

26th March 2017

SUMMARY OF KEY MATTERS DISCUSSED BY THE BOARD OF BRITISH CANOEING AT THE MEETING HELD ON SATURDAY 26th MARCH 2017, AT CROWNE PLAZA HOTEL, MANCHESTER.

In Attendance:

John Coyne CBE (JC)	Chair
David Belbin (DB)	Independent Director
Richard Boreham (RB)	Independent Director
Stephen Craig (SC)	Director nominated by CANI
Clare Dallaway (CD)	Director nominated by English Council
James Fry (JF)	Independent Director
David Joy (DJ)	CEO
Bronagh Kennedy (BK)	Independent Director
Steve Linksted (SL)	Director nominated by SCA
Dee Paterson (DP)	Director nominated by English Council
Greg Smale (GS)	Director nominated by English Council

Also In Attendance:

John Anderson (JA)	Performance Director
Mandy Delaney (MD)	PA to Directorate
Susan Hicks (SH)	Finance Manager
Ivan Lawler (IL)	President
Vasi Naidoo (VN)	Head of Governance and Compliance
Lee Pooley (LP)	Head of Coaching and Qualifications
David Wakeling (DW)	Canoe Wales Representative

SUMMARY OF KEY MATTERS:

OPENING

It was noted that Alan Baker, Director nominated by Wales, had passed away. It was noted that he was a valued member of the Board and would be sorely missed. David Wakeling **(DW)** was Acting Chair and attended the meeting as an observer.

The Chair formally noted the longstanding contribution of the former President, Albert Woods OBE, and extended on behalf of the whole Board, deepest gratitude for his service to the sport of canoeing.

The Chair congratulated the new President, Ivan Lawler, **(IL)** on his appointment and welcomed him to the Board.

FINANCE

The cumulative position to the end of February 2017 had shown a deficit of (£120, 941) against a budgeted deficit of (£211,304). Income in the first four months of the year had exceeded budget by £26K, mainly driven by membership income.

The four year budget projections were outlined which included:

- The forecasting of a deficit in 2017/18 as a result of static income levels but which would be mitigated in the annual budget process.
- A projected surplus in 2018/19 as a result of income growth following the membership category review and the implementation of the new coaching model.
- A possible deficit in years 2020/21 caused by insufficient additional income to off-set grant funding used in the first three years of the funding cycle.

These projections would be further developed with the intention of presenting a break even position over the four years.

RISK REGISTER

The Risk Register had been updated following the Governance and Risk Committee meeting in February 2017; a number of risks were deemed to be 'high'; these were highlighted to the Board by the Head of Governance and Compliance and would be managed on an on-going basis.

ROTATION OF BOARD DIRECTORS

The current terms of appointment for Board members would have resulted in the six Directors who were appointed in 2016 all leaving at the same time, once their maximum number of terms had been served. In order to ensure better succession planning, new terms for some of the existing Directors were proposed. As per amendments to the Articles, it was also noted that the terms of appointment would run from the date that the AGM approved the appointments.

COMMITTEES OF THE BOARD

The Board were advised that under the Code for Sports Governance, there should be clear separation between the Nominations Committee and the HR Committee, and therefore a separate Nominations Committee needed to be put in place. Part of this new committee's remit would be to discuss the CEO and Board members' recruitment and succession planning.

UK AGREEMENT BETWEEN THE NATIONAL ASSOCIATIONS AND BRITISH CANOEING

Following previous agreement from the Board, initial discussions had taken place between the CEO and the General Managers/CEOs of the National Associations to review the principles and content of the Single/Federal Agreement.

The purpose of a new Agreement would be to confirm the UK responsibilities which were those of British Canoeing, and the headline responsibilities for each of the Home Nations, and as such, the new name of 'UK Agreement' was proposed.

The initial discussion document presented to the Board would be circulated to the Boards of the National Associations, allowing them to identify any other key areas they wished to propose to be incorporated into the UK Agreement. It was hoped that work on the UK Agreement would be concluded by the end of 2017.

WORLD CLASS PROGRAMME REPORT

The Board were informed that following an extremely rigorous recruitment process, that Paul Ratcliffe, Head Coach (Slalom), had been appointed as Performance Director.

It was noted that discussions around the governance arrangements of the World Class Programme had been on-going since November 2016, with a focus on the powers and delegations between the Board, the CEO and the Performance Director. The principles were that

the CEO would be accountable to the Board for the delivery of the Tokyo Strategy and the activities of the World Class and Talent programmes. The CEO would in turn hold the Performance Director to account for the management of the programmes.

In the future, there would be more scrutiny of the work of the World Class Programmes within the Board and through the Committees of the Board.

It was noted that this realignment would call for the role and purpose of the World Class Management Group to be reviewed to ensure the right level of innovation and scrutiny to best engage athletes in all aspects of the Programme.

The current Performance Director then highlighted the Governance and Welfare report that had been circulated. He advised that whilst the majority of British Canoeing's athletes were thriving in the environments created by the organisation, that there were still areas that could be improved upon. These areas would include improved athlete induction processes and more transparent policies and procedures.

Work was underway to review the current position and develop an action plan for improvements around welfare of athletes and staff. An interim report and draft action plan would be presented to the Board in June, with a final action plan presented to the September meeting. The Board welcomed this commitment to improve athlete and staff welfare.

COACHING DEVELOPMENTS

The Coaching and Qualifications framework needed to change in order to meet consumer demand. To date, underpinning costs in running the framework had relied on grant support from Sport England; this was not sustainable and earned income needed to replace funded income.

The National Associations had recently consulted on options for this and had agreed that British Canoeing would become the Awarding Body for all regulated and non-regulated awards and qualifications, and the Home Nations and others would become Delivery Centres and pay an annual registration fee to the Awarding Body as well as a unit fee for each registration. The Board broadly agreed this approach, subject to further consultation taking place over the next few months.

INTERNATIONAL EVENTS STRATEGY

The Board were advised that British Canoeing had been awarded the rights to host the 2021 ICF Canoe Freestyle World Championships.

DATE OF NEXT BOARD MEETING

11th June 2017

END