

1st and 2nd October 2016

SUMMARY OF KEY MATTERS DISCUSSED BY THE BOARD OF BRITISH CANOEING AT THE MEETING HELD ON SATURDAY 1st, AND SUNDAY 2nd OCTOBER 2016, AT THE NATIONAL WATER SPORTS CENTRE, HOLME PIERREPONT, NOTTINGHAM, NG12 2LU.

In Attendance:

Alan Baker (AB)	Director nominated by Canoe Wales
David Belbin (DB)	Acting Chair and Independent Director
Richard Boreham (RB)	Independent Director
Stephen Craig (SC)	Director nominated by CANI
James Fry (JF)	Independent Director
David Joy (DJ)	CEO
Steve Linksted (SL)	Director nominated by SCA
Clare Dallaway (CD)	Director nominated by English Council
Dee Paterson (DP)	Director nominated by English Council
Greg Smale (GS)	Director nominated by English Council

Also In Attendance:

J Albert Woods (AW)	President
Mandy Delaney (MD)	PA to Directorate
Vasi Naidoo (VN)	Head of Governance and Compliance

In Attendance for part of the meeting

John Anderson (JA)	Performance Director
Susan Hicks (SH)	Finance Manger
Lee Pooley (LP)	Head of Coaching and Qualifications

WELCOME AND OPENING REMARKS

The Chair recorded the resignation of Denise Barrett-Baxendale and the Board recorded their thanks for the contribution that Denise had made to the development of British Canoeing over the past couple of years.

The Board also recorded their thanks and congratulations to the athletes, coaches and all those involved in the successes in the Rio Olympic and Paralympic Games.

FINANCE AND ANNUAL PLAN

The management accounts to August 2016 were presented and noted. The budget remains on track to break even at year end. An interim budget for the next financial year to October 2017, excluding directly funded grant activity was presented. This also projects a break even budget for the year. This was approved and is to be updated following confirmation of funding awards from UK Sport and Sport England for 2017-2021.

REVIEW OF BRITISH CANOEING MEMBERSHIP

The Board agreed that a review of British Canoeing membership should be undertaken, in order to improve member satisfaction and increase the number of members of British Canoeing. The review would explore whether there ought to be more categories of

membership and what benefits should be associated with each category. This was agreed as a high priority piece of work with a target to take proposals to the AGM if possible with implementation at a suitable point beyond that.

REVIEW OF COACHING FINANCIAL MODEL

The Board considered a presentation from the Head of Coaching and Qualifications, on proposals for a new income model for coaching and qualifications. The Board noted that many NGBs secured additional income from coaching and qualifications, and that British Canoeing was subsidising the delivery of qualifications and this was unsustainable. Some increases to provider fees were noted and discussion took place around the principles of a wider review of the coaching economic model which will be explored over the next 6 months. This will come back to Board for approval once consultation has been completed.

TOKYO OLYMPICS 2020 – STRATEGY UPDATE

The Performance Director reported on the Rio successes and explained that the review of the Rio cycle was underway. Initial Tokyo plans were submitted to UK Sport in early 2016. The final detail, including medal targets for Tokyo 2020, will be agreed with UK Sport over the next 3 months. The funding will be confirmed in December and discussion over some aspects have still to be finalised. It was noted that Olympic events would change in Tokyo in Sprint and Slalom to bring gender equity to the number of events and that British Canoeing had been preparing for in the last cycle.

It was noted that the Canoe Sprint Team are to move from their current base at Eton Dorney, to Holme Pierrepont, Nottingham. This would result in cost savings and also allow integration of the Olympic and Paralympic teams and the support services to both squads.

BRITISH CANOEING 4 YEAR STRATEGIC PLAN 2017-2021

Development of the 4 year strategic plan for British Canoeing is on track and there has been a good response to the consultations, with strong support for the emerging strategy. The final strategy will be presented to the Board in December 2016 for approval, with a launch date being explored in March 2017.

SPORT ENGLAND PARTNERSHIP INVESTMENT

British Canoeing's draft proposals for Sport England investment were considered and approved by the Board. It was noted that Sport England's strategy has evolved and the funding for NGBs will be to enable them to focus on retaining existing levels of participation and engaging the core participants. The Board were advised that British Canoeing should expect a significant reduction on the levels of funding received during 2013-2017 cycle.

It was noted that the final submission would be made in November and prior to the next Board meeting.

MAJOR EVENTS STRATEGY

The Board considered the draft strategy and agreed that plans should be developed in detail and expressions of interest should be submitted to host a Slalom World Cup in 2019 and European Slalom Championships in 2020. It was noted that discussions with ICF, UK Sport

and Lee Valley have begun. It was also agreed that the wider International Events Strategy should continue to be developed and presented to Board once it has been completed.

ICF CONGRESS

It was noted that British Canoeing will be represented at the International Canoe Federation 2016 Congress by the CEO and Greg Smale, with the British Canoeing President also attending in his role as ECA President.

DATABASE AND WEBSITE

A review of digital assets and capabilities had been recently undertaken and the findings were presented to the Board. It was noted that British Canoeing were recommended to develop their digital strategy and this work was required urgently. It was noted that investment in this area was key to the success of membership and the strategy. An action plan with investment plan to be developed in the next few months. It was also noted that progress was being maintained in the development of the database and web site and that the glitches had now been overcome.

INSURANCE

The Board noted that discussions were taking place to explore an improved insurance contract for the next 4 years. This would be completed by 01 November 2016.

ACCESS & WATERWAYS

The recent dialogue with the Angling Trust was reported.

COMMERCIAL STRATEGY

It was noted that work to create a Commercial Strategy for British Canoeing had been commissioned. This would be completed by end of October and be reported to the next meeting of the Board.

REVIEW OF SINGLE AGREEMENT

The Board had previously considered the UK strategy and it was agreed that this could lay the foundations for a new UK Agreement. This will be revised accordingly by the lead officers for further consideration. A paper was considered which proposed that the Single or Federal Agreement was now out of date and that a new agreement should be developed and become a new UK Agreement. Work on this is to start within the lead officers' group and then be developed with input from all 4 boards over the next 12 months.

COMMITTEES OF THE BOARD AND REVIEW OF COMMITTEE STRUCTURE

The three committees of the Board were confirmed as:

- HR and Remuneration Committee
- Finance and Audit Committee
- Governance Committee

Membership of all committees was confirmed with two Board members on each, supported by two executive team members. It was agreed that each should now meet and review their Terms of Reference and establish priorities for 2017.

The Board also considered proposals to commence a review of the wider canoeing committee structure. This was required to ensure that the right committees were in place to deliver the new strategy and that the Terms of Reference for each committee are reviewed, and that committees are operating in line with the principles of good governance. It was agreed that this piece of work should proceed with a completion date of the end of 2017.

STAND UP PADDLEBOARD

The Board noted discussions are continuing with UK Stand Up Paddleboard, regarding their merger into British Canoeing

DATE OF NEXT BOARD MEETING

3 December 2016

END