Ranking Race the event hosted a division 2 and division 4 event run by Lee Valley Paddlesport Club.

Focus on Sport

2022 ECA Canoe Polo Club Championships

The event was hosted and organised by Lets Go Hydro and Belfast Kayak Academy in Belfast in September.

The event attracted 17 men's and 10 women's teams from across Europe and was deemed a success with positive feedback from the ECA Canoe Polo Technical Delegate and attendees.

The men's competition was won by ASD Pro Scogli Chiavari, with FOA Liverpool finishing 5th as the highest British team. In the women's competition Polisportiva Canottieri Catania won, with Kingston Ladies finishing in 6th.

2022 WSKA World Surf Kayak Championships

Bude Canoe Club won the right to host the 2021 WSKA World Surf Kayak Championships in 2019 (postponed to 2022 due to covid).

160 athletes participated from 24 nations in 14 different classes. England were the second most successful nation, behind the Basque region, winning a total of 12 medals, with other successes across home nations.

Bude Canoe Club and the community of surf kayakers delivered an excellent

event, not just technically, with offsite Opening and Closing Ceremonies, community engagement, a sustainability programme and significant VIK sponsorship from local businesses.

Another success was the environmental focus which ran throughout the event. This included the planting of a new local woodland to help offset the carbon impact of the event.



Focus on Sport

2023 ICF Canoe Slalom World Championships

The event aims to drive elite success, deliver against innovative ambitions, and be an inspiring platform to shape, encourage and celebrate collective actions and impact of our wider communities.

The following objectives are shared and agreed by all stakeholders and partners.

- > Deliver an outstanding World Championships, fulfilling ICF technical requirements and building the reputation of British Canoeing, Lee Valley and the UK as hosts of major international canoe events.

- > Create the competitive environment to support athlete success ahead of Paris 2024, supporting the GB team to win medals and achieve the maximum number of qualification places.
- > Using paddling as the vehicle to shape positive environmental and social change through ambitious engagement programmes within British Canoeing and wider communities.
- > Use the event to engage and inspire both core and new audiences, connecting with them to capture personal data to ensure ongoing engagement and securing high spectator satisfaction.

- > Maximise income generation and engagement opportunities to support the commercial growth of British Canoeing and the profile and visibility of British Canoeing, Lee Valley, UK Sport and The National Lottery.
- > Maximise international influencing and position British Canoeing and the venue as a major player in the sport.

An exciting social impact programme has been established to use the event as a platform to enhance work in the local and paddling communities across two key themes: Access & Environment and Women & Girls. In addition

an ambitious sustainability programme aims to build strong foundations, minimise the impact of the event and support positive action.

For more information visit: britishcanoeingevents.org.uk/slalom2023/







Focus on Sport

Medal Highlights 2022

Slalom

Slalom European Championships

26th – 29th May | Liptovsky, Slovakia

| | | |
|--|---|---|
|  Mallory Franklin Women's C1 |  Mallory Franklin Women's Extreme Slalom |  Mallory Franklin Women's K1 |
|  Mallory Franklin, Kimberley Woods, Megan Hamer-Evans Women's K1 Team | | |






Slalom World Cup 1

10th – 12th June | Prague, Czech Republic

| | |
|---|---|
|  Joe Clarke Men's Extreme Slalom |  Mallory Franklin Women's Extreme Slalom |
|---|---|

Slalom World Cup 2

17th – 19th June | Krakow, Poland

| | | |
|---|---|---|
|  Mallory Franklin Women's C1 |  Chris Bowers Men's Extreme Slalom |  Joe Clarke Men's K1 |
|  Adam Burgess Men's C1 |  Joe Clarke Men's Extreme Slalom | |







Slalom World Cup 3

24th – 26th June | Tacen, Slovenia

| | | |
|---|--|---|
|  Mallory Franklin Women's C1 |  Kimberley Woods Women's Extreme Slalom |  Mallory Franklin Women's K1 |
|---|--|---|






Slalom Junior and U23 World Championships

7th – 10th July | Ivrea Italy

| | | |
|--|--|--|
|  Nikita Setchell U23 Women's Extreme Slalom |  Etienne Chappell U23 Men's Extreme Slalom |  Jonny Dickson U23 Men's K1 |
|  Sam Leaver Junior Men's K1 |  Bethan Farrow, Sophie Ogilvie, Ellis Miller U23 Women's C1 Team |  Sam Leaver, Edward McDonald, Oscar Wyllie Junior Men's K1 Team |




Slalom World Championships




27th – 31st July | Augburg, Germany

| | | |
|---|---|---|
|  Joe Clarke Men's Extreme Slalom |  Kimberley Woods Women's Extreme Slalom |  Mallory Franklin Women's C1 |
|  Joe Clarke, Bradley Forbes Cryans, Chris Bowers Men's K1 Team |  Mallory Franklin, Kimberley Woods, Sophie Ogilvie Women's C1 Team | |

Slalom U23 and Junior European Championships

11th – 14th August | Ceske Budejovice, Czech Republic

| | | |
|---|---|---|
|  Edward McDonald Junior Men's Extreme Slalom |  Arina Kontchakov Junior Women's Extreme Slalom |  Peter Linksted, James Kettle, Kurts Rozentals U23 Men's C1 Team |
|---|---|---|

| | | |
|---|---|---|
|  Bethan Farrow, Sophie Ogilvie, Ellis Miller U23 Women's C1 Team |  Lois Leaver, Phoebe Spicer, Megan Hamer Evans U23 Women's K1 Team |  Johnny Dickson, Etienne Chappell, Ben Haylett U23 Men's K1 Team |
|---|---|---|

Slalom World Cup 5







1st – 3rd September | Le Seu, Spain

| |
|---|
|  Mallory Franklin Women's Extreme Slalom |
|---|

Surf Kayak (England)

2022 Surf Kayak World Championships

29th September – 9th October | Bude, Cornwall

| | | |
|--|--|---|
|  Emma Fishleigh Women's Short Boat |  Emma Fishleigh Women's Long Boat |  Jack Barker Open Short Boat |
|  Nick Rossiter New Age Open Long Boat |  Toryn Pett Junior Open Long Boat |  Team Event |

Ocean Racing

European Championships

12th – 18th September | Cagliari, Italy

| |
|--|
|  Rosemary Edwards Women's U23 |
|--|











Focus on Sport

Medal Highlights 2022

Sprint & Paracanoe










Canoe Sprint and Paracanoe World Championships


4th – 7th August | Halifax, Canada

| | | |
|---|--|--|
|  Emma Wiggs Women's VL2 |  Charlotte Henshaw Women's VL3 |  Charlotte Henshaw Women's KL2 |
|  Laura Sugar Women's KL3 |  Jack Eyers Men's VL3 |  Emma Wiggs Women's KL2 |
|  Dave Phillipson Men's KL2 |  Rob Oliver Men's KL3 |  Hope Gordon Women's VL3 |
|  Jeanette Chippington Women's VL2 | | |

Canoe Sprint and Paracanoe European Championships

1st – 21st August | Munich, Germany

| | | |
|--|---|--|
|  Emma Wiggs Women's VL2 |  Charlotte Henshaw Women's VL3 |  Emma Wiggs Women's KL2 |
|  Laura Sugar Women's KL3 |  Jack Eyers Men's VL3 |  Charlotte Henshaw Women's KL2 |
|  Hope Gordon Women's VL3 |  Jeanette Chippington Women's VL2 |  Dave Phillipson Men's KL2 |


Hope Gordon
Women's KL3


Jonny Young
Men's KL3

Canoe Sprint Junior and U23 World Championships










31st August – 4th September | Szeged, Hungary


Charlie Smith
Men's K1 5000m

Freestyle

Canoe Freestyle World Championships



27th June – 2nd July | Nottingham, England

| | | |
|---|--|--|
|  Ottillie Robinson-Shaw Women's K1 Squirt |  Ottillie Robinson-Shaw Women's C1 |  Ottillie Robinson-Shaw Women's K1 |
|  Tamsyn Mcconchie Women's K1 Squirt |  Alex Edwards Men's K1 Squirt |  Rebekah Green Women's C1 |
|  Ben Higson Junior Men's K1 |  Niamh Macken Junior Women's K1 |  Harry Price Men's K1 |

Stand Up Paddling

World Championships








7th – 11th September | Gdynia, Poland

| | |
|---|---|
|  Emily Evans, Verity Thomas and Holly Pye Women's senior technical team |  Sonya Brotherton, Emily Evans, Felicity Hurst and Holly Pye Women's senior distance team |
|---|---|

Marathon





Canoe Marathon European Championships

28th – 31st July | Silkeborg, Denmark

| | | |
|--|--|--|
|  Sam Rees-Clark Women's K1 Long Distance |  Beth Gill Women's C1 Long Distance |  Beth Gill Women's C1 Short Distance |
|  Charlie Smith U23 Men's K1 |  Sam Rees-Clark Women's K1 Long Distance |  Greta Roeser Junior Women's K1 |
|  Greta Roeser & Nerys Hall Junior Women's K2 | | |

Canoe Marathon World Championships

29th September – 2nd October | Ponte De Lima, Portugal

| | | |
|---|--|--|
|  Beth Gill Women's C1 Short Distance |  Beth Gill Women's C1 Long Distance |  Sam Rees-Clark Women's K1 Short Distance |
|  Sam Rees-Clark Women's K1 Short Distance | | |

Wild Water Racing

2022 ECA Junior and U23 Wildwater Canoeing European Championships

25th – 28th August | Banja Luka, Bosnia

| | |
|--|--|
|  Kerry Christie U23 Women's K1 |  Kerry Christie & Emma Christie U23 Women's C2 |
|--|--|

International Relations

British Canoeing continues to play an active role in the international arena.

With the support of UK Sport through their international relations strategy, we have supported British ICF Board and Committee members in their roles through attendance at meetings and events. In addition, we have continued to strengthen our relationship with other National Federations, particularly through the CEO/ Secretary General network.

The ICF Congress was held in Pattaya, Thailand in November with representation from Ashley Metcalfe, Gemma Wiggs

and Eilidh Gibson. In addition ICF Board members Albert Woods, Greg Smale and Terry Best were in attendance.

The 2022 Congress introduced workshops for the first time including the following themes: sources of revenue, sustainability, ICF development programme, the ICF Fit for Future strategy and athlete centred strategies. Ashley Metcalfe was part of the panel for the sources of revenue discussion, specifically talking about British Canoeing's membership strategy.

As part of British Canoeing's International Partnership Programme we delivered a series of workshops to the Iran Rowing and Canoeing

Federation to support their development. The workshop resources are now being developed into digital tools to enable the ICF to expand the reach of the project.

British Canoeing have continued to develop a positive relationship with ICF President, Thomas Konietzko and also the new ICF Secretary General, Richard Pettit.

The British Canoeing International Relations working group, comprising British representatives on ICF/ ECA Board and Committees, met on two occasions to discuss delivery of the 2021-25 International Relations Strategy and support within the network.

2022 has also seen support for a new British Sprint international technical official and two new Paracanoe classifiers.

As part of the ICF Canoe Freestyle World Championships in Nottingham, British Canoeing hosted six ICF Board members and representatives from 21 nations. In addition we hosted ICF Marathon Chair, Ruud Heijselaar at the National Sprint Marathon Championships in Peterborough.



Focus on Sport

Performance Wellbeing

The composition of the Performance Wellbeing Group can be found on our webpage here.

The Performance Wellbeing Group continued to meet quarterly to input into important policies and procedures that affect our athletes' journeys towards their athletic goals.

In 2021 the group consulted and provided feedback and recommendations on: our World Class Performance (WCP) qualification policies, appeals procedures, athlete disciplinary policy, athlete complaints policy, our Safeguarding and Welfare Strategy, and the group's Terms of Reference.

Our Terms of Reference were updated in 2022 which you can view [here](#).

In 2023 the Performance Wellbeing Group will input into our team selection policies, our draft Olympic/ Paralympic selection policies, our Safeguarding and Welfare Strategy, and our World Class Programme Qualification policies for 2024.

Culture

The Canoe Slalom WCP and the combined Sprint and Paracanoe WCPs have made progress in relation to a number of items aimed at influencing culture and collective wellbeing, such as providing more informal opportunities to come together as a team, and providing semi-structured opportunities to discuss culture, performance behaviours, and the athlete voice (including athlete representation; find out more about our Athlete Rep Group [here](#)).

The Performance Leadership Teams are committed to continuing work in this area and have plans in place to further engage athletes and staff in influencing and feeding back on culture and wellbeing.

Mental Health

Our internal Mental Health Team facilitates a multi-disciplinary approach to supporting our athletes' mental health and wellbeing. The group updated its meeting schedule in 2022 and will now meet quarterly in order to ensure sufficient time and availability for strategic priorities, case conferencing and peer support.

A Mental Health Awareness course ran in 2022 for Canoe Sprint athletes and staff. The course refreshed the knowledge of those who had

previously completed the course and provided new athletes with an opportunity to learn from and engage with the content for the first time. Refresher courses are planned for other disciplines in 2023.

Throughout the year we supported a number of campaigns to raise awareness of mental health, to break the stigma, and to signpost people to the available support. Campaigns included: Time to Talk Day, Mental Health Awareness Week, and World Mental Health Day. A number of athletes and coaches participated in videos around their personal experiences and important information sharing on policies, procedures, advice and support.



Focus on Sport

Safeguarding

The Whyte Review was published in 2022 following an investigation into the safeguarding concerns raised within British Gymnastics. Our CEO responded to the review by notifying all staff and athletes of our commitment to safeguarding and welfare, and our intention to analyse the findings and recommendations for our own learning and development. The annual safeguarding report in the Focus on Operations section provides more information.

Bespoke face to face safeguarding and welfare training was undertaken by all WCP and Talent programme staff, which occurs on an annual basis. In 2023, this annual refresher will focus on learnings from the Whyte Review.

In 2022, Talent programme coaches trialled a new digital communications platform, Spond. Spond has superior safeguarding capabilities in comparison to alternative communication platforms such as WhatsApp. The Talent programme staff have now adopted this new application, which will be recommended to our clubs, centres and members in our updated Digital Communications Guidance, launching in 2023.

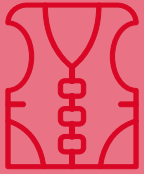
Selection and Transitions

In early 2022 a group of athletes transitioned off from our World Class Programme. This group benefited from a period of transitional funding, athlete medical scheme cover, and access to Performance Lifestyle support.

Transitional support was viewed positively based on feedback from those who engaged with the feedback interview, which is a notable achievement in the context of the year which saw an exceptionally high number of athletes leaving the programme (seventeen in total due to retirement or de-selection).

Athletes leaving the programme gave constructive feedback based on their experience in areas such as culture, training groups, clarity of selection, decision making and financial support for competitions.





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Focus on Recreation

Coaching and Qualifications

2022 has been a year focusing on developing safety awards, reviewing and developing supporting resources.

Key developments over the last 12 months include:

Paddle Safer

The two hour Paddle Safer course was launched in June for anyone new to paddling, or relatively inexperienced to paddling, wanting to gain knowledge and raise their awareness of paddling safely in a sheltered water environment, in or on the craft that they paddle. Typical craft would include kayaks, canoes, stand up paddleboards, sit on tops and inflatables. Every Instructor, Coach, Leader and Guide can deliver Paddle Safer once they have completed the eLearning package.

SUP Safer

The four hour SUP Safer programme was developed and launched in July, designed for anyone new or relatively novice to Stand Up Paddleboarding, wanting to gain knowledge and raise their awareness of their personal safety.

Digital resources

Extensive work was carried out throughout 2022 on the development of digital resources for paddlers. These included podcasts, eLearning, academic papers, videos, and guidance documents.

UCAS

Both the British Canoeing Awarding Body (BCAB) Coach Award and Performance Coach regulated qualifications were allocated UCAS points.

Working with others

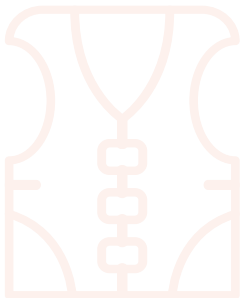
Awarding Organisations
Over 2022, BCAB has worked with Pearson's and OCR to review and shape the new criteria for GCSE and A Level in PE for Kayaking and Canoeing. The new criteria is closely aligned with our educational philosophy and approach in developing skills and independence in paddlesport craft.

Qualification matrix

Alongside British Caving, British Cycling and Mountain Training, BCAB developed a collaborative qualification matrix to support providers of adventure activity by providing a matrix of minimum qualifications for delivery of each discipline, along with a shared person specification and guidance.

2022 Paddlesport Coaching and Leadership Conference

The Conference took place at the end of November at Eastwood Hall, Nottinghamshire with over 200 Instructors, Coaches, Leaders and Guides in attendance across the weekend with keynote speakers, workshops and exhibitors with 95% satisfaction from all those attending.



Focus on Recreation

Statistics



Qualifications and Awards

3,105

Coaching
Qualifications

1,208

Leadership
awards

25,593

Personal
Performance Awards

7,574

Safety awards



Digital learning

231,313

Engagement with
learning resources

101,024

eLearning courses

16,415

Podcasts

11,655

Self-analysis tools

Focus on Recreation

Go Paddling

Go Paddling includes the digital platforms and programmes developed and owned by British Canoeing to engage recreational and new paddlers.

Throughout 2022 the **Go Paddling website**, partnered by Gill, published content with the new paddler in mind, using SEO and social media channels to drive the audience to visit the website and take on a journey into paddling.

The Go Paddling social media following increased, with a high number of female followers. Pinterest was added to the social media channels in 2022 to target a wider female audience and provide inspiration for all paddlers.

Regular content included seasonal blogs, promoting places to paddle, SUP specific content, licence and membership information,

safety, signposting to delivery partners, clubs and retailers, awards and skills, challenges, and representation of diversity through case studies.

A monthly Instagram photo competition in partnership with Gill rewarded paddlers who submitted pictures of their adventures with the chance of being featured and winning paddling prizes.

A campaign ran from April to August to engage with paddlers during the key paddling season. Starting with the Easter holidays promoting the benefits of paddling and then an elevated secondary push from June to August with key themes of skills development, safety and inspirational things to do at a time when participation is at its highest.

Finding places to paddle through **PaddlePoints** and safety content consistently performed well with the audience, and a greater focus was put on

these areas to be relevant, up to date and shareable.

PaddlePoints had 200,000 page views in 2022. The Go Paddling team works closely with the British Canoeing safety team and has a presence on the National Water Safety Forum.

The Go Paddling newsletter which has over 14,000 subscribers has seen new developments, increasing in frequency from monthly to fortnightly and continuing to develop its own identity and branding. Paddling opportunities, safety content and membership information have been a priority to share.

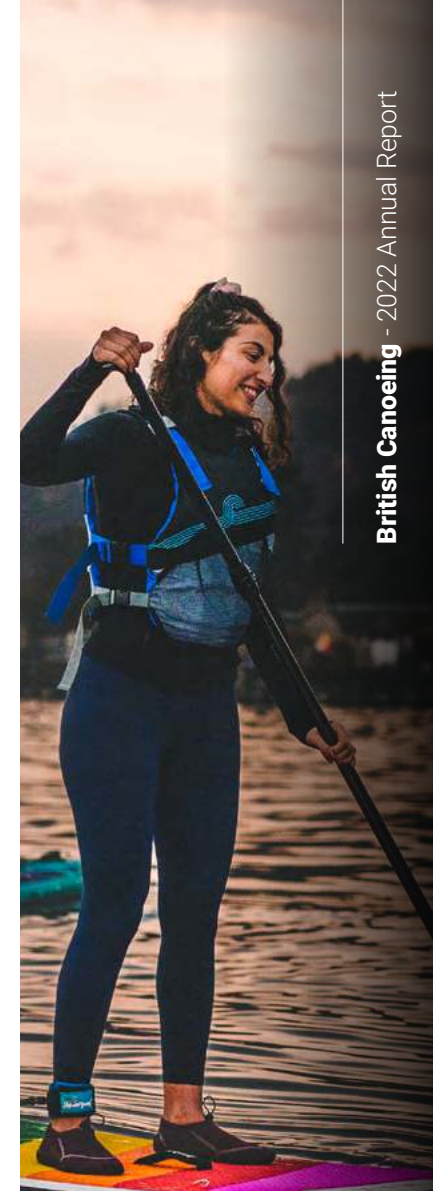
Go Paddling gained over 500 new newsletter subscribers following a prize opportunity with partners at the Outdoor Expo in Birmingham in 2022.

Go Paddling is a celebration of activity, putting paddlers first and bringing communities together. A number of themed

EDI awareness dates have provided the opportunity to showcase positive role models and diversity in paddling as well as host more informal, community based activities including Paddling with Pride.

The British Canoeing initiative **#ShePaddles**, which aims to get more women and girls involved in the paddling community, is celebrated through Go Paddling channels.

The Go Paddling audience are informed about the value and benefits of British Canoeing membership. Rapid Join is one way that website users are directed to British Canoeing membership and in 2022 there were over 14,000 visits to the British Canoeing Members Hub from Go Paddling.



200,000
Page views

on the PaddlePoints website



Focus on Recreation

Affiliated Clubs (England)

2022 was a period of transition for clubs following the restrictions and challenges brought about by the Covid-19 pandemic.

The warm summer saw paddling clubs getting back to something like “normal” activity levels with many people new to paddling looking for clubs to develop their skills and meet new paddling friends.

Many clubs had spent time during covid reviewing their activity programmes and planning for new recruitment drives, refreshed club activities and ways to improve their facilities.

We saw an increase in the number of clubs (in England) affiliated to British Canoeing

during the year, up to a record number of 390 clubs and we saw a high level of engagement from clubs that had formed “online” during the pandemic - groups of paddlers that make all arrangements to meet and paddle through online forums.

We also put in place an on-line affiliation system which helped improve and streamline the work of club secretaries.

Over 70% of affiliated clubs had a one-to-one session with one of our Club Support Officers, talking through a range of issues relevant to the club and we received great feedback from the clubs that spoke to us.

An additional 20 clubs attained Quality Club status during the year. The programme gave club committees the chance to work together to review, and

where necessary, revise and share their vision for the club, review the governance and improve the quality of the club experience for their members.

Nine clubs became #ShePaddles Club Champions and Clear Access, Clear Waters Club Champions demonstrating their commitment and excellence to both these areas of club activity.

The Club Leadership & Coaching Bursary programme rolled out throughout the year with more than a hundred clubs producing development plans to match the demand for club activities with qualified leaders and coaches.

A summary report on the bursary programme will be available in April 2023.

Our club webinar programme attracted hundreds of participants and we covered a range of topics requested by clubs. The most popular webinars were those where clubs shared their experiences and we will be looking to expand these over the next couple of years.

During the latter part of the year we carried out a Club Satisfaction Survey, the results of which will be available in early 2023. More than 164 clubs had their risk assessments sampled as part of our programme to improve safety in club activities.



Focus on Recreation

Delivery Partner Scheme

The Delivery Partner Scheme is aimed at both promoting and providing first class paddling experiences.

The Delivery Partner Scheme represents a mutual undertaking between British Canoeing and Partners, how they will work together to achieve the appropriate high quality standards and for improved access to safe, high quality paddlesport experiences.

Whilst it is very different from other schemes, particularly the British Canoeing Quality Mark it replaces, they are the main source of comparison in the marketplace. At its height, the Quality Mark Scheme had 180 organisations involved and the scheme was inconsistent with UK National Associations having regional differences in structure and approach.

Number of Engaged Organisations

Throughout 2022, the scheme grew to and surpassed the target of 375 Partners, ending the year at 400 Partners. Partners are based throughout the UK, receiving support from all four UK National Associations, giving us a reach to over 2.4 million people who took part in paddling activity with a Partner in 2022. A small number of Partners are based outside of the UK receiving direct support from British Canoeing.

Delivery Partner Annual Conference

In January, the first Delivery Partner Conference was held, with over 250 delegates from Partners across the UK and further afield coming together to share learning. As the conference is virtual, this was all achieved with little impact to work, home

and the environment. The event was a huge success with delegates reporting: 100% Satisfaction with the event overall, 97% satisfaction with the event content and 94% ease of use. The 2022 Delivery Partner Conference was also shortlisted for the 'Best Virtual Conference' Eventeer Award.

Annual Satisfaction Survey

58% more Partners responded to our Annual Survey, compared to 2021, giving great insight into how they find the scheme and what it is that they value. 80% of our Partners would recommend the scheme to another paddlesport business and 80% of our Partners feel the scheme is great value for money. Delivery Partners reported that the biggest challenges they expect to face in 2023 are:

- > Cost of Living
- > Utilities costs

- > Recruiting Staff
- > Training Staff (costs)
- > Time and work/ life balance

The Delivery Partner Scheme offers opportunities to support businesses in each of those areas, either directly or through British Canoeing commercial partners.

Developing Stronger Ties with Key Organisations

Over the course of the year, we worked to develop connections with key strategic organisations, with the Scouts, Sea Cadets, Girl Guides, Canal and River Trust and National Trust, all using the Delivery Partner scheme as part of their every day work or to support their staff and volunteers. This is in addition to several County Councils and Visit Wales utilising the scheme in their operations.

Delivery Partner Dashboard Developments

Further developments were taken through testing and deployment in 2022 including Canal and River Trust Craft Licences, Paddle Points Integration and Single Sign On Authentication.

Public Recognition

The Delivery Partner Scheme has been promoted through both digital and face to face events, such as the National Outdoor Expo and the Paddlesports Show and continues to be more recognised by the public.



Safety

Safety has been an even greater priority for British Canoeing throughout 2022 and at the heart of much of its work.

In the past year, the entire organisation has contributed to making considerable progress in the area of safety through strategic work, communication and new training awards.

The Safety Report can be access here.

Safety Success - 2022 Highlights

Strategic Work

- > March 2022: attendance of Parliamentary reception to raise SUP safety awareness.
- > Attendance of the Stand Up Paddleboard Industry Summit, RNLI Headquarters, Poole.
- > Attendance at the National Outdoor Expo, NEC, Birmingham. Lee Pooley, Director of Coaching and Qualifications, presented on the safety elements to be considered when going paddling. Over 10,000 attendees, over 200 exhibitors.
- > May 2022: British Canoeing established a new full-time permanent post of Safety Lead to support organisational safety within British Canoeing, as well as across the wider sport and our partner organisations.
- > Working with the Office for Product Safety and Standards to ensure appropriate reach and targeted audience to paddlesport activity recalls.

Point of Sale

This year we have worked with the RNLI to help support non-specialist paddlesport retailers to provide safety information to customers at the point of sale.

Decathlon: Half-day training for in-store staff at 20 stores to provide them with the resources to advise customers on purchasing the right equipment, where to paddle, and where to get safety training. They also provide leaflets within all SUPs.

Lidl: Lidl directed consumers to the British Canoeing & RNLI safety messaging on the Go Paddling website at the point of sale of various watercraft, both on their product website and on one of their magazine issues.



Focus on Recreation

Safety Alerts and case studies

Shallow Water Injuries - Stand Up Paddleboard

Solo Paddling - Sea Kayaking

New Rules for the Disposal of Unwanted Marine Flares

Case Study August - Sea Kayaking Incident - "Freak" Wave

Case Study November - Snagging Incident - Town Falls, River Dee, Llangollen



Safety Videos

- > Paddle Safer videos, one aimed at **participants**, one aimed at **Providers**
- > **British Canoeing Awarding Body - Safety Resources**
- > New video playlists of rescue videos on sheltered water, aimed at a range of craft including mixed craft, race craft, SUP, etc.
- > Coaching from the bank guidance
- > Using throwlines in a sheltered water environment guidance
- > Be AdventureSmart UK - **sit on top safety video**

Product recalls

- > Safety Recall Notice - 18th July 2022 - **Buoyancy Aids & Life Jackets**
 - > Reach: 31,407, 100 shares
- > Safety Recall Notice - 3rd August 2022 - **Stand Up Paddleboard**
 - > Reach: 81,000, 444 shares
- > Safety Recall Notice 11th August 2022 - **Stand Up Paddleboard**
 - > Reach: 56,446, 261 shares

Incident Reports

There has been an increase in the number of incidents reported from 2021 to 2022 which indicates that the **online incident reporting system** is being used and that a healthy culture towards incident reporting is improving.

Statistics

7,574

Paddlers attending safety awards

3

product recalls

89

Weir safety webinar attendees

35%

Increase in incident reporting

6x

Video playlists with over 80 rescue videos



Focus on Campaigns

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- 27 Clear Access Clear Waters
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Focus on Campaigns

Membership (England)

By October 2022 British Canoeing had 93,306 members across the On the Water and On the Bank categories: which is a 3% growth based on October 2021 figures.

Membership retention was 70% for 2022, highlighting that further work is needed to support members, improve services and benefits and demonstrate value for money.

The total number of new members for the year was 39,300. This was achieved through the regular content aimed at new paddlers, promotional campaigns and partnership work.

Benefits

New offers were made available to members, with the launch of a paddler specific travel insurance with Towergate, and partnerships with Erdinger, Paddlelogger and National Outdoor Expo. British Canoeing Rewards is also available to help members save money on a range of products, services and activities.

Membership Survey

4,500 members took the time to complete our membership survey and the information gathered is being used to guide our activities in 2023.

It was great to see membership satisfaction continue to score highly averaging 79%. The Net Promoter Score for how likely it is you would recommend British Canoeing to a friend or colleague was 42 - a slight drop since 2021.

Newer members and recreational paddlers continue to give us higher ratings than longer standing members, coaches and volunteers, and more will be done to address this in 2023.

Feedback from members has made it clear that there should be more tailored information in members eNews, membership updates and in the Members Hub, using the paddling interests collected when members join and renew.

Go Green

17% of all members have chosen the Go Green option and British Canoeing continues to ring-fence £2 of the membership fee of each member who signs up to the Go Green option to support the work of the paddle cleanups. Membership packs were made more environmentally friendly,

but following feedback, we will reduce the pack size, reducing our printing volume.

Carer Membership

British Canoeing is committed to making paddling accessible for everyone and should you need a carer or companion to accompany you when you go paddling, we don't want the membership requirements to pose a barrier. We launched a Carers membership towards the end of the year to provide this service to members.



British Canoeing - 2022 Annual Report

93,306

members

across the On the Water and On the Bank



Focus on Campaigns

Clear Access Clear Waters

The Clear Access, Clear Waters (CACW) team achieved so much together in 2022. We know there's plenty of work to do ahead, but we should celebrate what we have accomplished.

British Canoeing has been pushing for fair, shared, sustainable access to healthy waters and this year is crucial as we build-up to the next General Election.

Amending CRoW [Countryside & Rights of Way] legislation is one way to secure greater access to our inland waters.

British Canoeing has also been supporting the Right to Roam campaign and Green MP Caroline Lucas' bid to extend a right of access to rivers, woods and greenbelt land. As we know, our waterways

are under great pressure from sewage pollution, chemicals, urbanisation, intensive agriculture and invasive species.

The CACW team has contributed to the public consultation on the government's storm overflow discharge reduction plan and will continue to campaign for clean bathing waters.

British Canoeing feels that by giving people more opportunities to access, enjoy and understand precious blue spaces they will want to protect them too.

The CACW team has been renewing the charter, which we launched in 2018, and the messages of access, sustainability, nature recovery and education are key elements.

Since 2018, millions more people are paddling every year. Paddlesport is one of the fastest growing sports and recreational activities in the country.

With more people there has to be better access to the majority of waterways, otherwise, there'll be too much pressure on spots that have no restrictions.

We want the government to establish a clear right in law for everyone to enjoy and protect our inland waters.

With this freedom would come lots of responsibility, to our environment, to each other and to the local communities who live alongside water.

Therefore we will also call for the government to do more to educate and inform all users about responsible behaviour on and off the water.



Focus on Campaigns

The Big Paddle Cleanup

The Big Paddle Cleanup is returning in 2023 for two weeks of action to continue the mission to improve our precious blue places.

In 2022, an amazing 1,200 paddlers took part in a bid to clear their local waterways of junk and plastic pollution, while raising more public awareness of the issue.

The response was incredible. About 700 huge sacks were filled containing 2,123 single-use plastic bottles, 1,476 cans, 831 glass bottles and 3,296 food wrappers.

This phenomenal achievement did not go unnoticed. British Canoeing and its community

of paddlers were recognised at the inaugural **BBC Sport Green Awards** for our efforts.

We were one of the runners-up for the teamwork award, which was for sporting organisations (professional, community-level or grassroots) that actively educated or engaged participants, fans, citizens or society at large on climate action.

We want this year's Big Paddle Cleanup (which will take place between 27 May and 11 June) to be even bigger.



The Paddlers' Code

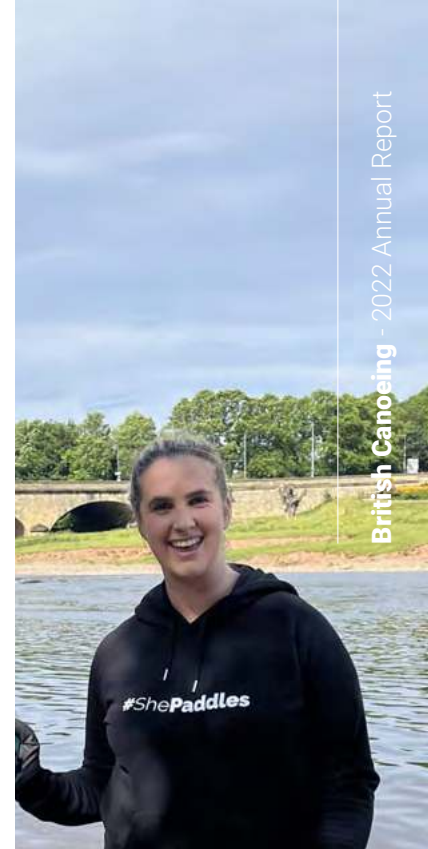
In 2022, British Canoeing also produced the Paddlers' Code to share guidance on how to enjoy our beautiful waterways responsibly.

The Code was developed with Natural England and reflects their work with the Countryside Code.

It has been well received by paddlers and other organisations. The Paddlers' Code shows how, as a community, serious we are about protecting our waters,

but why we should respect other waterway users, while enjoying ourselves at the same time.

The Paddlers' Code belongs to everyone and we will be pushing its messages throughout the year as people get out on the water.



British Canoeing - 2022 Annual Report

1,200

paddlers

took part in a bid to clear their local waterways



Focus on Campaigns

Invasive Species

We had success in the battle to rid some of our waters of the invasive floating pennywort.

The non-native plant grows quickly and can clog up whole waterways, preventing people from paddling, while damaging wildlife.

We held events for volunteers at the River Wey, Shropshire Union Canal and River Weaver and cleared as much floating pennywort as possible.

British Canoeing and the Angling Trust were delighted so many people came out to help.

Our event on the River Wey, near Guildford, was well attended and huge amounts of floating pennywort was cleared by paddlers, anglers and other volunteers.

Invasive Species Week 2023 will be held between 15-21 May to raise more awareness. But more events will be held across the year.

We will be reminding paddlers to 'Check, Clean, Dry' boats, clothing, footwear and equipment used in keeping water free of invasive non-native species.

Above all, we know how important access and the environment is to British Canoeing members and paddlers in general.

Our dedicated team is working hard on both fronts and we are grateful for everyone's help and support. We believe that together we can make a difference and achieve our goals.

Environmental Sustainability Group

In British Canoeing's strategic plan - Stronger Together 2022-2026 we set out our vision to care and protect our natural environment by setting a clear Environmental Sustainability Strategy towards becoming a low carbon organisation.

The focus of 2022 has been progressing the development of our Environmental Sustainability Strategy, one which is aligned with our vision, is ambitious and meets the expectations of our paddling community.

In January 2023, our strategy launched, committed to achieving five key ambitions:

Ambition 1 - Controlling our carbon footprint

Ambition 2 - Reducing our use of natural resources

Ambition 3 - Advocating and Promoting Environmental Protection

Ambition 4 - Creating Paddling Competitions and Events which deliver positive Environmental Change

Ambition 5 - Improving our Business Operations

We will be joining other national and international sporting organisations in supporting the United Nations Sports for Climate Action Framework. We will commit to achieving the specific climate goals of halving emissions by 2030 and aiming to achieve net zero by 2040 as part of the race to zero.



More info on Invasive Species [here](#).

Focus on Campaigns

Environmental Sustainability Group (continued)

Highlights for 2022

- > Environment and Sustainability was embedded in the Strategic Plan as a cross cutting theme underpinning all 10 ambitions and bringing a new focus and positive change within the the organisation
- > Cross-department staff team hosted a number of successful consultation webinars to seek views from the paddling community on the strategy informing its development and testing our thinking.
- > The member-led volunteer Environment and Sustainability Advisory Panel (ESAP) continued to guide the development of our Environmental Sustainability Strategy.
- > Planning for the 2023 ICF Canoe Slalom World Championships embedded sustainability throughout the planning process developing an event sustainability strategy with the key principles of:
 - > Sustainable Foundations - embedding sustainable practices across all aspects of the event
- > Minimising our Impact - minimising negative environmental impacts occurring as a result of the event
- > Positive Action - ensuring positive changes occur as a result of the event
- > A sustainability partnership with energy consultancy UK Direct Business Solutions Limited (DBS) was formed. The partnership aims to support British Canoeing's affiliated Clubs and commercial Delivery Partners to become more sustainable and energy efficient, in order to save money and counteract rising energy costs.

Canoe Foundation

The Canoe Foundation is an independent charity that supports the Clear Access, Clear Waters campaign to improve sustainable places to paddle on UK waterways and coastlines.

The activities of the Canoe Foundation for 2022 can be found on their website.

www.canoefoundation.org.uk



Focus on Campaigns

#WePaddleTogether

There has been significant progress against our commitments to equality, diversity and inclusion set out in **Stronger Together in the last 12 months.**

We have also seen the launch of the Paddler Spotlight, which aims to drive improved representation across our marketing and communications; an inaugural LGBTQ+ inclusion event, Paddling with Pride; and the launch of a new eLearning focusing on inclusive language.

#WePaddleTogether - A Strategy for Equality, Diversity and Inclusion

In December 2022, British Canoeing were delighted to publish **#WePaddleTogether - A Strategy for Equality, Diversity and Inclusion.** The strategy sets out a vision to

"...ensure there is more equal access to paddling, ongoing championing of diversity in all paddling communities, and that we make a greater effort to better understand how we can collectively create inclusive and welcoming environments where everyone is able to enjoy paddling, regardless of their identity, background or circumstances."

The strategy is underpinned by three pillars; building insight and knowledge; excellent governance and systems; and championing diversity; which cut across the actions set out across the ten ambitions.

The full strategy can be read in full on our **Stronger Together website.**

Inclusion Advisory Group (IAG) Report

The IAG is approaching two years since it was first established, and much has been achieved in this time.

In its important advisory capacity, the IAG was widely consulted in the delivery of the equality, diversity and inclusion strategy.

Alongside this work, members of the IAG were also involved in the development of the new Inclusive Language eLearning; have supported the Marketing and Communications team on their content planning; advised on the launch of the Paddlers' Code; and during their in-person meeting with British Canoeing's staff network, have advised on improving our cross-organisational working on our inclusion goals.



#WePaddle Together



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Annual Governance Statement

Introduction

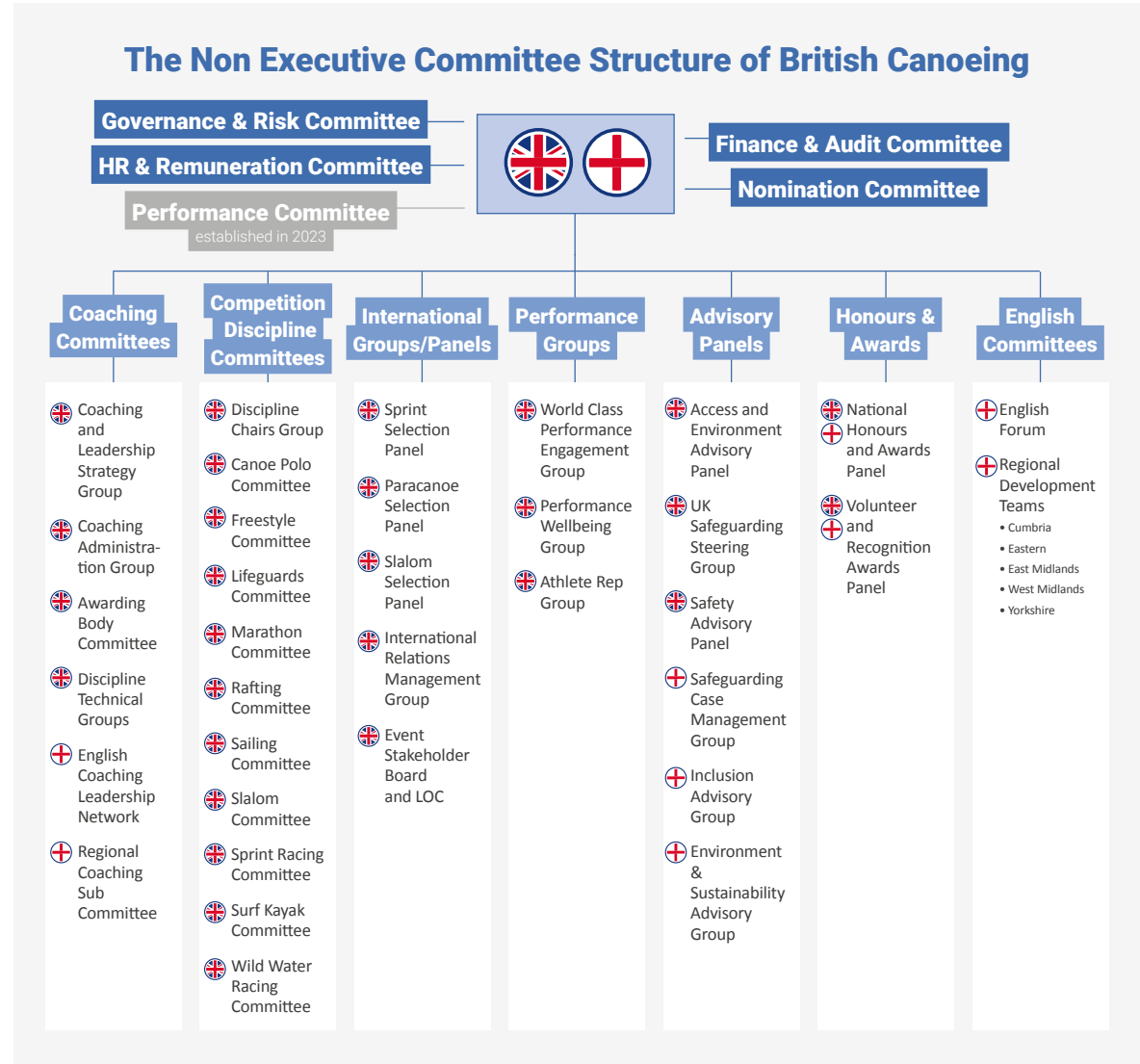
The statement reports publicly on the extent to which British Canoeing is in compliance with the Tier 3 of A Code for Sports Governance (“Code”). This annual governance statement is prepared as part of the Code requirements and outlines our progress to date.

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.

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.

The governance structure of the organisation is such:



Focus on Operations

Full details of the Board Members including a profile and confirmation of their current term of office is available on **our website**.

Full details of the Committees of the Board, their composition and their terms of reference is available on **our website**.

The Governance policy is available on **our website**.



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 comprised of nominated and appointed directors (rather than elected).

During the course of 2019, 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.

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.

Mark Bache, Independent Director and Greg Smale and David Wakeling, Board Members nominated by their National Associations stepped down from their positions on the Board in March 2022.

Nick Donald, Independent Director and Kerry Chown, Zoey Rowe and Greg Smale, Directors nominated by their National Associations, were appointed to the Board for first terms at the AGM in March 2022.

The target of a minimum 30% of each gender on the Board was met in 2022. The Board Skills Matrix was updated in November 2022.



Focus on Operations

Communication

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

The **Annual Review 2020-21**, presented a final progress report on our strategic plan 'Stronger Together' and contained statutory information such as the annual accounts. It also provided details of the work of the Board and the Committees and attendance of Directors.

In March 2022, following extensive consultation with members and key stakeholders, British Canoeing launched its strategic plan for 2022-2026, **Stronger Together**. 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.

In accordance with the Code and in order to ensure engagement with our

stakeholders the following surveys were carried out in 2021 and 2022:

- > Staff Survey
- > Member Survey
- > Board Evaluation Survey
- > Strategy Consultation Survey

In the interests of transparency, summaries of the Board meetings and minutes of each AGM are made available on the website.

British Canoeing remains compliant with the Code for Sports Governance. 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. It is expected that an initial review of compliance will take place in spring 2023, with any areas of non-compliance to be addressed before the end of 2023.

This Annual Report contains a full communication to members on the work of the organisation this year.



Focus on Operations

Standards and Conduct

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

British Canoeing remains committed to its values of;

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

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, entered into in January 2019 and subject to review currently.

British Canoeing has 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. Terms of Reference for British Canoeing's Performance Wellbeing Group and Athlete Rep Group were updated in 2022.

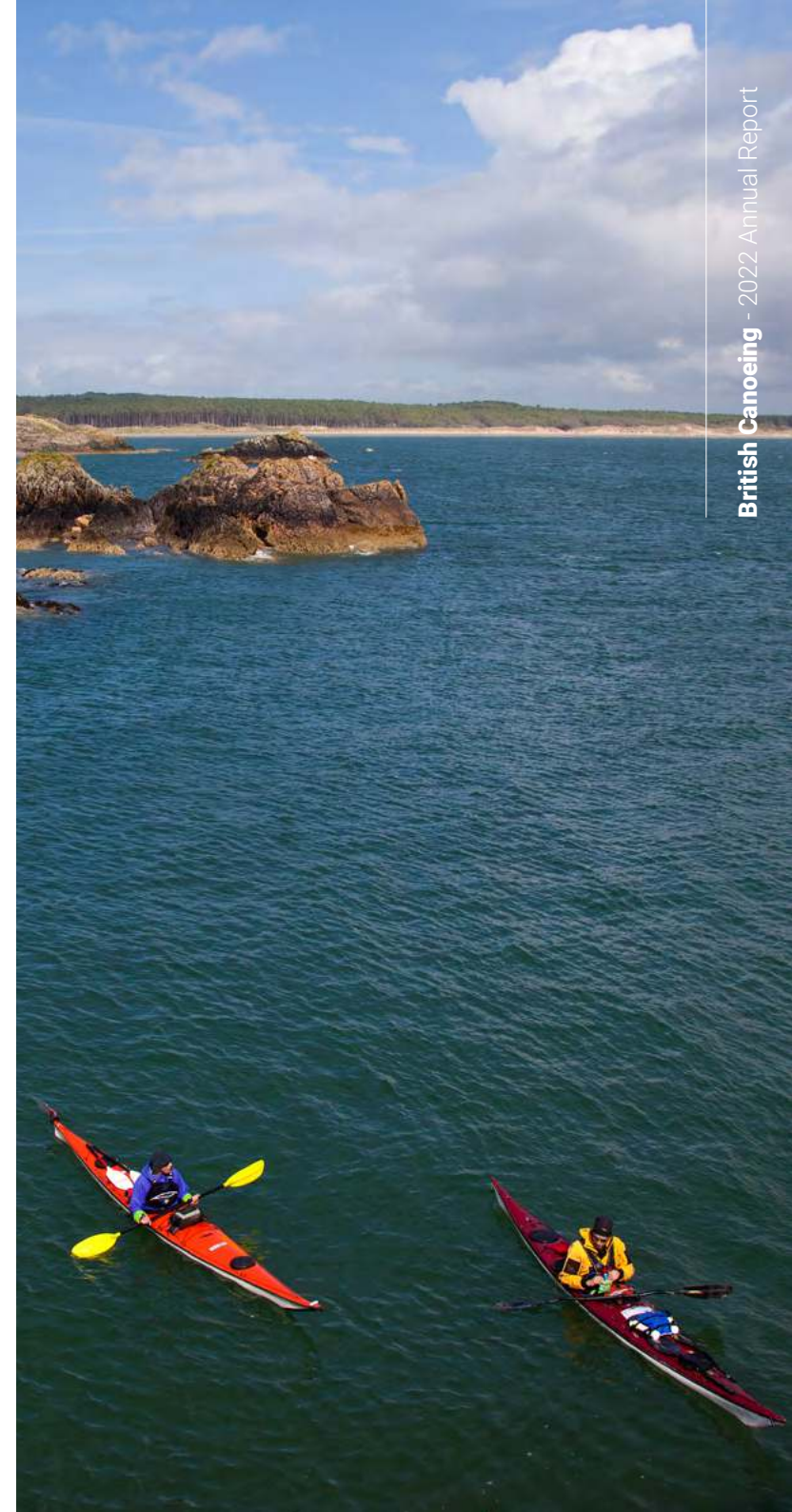
The Board undertook safeguarding training in summer 2022.

The Board conducted an annual review of its performance and its own effectiveness in October/November 2022. The findings were reported to and discussed at the Nomination Committee in November 2022 and reported to the full Board in December 2022.

In accordance with the requirements of the Code, Board appraisals were conducted in October 2022 with the Chair appraising the Board Members and the Vice Chair appraising the Chair.

An external evaluation of the Board was completed in 2022 with the Board agreeing areas for review and improvement. This work began in autumn 2022 and will continue into 2023.

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.



Focus on Operations

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.

The Governance and Risk Committee have approved a Policy and Procedure Checklist which is available on the [British Canoeing website](#).

British Canoeing's Complaints Policy, Disciplinary and Appeal Regulations, Selection Appeal Procedure and the Athlete Complaints and Disciplinary policies have all been reviewed and updated in 2022.

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.

British Canoeing revised its Risk Management procedures in 2020, ensuring a consistent assessment of risk, risk management and mitigation across the organisation is continually undertaken and the Senior Leadership Team and Board are fully briefed on ongoing and emerging risks. A further review began in 2022 with a revised Risk Management Policy being implemented in December 2022.

Conclusion

Governance arrangements have been monitored and evaluated during the year by the Governance and Risk Committee which reports into the Board. The Governance and Risk 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.

In 2023 besides attaining compliance with the new Code for Sports Governance, the organisation will continue to develop and improve policy

and practice, in particular, delivering the action plan emanating from the external board evaluation and increasing governance support for clubs and discipline committees.

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.



Focus on Operations

British Canoeing Board and Committees

Composition of the British Canoeing Board 2021/22

Professor John Coyne CBE
Chair and Independent Director

Nick Donald
Independent Director
(From 12 March 2022)

Greg Spencer
Director nominated by English Forum
(12 March 2022)

Mark Bache
Independent Director
(Retired March 2022)

Bronagh Kennedy
Independent Director
(Retired December 2022)

David Wakeling
Director nominated by Canoe
Wales (Retired 12 March 2022)

Richard Boreham
Vice Chair and Senior Independent Director

Martine Kushner
Independent Director

David Joy
British Canoeing Chief Executive Officer
(Retired May 2022)

Kerry Chown
Director nominated by Canoe Wales
(12 March 2022)

Steve Linksted
Director nominated by Scottish Canoe Association

Ashley Metcalfe
British Canoeing Chief Executive Officer
(1 June 2022)

Stephen Craig
Director nominated by Canoe
Association of Northern Ireland

Zoey Rowe
Director nominated by English Forum
(12 March 2022)

Clare Dallaway
Director nominated by English Forum

Greg Smale
Director nominated by English Forum
(Retired 12 March 2022)

British Canoeing President Dee Paterson attended the Board Meetings as an observer in a non-voting capacity.

Focus on Operations

The Board met six times in 2022:

30 January 2022, Hybrid Meeting, Nottingham
Attendance 92%
Apologies: Steve Linksted

15 February 2022, Remote Meeting
Attendance 92%
Apologies: David Wakeling

08 May 2022, Nottingham
Attendance 100%

26 June 2022, Nottingham
Attendance 75%
Apologies: Stephen Craig, Clare Dallaway, Nick Donald

18 September 2022, Lee Valley
Attendance 67%
Apologies: Kerry Chown, Nick Donald, Bronagh Kennedy, Zoey Rowe

4 December 2022, Nottingham
Attendance 100%

A summary note of all Board meetings can be found on the [British Canoeing website](#).

Finance & Audit Committee

The Committee met three times in 2022, January, June, and November

The key areas of work completed by the committee in 2022 included the continuing review of the financial performance of both British Canoeing and British Canoeing Events Ltd, including the growth of income and the delivery of the ICF Freestyle World Championships.

The committee reviewed the financial policies and recommended amending the policy of income recognition for membership and subscription income adopted by the Board and implemented in the 2021/2022 financial statements.

HR and Remuneration Committee

The Committee met twice in 2022 in February and October. Attendance 100%.

The key areas of work completed by the Committee during 2022 included the salary review for 2022, hybrid working policy development, staff survey feedback, people strategy development and recruitment and retention discussions.

The number of staff employed by British Canoeing in January 2022 was 95 (89 FTE). The number of staff employed in December 2022 was 102 (96.5 FTE). In 2022 there were 26 new starters and 19 leavers, labour turnover for the year was 19.3%.



Focus on Operations

Governance and Risk Committee

The Committee met nine times in 2022: in January, February, March, April, May, July, August, October and December. Attendance 100%.

The key areas of work completed by the Committee during 2022 included approving and overseeing progress against the Action Plan committed to following the completion of the Sport Resolutions report.

The Committee approved the incorporation of the Safeguarding Case Management Programme and Sport Integrity into British Canoeing's policies and procedures. The Committee has received updates on progress made to address actions identified within a historic safeguarding review and approved revisions to key safeguarding policies.

The Committee approved revised selection and qualification policies and revised appeal processes, alongside the findings of independent reviews of selection frameworks. The Committee received and advised the Board on the recommendations of the external Board Evaluation and also approved the process for and noted the outcome of the 2022 AGM.

The Committee receives updates on standing items of risk, safeguarding issues and open case reports, disciplinary, appeal and selection cases, complaints, data protection, legal action and health and safety matters and has approved revised Terms of Reference for numerous committees within British Canoeing.

Nominations Committee

The Committee met once in 2022 in November. Attendance 100%

The key areas of work completed by the Committee during 2022 included the update and approval of the Board Skills Matrix and Succession Plan, Diversity Statement and Diversity Action Plan, including reflections on recommendations of an external evaluation completed in 2022.

The Committee also considered and noted Board vacancies, Board Training Plan, Board Self Evaluation, Report against Diversity Action Plan 2021/22. Conflicts of interest of Directors was noted and made available to all Directors.

The Annual Governance Statement was approved. Appraisals of all Board Directors were also noted.

Full details about the Board Committees are available on the [British Canoeing website](#).



Focus on Operations

Financial Statements

2021/2022 has been a strong year for British Canoeing with membership continuing to grow, albeit at a more modest rate following the unprecedented membership growth from both 2020 and 2021.

Following the heavy impact of coronavirus on the outdoor recreation sector, we have seen a return to normal levels of activity with coaching awards and certifications back to pre-2020 levels.

The accounting policy for the recognition of membership income has been revised during the year and has been aligned with current common practice for sports governing bodies, which recognises income over the membership period.

The impact of this change is that net assets are £1,165,549 lower than they would have been under the original policy. However, this change has no impact on the available cash reserves or the continued approach to budgeting to deliver member services and the increase in participation and competition activity.

This change required a prior year adjustment and a restatement of the 2020-21 financial results.

The group surplus for the year after taxation amounted to £741,522. This is made up of a surplus from British Canoeing of £741,522 and a break-even position for **British Canoeing Events Limited**.

The year has not been without its difficulties. The impact of Brexit is still affecting the movement of teams and equipment around the world, incurring additional costs and disruption for athletes and staff due to increased regulation and restrictions of the 90-day residency rule.

Rising costs, energy inflation and staff recruitment has been particularly challenging in the year. Pressure on the cost base of the organisation from salary and cost inflation has been absorbed during the year and expenditure is continually reviewed to ensure value for money and alignment to the delivery of Stronger Together 2022 - 2026.

The total consolidated reserves of £1,950,098 (2021:

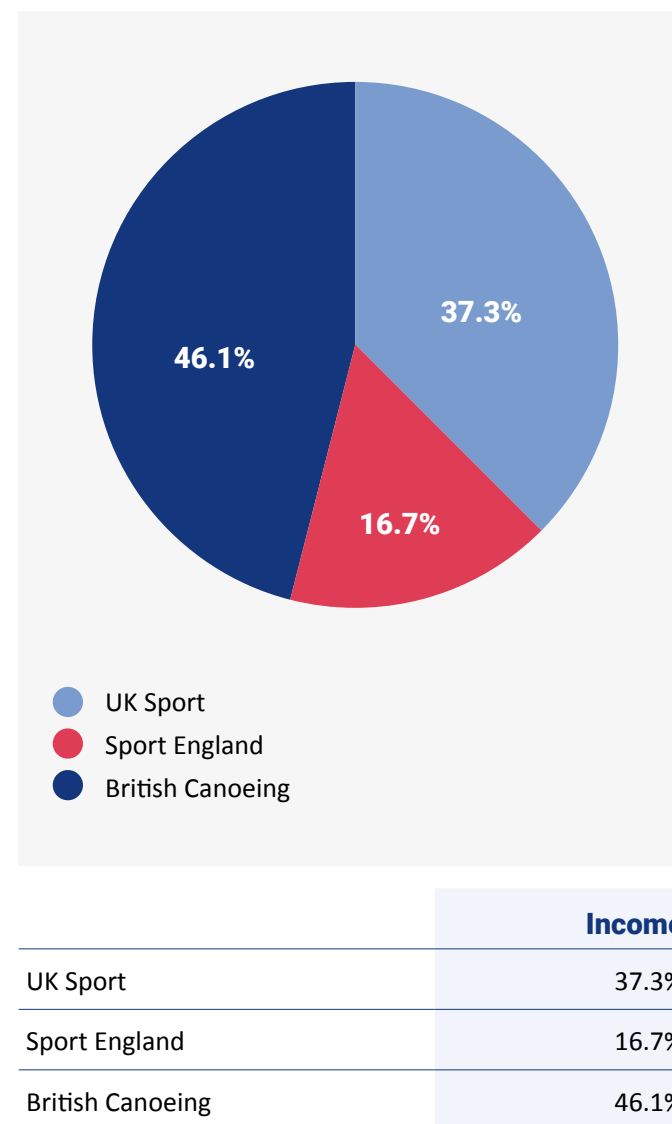
£1,208,576 as restated) enable British Canoeing to absorb setbacks and take advantage of change and opportunity, to secure the financial viability beyond the immediate future and provide reliable services over the longer term. It is the intention of British Canoeing to utilise the excess reserves to invest back into the delivery of its strategic plan.



Focus on Operations

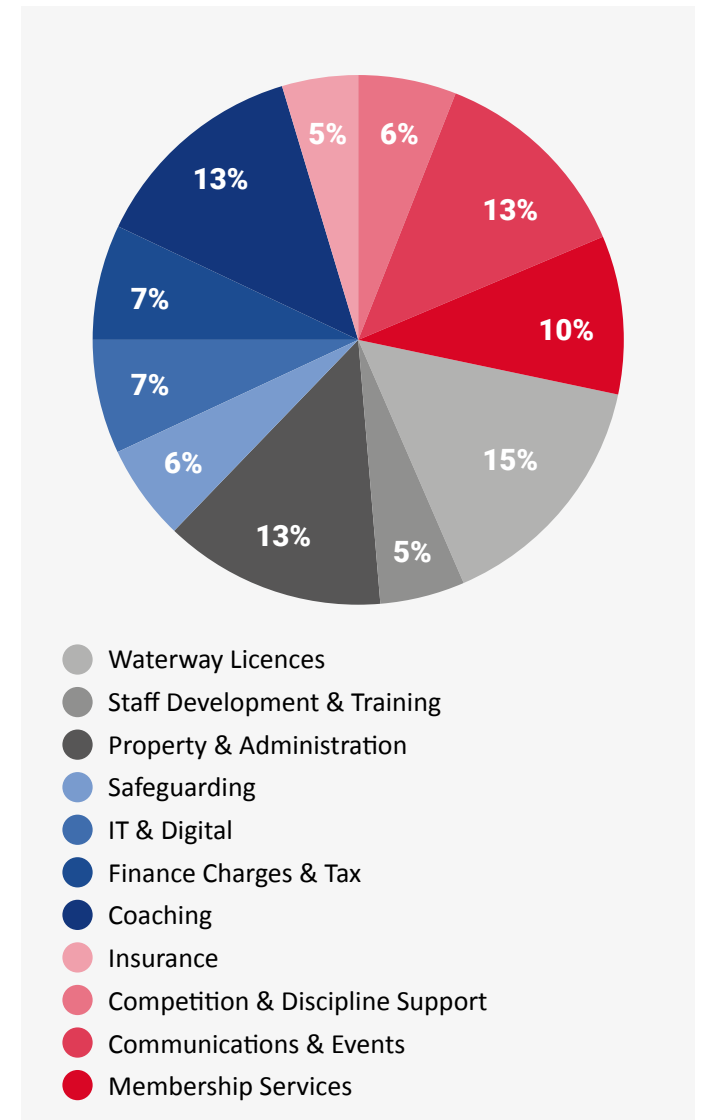
Annual Accounts

| | 2022 | 2021 restated |
|---|--------------|---------------|
| Profit & Loss Account | | |
| Income | 10,960,204 | 10,468,999 |
| Expenditure | (10,246,045) | (9,847,487) |
| Operating Profit / (Loss) | 714,159 | 621,512 |
| Interest Receivable & similar income | 40,022 | 2,124 |
| Taxation on ordinary activities | (12,659) | (3,831) |
| Profit / (Loss) on activities after interest an tax | 741,522 | 619,805 |
| Balance Sheet | | |
| Fixed Assets | 520,966 | 749,139 |
| Current Assets | 9,102,295 | 8,372,507 |
| Current Liabilities | (7,454,789) | (7,264,905) |
| Long-term Liabilities | (218,374) | (648,165) |
| Net Assets | 1,950,098 | 1,208,576 |
| Profit & Loss Account | 1,725,938 | 1,177,749 |
| Other Reserves | 224,160 | 30,827 |
| Capital and Reserves | 1,950,098 | 1,208,576 |



Focus on Operations

| | 2022 | 2021 |
|--|------|------|
| Costs | | |
| UK Sport | 37% | 46% |
| Sport England | 17% | 16% |
| Membership, Clubs, Coaching & Commercial | 46% | 38% |
| Running Costs | | |
| Competition & Discipline Support | 6% | 5% |
| Communications & Events | 13% | 13% |
| Membership Services | 10% | 13% |
| Waterway Licences | 15% | 16% |
| Insurance | 5% | 3% |
| Coaching | 13% | 14% |
| Safeguarding | 6% | 5% |
| IT & Digital | 7% | 9% |
| Finance Charges & Tax | 7% | 7% |
| Property & Administration | 13% | 12% |
| Staff Development & Training | 5% | 3% |
| | 100% | 100% |



Focus on Operations

Safeguarding

Safeguarding Framework

The Child Protection in Sport Unit of the NSPCC (CPSU) undertook its annual audit on British Canoeing's safeguarding framework in October 2022. The organisation was confirmed to have met the required standard (which is the highest possible standard attainable). A further demonstration of the CPSU's high regard to British Canoeing's safeguarding framework was the highlighting of a number of areas of good practice, particularly around case management.

A Safeguarding Action plan for 2022/2023 was shared with the CPSU as part of the audit. The main priority for the next 12 months will be to launch and deliver the Safeguarding and Welfare Strategy, including delivery of a further safeguarding

e-learning module as well as enhancing the support provided to welfare officers.

Safeguarding Policies

The British Canoeing Safeguarding Children Policy and Whistleblowing Policy were updated in 2022. A Safer Recruitment Policy for British Canoeing was also developed.

Our Digital Communications and Social Media guidance has been updated and recommends the use of using a new application for safer communications, Spond, recommended by UK Coaching for coaches working with athletes under the age of 18.

Safeguarding Training

Club Welfare Officers continue to have access to Multisport Time to Listen courses, externally delivered

as online classrooms.

The "Introduction to Safeguarding" e-learning course launched in 2020 continues to be well used and well received. In the period 31 October 2021 - 01 November 2022, the course was completed 654 times. Feedback has been positive and this course is seen as a real asset to the organisation. This course is suitable for those who do not have regular contact with children.

After British Canoeing formalised the requirement for coaches and others who regularly work with children to refresh their safeguarding qualifications every three years, a Safeguarding Refresher course was launched in autumn 2020. This course provides a refresher/update on the core safeguarding training, as well as an additional module on safe social media use. In the period 31 October 2021 – 1 November

2022, this has been completed 1,238 times. In 2023, a further additional module will be added to enhance the value of this course.

British Canoeing's Performance Wellbeing Coach has delivered bespoke training to World Class Programme and England Talent Programme Coaches around position of trust law changes and the importance of professional boundaries in coaching relationships. A similar workshop was delivered at the 2022 British Canoeing Coaching Conference.

Information and resources relating to safeguarding and welfare risk assessments and considerations relating to international trips were distributed to the non-Olympic discipline committees ahead of the competitive season.

Club Welfare Officers

There remains a need to increase the number of Club Welfare Officers across clubs in 2022 to ensure that each club has at least two appointed welfare officers. A key element of the Safeguarding and Welfare Strategy to be launched in early 2023 will be to enhance the training and support provided to CWOs.

The format of the Club Welfare Officer newsletters has been revised and these are distributed regularly. Further work has been done to increase the engagement with and support provided to welfare officers. This includes bi-annual webinars with safeguarding updates and regular online drop in sessions, where CWOs can attend if they have any queries, or if they want to engage with other CWOs for sharing practice/advice. British Canoeing's 'Club House' is

Focus on Operations

updated with resources for Club Welfare Officers and a forum for discussion.

In 2022, British Canoeing participated in a CPSU led insight pilot designed to better understand club members' views of safeguarding within their clubs and their knowledge and awareness of how to report concerns. This insight presented a positive picture overall, identifying the need to increase the visibility of welfare officers particularly.

Embedding Safeguarding

Considerable further work has been done to embed safeguarding across the organisation through collaborative working. This has included:

- > Board safeguarding training, delivered by the Child Protection in

Sport Unit of the NSPCC and Ann Craft Trust

- > Ongoing collaboration with HR to embed safeguarding into recruitment practices
- > Input into the Clubhouse
- > Joint club visits with safeguarding/club teams to increase visibility of support the Safeguarding team and promote a cohesive British Canoeing message
- > Learnings from cases embedded into Talent/WCP practices
- > Leading the welfare planning and support for the ICF Freestyle World Championships

Mental Health

The Mental Health Team within the Performance department have continued their work raising awareness of mental health via the roll out of training and engaging athletes

and coaches in supporting various mental health campaigns throughout the year.

The team has experienced a transition in terms of staffing which included the recruitment of new medical leads across our disciplines and a new Performance Psychologist in Slalom. The team continues to support athletes experiencing mental health difficulties and managing cases involving clinical intervention.

Information relating to the support available to our athletes and staff is regularly promoted within our communication channels, alongside general signposting information to local services, charities and helplines.

Collaborative Working

British Canoeing continues to work with the Home Nations Safeguarding Steering Group

(SSG). The SSG comprises the Designated Safeguarding Leads and Safeguarding Case Management Group Chairs for each Home Nation (where such role exists).

The purpose of the SSG is to encourage aligned safeguarding frameworks across the Home Nations through positive information, policy, guidance and training sharing. The SSG is also helpful in updating members on legislation changes specific to each Home Nation, discussing learnings from cases and managing cross-jurisdictional challenges. In 2022, the SSG has particularly focused on establishing a process for effective management of cross-jurisdiction cases.

British Canoeing joined a Water Sports Safeguarding Support network to share best practice and case learnings from other sports.

British Canoeing continue to work with the CPSU and Sport England to provide data and insight to better understand the prevalence of safeguarding in sport.

British Canoeing actively engages in cross NGB Lead Safeguarding Officers forums where learning and best practice is shared between sports, including policy, guidance and procedures, as well as response to safeguarding concerns.

British Canoeing also continue to work with the Performance Wellbeing Group and Athlete Rep Groups to ensure the voice of athletes is heard and that athlete wellbeing is a key element of the decision making within the performance programme. The Terms of Reference for both groups were updated in 2022 to ensure ongoing effectiveness.

Focus on Campaigns

Safeguarding Case Management

Safeguarding Case Management remains a priority for British Canoeing. The additional resource within the safeguarding team ensures dedicated resource to the day to day management of safeguarding cases and ensures cases continue to be handled efficiently and robustly. Communication with all involved parties remains a priority, recognising that these cases are difficult for all involved.

British Canoeing also joined the Sport England Safeguarding Case Management Programme in 2022 to complement internal case management processes. This programme provides access to advice, investigations, first instance and appeal panels.

British Canoeing also signed up to the UK Sport, Sport Integrity pilot in 2022 which is an independent disclosure and investigations process for the high-performance sport system.

A log of open safeguarding cases is presented to the Governance and Risk Committee at their meetings. This log shows the number of weeks a case has been open for, the date of last action together with a status update. This allows the Board to have oversight of and scrutinise the progress of cases, provides assurance on risk management action taken (such as interim suspensions), and gives a better understanding of the reasons for some cases being open for a long time.

A historic review of safeguarding cases was

completed in May 2022. This review considered 601 cases between 1999 and 2017. All files were scanned and digitalised to ensure complete digital records of all cases and a case cover sheet prepared (where one does not exist) to identify key individuals involved and a summary and outcome of the case. The review was also required to identify any outstanding risks that have not been managed and, in respect to these, make recommendations for further action.

Of the 601 files reviewed, the report found there was no evidence to suggest that children were at a very high risk due to inappropriate dealing with a case. The report made some general findings and recommendations as well as specific recommendations for each file where non-compliance

with appropriate safeguarding case management was evident.

All general recommendations have been addressed in current case management practice. Specific recommendations in relation to cases have been captured in an action plan with 42 cases being identified as requiring action and 58 having comments to address. The Governance and Risk Committee continues to receive updates on the progress of the action plan approved to address these action areas.



Focus on Operations

Case Management Group

British Canoeing benefits from a Case Management Group (CMG) which draws from a wide range of safeguarding backgrounds and experiences including social work, law enforcement, psychiatry, and education. In line with CPSU guidance and strong recommendations, the Group is also independent of the British Canoeing CEO and Board. It is recognised that the size of the group could be increased to provide more capacity to manage a challenging volume of cases at a time. The group would value additional expertise, particularly Paddlesport specific expertise which has been continually challenging to recruit. Further recruitment will take place in 2023.

Case Management filing and record keeping

British Canoeing's case management system has ensured each case is stored in its own confidential electronic folder, with all key communications, records of calls/meetings etc. added in chronological order. This record keeping is clear, accurate, contemporaneous, regularly updated, comprehensive, secure and in line with Data Protection legislation.

British Canoeing implemented a new case management software platform in autumn 2022 to support the effective management of cases, improving security, data management and compliance and provides actionable insights through data analysis.

The safeguarding team are in the process of migrating to this system for all new cases and ensuring records of all historic cases are embedded onto the new system.

Case Statistics Overview

In all, 24 cases were considered by the Case Management Group (CMG) in the period between 31 October 2021 and 1 November 2022. 9 of these have been formally closed. This is a reduction on last year's figure of 37 cases being considered. In addition to the formal new cases recorded, some previous cases have also been reviewed again by the CMG and some issues have been discussed without meeting the threshold of being considered a Safeguarding "case".

Assessing the significance of the number of cases managed is difficult, as a low number of concerns may in itself be a worry as it may indicate a lack of awareness of/trust in case management processes. It is hoped this is reflective of the benefits of safeguarding awareness training across the organisation and an even more robust case management process.

Safeguarding processes are not intended or being used to persecute coaches. Wherever possible, the organisation will work with coaches to correct behaviours and increase knowledge rather than automatically suspend or restrict duties. Timescales for concluding safeguarding cases remain challenging, particularly in ongoing police matters or where complex investigations

are required and timescales are not within British Canoeing's control. However, the cases will show that delays with cases are not as a result of slow progress by the Safeguarding Team, with cases being moved on as quickly as possible.

The most challenging cases for the safeguarding team remain those where conduct falls short of that which would require action by the police or other statutory authorities. These cases often involve wider dispute between individuals and dissatisfaction at the outcomes. These cases are also those which demand the most time of the safeguarding team.

Focus on Operations

DBS checks

In the period 1st November 2021 to 31st October 2022, we processed 975 checks which is another significant increase on last year's figure of 781 and almost double the figure for 2019/20 of 496. Clearly this is reflective of the return to Club activities after more stringent Covid-19 restrictions during the previous periods and also the increased membership, albeit the increases are not as significant given a large number of the new members will not yet have progressed into the Coaching sphere.

It is anticipated that this figure will continue to increase in 2023 given the ongoing increase in membership numbers. We are also noticing an increase in "Status

checks" being requested for members who are signed to the DBS update service.

Of the total checks, 11 had adverse content which represents 1.13% of all checks. This is broadly in line with the previous year when 1.41% had adverse content and is the lowest figure since we began recording these stats. The figure for 2019/20 had been 3.23% and the years preceding this had been similar so it is unclear whether the figures from the last few years are reflective of a pattern of fewer people with convictions seeking a role in the sport, or the fact that a number of coaches have already been risk assessed in previous years.

British Canoeing have continued to offer a basic level check which can be conducted on new staff members who have

no contact with children and young people and therefore do not qualify for an Enhanced with barred list check.

The DBS process continues to work smoothly and the recruitment of the Governance Administrator has supported the efficient delivery of this service. A standalone DBS email address has also been created which allows all emails to be monitored and documents no longer need to be updated when there are staffing changes.





Focus on Strategy

50 Stronger Together

51 10 ambitions and 20 KPIs

**STRONGER
TOGETHER**



Focus on Strategy

Stronger Together

Stronger Together is our new four-year strategy (2022-2026) to support, grow and celebrate paddling in England and the UK.

Launched in March 2022, 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.

In the first year of the strategy we have published an EDI Strategy - **#WePaddleTogether** and an Environmental Sustainability Strategy - **Protecting the Places we Paddle**.

The Safeguarding, Safety and Welfare and Performance Wellbeing Strategies will be published in Spring 2023.

Our Purpose

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



Our Values

The values of British Canoeing define the ways we work, how we treat people and how we want to be treated.

EVERY PERSON MATTERS,
STRIVING FOR EXCELLENCE,
ALWAYS WITH INTEGRITY,
ENJOYING THE JOURNEY,
INDIVIDUALLY COMMITTED,
STRONGER TOGETHER

Cross-cutting themes

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



Equality, diversity and inclusion (EDI)



Health, wellbeing and safety



Environment and sustainability



Partnerships

Focus on Strategy

10 ambitions and 20 KPIs

Year 1 progress across the 20 KPIs

Our delivery of the strategic plan will be guided by 10 ambitions and measured by 20 key performance indicators.

Ambition One

Engaging recreational paddlers and attracting new paddlers

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

The figure for 2022 was 593,000, a fall on the previous year. This is because some core membership content and RapidJoin focus moved to the Members Hub to better convert potential members directly from search. Adjusted for changes not being made, the figure would be just over 635,000.

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

Females make up 38.34% of all active members, which is a 1% increase on 2021 figures. Over the last year 7% of members have completed the equality monitoring questions in their membership profile. A campaign to increase the data collection will run in 2023.

Ambition Two

Increasing membership and improving member services

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

By October 2022 British Canoeing had 93,306 members across the On the Water and On the Bank categories: which is a 3% growth based on October 2021 figures.

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

Membership satisfaction with fulfilment and membership services was 79%, and our net promoter score was +42. These figures are taken from the Membership Survey, with 4,500 respondents. Feedback from the survey will be used to guide service improvements.

Focus on Strategy

Ambition Three

Promoting access, places to paddle and environmental awareness

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

Work to refresh the Clear Access, Clear Waters Charter was started and is due to be published at a Parliamentary event in summer 2023. In Autumn, a joint 'Outdoors For All' document was sent to the Prime Minister and Secretary of State, outlining priorities for the sector.

British Canoeing continued to input into policy making and target setting on a range of issues including water quality, agricultural subsidies and planning.

Ambition Four

Supporting clubs and delivery partners

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

During 2022 the number of affiliated clubs increased to 390, over 70% of affiliated clubs took up the offer to meet with a Club Support Officer and in the recent club survey the responding club committees gave the British Canoeing's Club Support 7.1/10.

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

The Delivery Partner Scheme grew from 275 partners in 2021 to 380 in 2022. 80% of partners would recommend the scheme to others and feel the scheme positively supports their business.

Ambition Five

Developing and supporting coaches, leaders, instructors and guides

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

British Canoeing Awarding Body qualifications and awards have seen a 29% increase from 2021, with a significant uptake in safety courses. Paddlers engaging with Personal Performance Awards has increased by 75%.

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

Paddles Up Training has seen a 26% increase in females holding BCAB qualifications, with the average age of those holding qualifications falling slightly. A 36% increase of those under 20 years of age engaging with BCAB qualifications and awards and an 18% increase of those under 16 years of age. A 55% increase from 2021 of paddlers describing themselves as non-binary.

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

Paddles Up Training have continually worked hard to maintain the outstanding high levels of satisfaction of those engaging with BCAB Qualifications and Awards, with a 99.31% satisfaction score in 2022.

Focus on Strategy

Ambition Six

Developing and supporting volunteers

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

The net promoter score for volunteers was +12 with a satisfaction score of 6.75/10 for customer services and 6.42/10 for communications.

Ambition Seven

Developing talent and achieving international success

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

The Olympic and Paralympic Performance Teams remain on track to achieve their medal targets for the Paris Games. Olympic qualification will happen across 2022 and 2023 for the quota spots and subsequent team selections.

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

British Canoeing's Sprint, Slalom/Kayak Cross and Paracanoe teams all achieved their milestone targets set for 2022 by UK Sport. In Slalom this included 3 medals and 5 additional finals. In Sprint this included 2 finals. In Paracanoe this included 3 medals and 2 additional finals.

Across all the competition disciplines we won 85 World and European Championship medals, including 11 World Championship golds.

Ambition Eight

Providing excellent championships, competitions and events

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

A 2022 baseline has been established and work is ongoing with committees within their development planning to support the growth of competition.

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

A successful ICF Freestyle Freestyle World Championships was delivered with the GB team securing 9 medals and the event engaging over 600 people in wider paddling activities.

The Slalom World Championships is on target to not only be a celebration of top level slalom but also have significant social impact through sustainability, women/girls and environmental projects.

Focus on Strategy

Ambition Nine

Focused on governance, people, equality and sustainability

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

The CPSU Safeguarding Standards were again met in October 2022 with many areas of good practice highlighted. British Canoeing remains compliant with the UK Code for Sports Governance and the UK Anti-Doping Assurance Framework. British Canoeing is working closely with its funding partners to evidence and attain compliance with the revised Code for Sports Governance in 2023.

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

#WePaddleTogether, British Canoeing's strategy for Equality, Diversity and Inclusion was published in December 2022 and progress will be reported annually from 2023. The development of the Safeguarding, Safety and Welfare and Performance Wellbeing strategy is in its final stages and will be published in Spring 2023.

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

Protecting the Places we Paddle, British Canoeing's new environmental sustainability strategy, was published in January 2023. The plan contains five ambitions and 11 KPIs.

Ambition Ten

Improving digital services and communications

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

Member satisfaction in communications remains high, with 78% of members satisfied in 2022. The figure is taken from the annual members survey, in which 4,350 members took part.

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

Unique visitors to key British Canoeing websites were 1.5million, with social media followers increasing to 65,465 by the end of 2022. There are plans to introduce a new Go Paddling Pinterest account.



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