

SATURDAY 27 JANUARY 2018

SUMMARY OF KEY MATTERS DISCUSSED BY THE BOARD OF BRITISH CANOEING AT THE MEETING HELD ON SATURDAY 27 2018 AT HAYSMACINTYRE OFFICES, LONDON.

In Attendance:

| | |
|-----------------------------|---------------------------------------|
| John Coyne CBE (JC) | Chair |
| David Belbin (DB) | Vice Chair and Independent Director |
| Richard Boreham (RB) | Independent Director |
| Bronagh Kennedy (BK) | Independent Director |
| Dee Paterson (DP) | Director nominated by English Council |
| Clare Dallaway (CD) | Director nominated by English Council |
| Greg Smale (GS) | Director nominated by English Council |
| David Wakeling (DW) | Director nominated by Canoe Wales |
| Stephen Craig (SC) | Director nominated by CANI |
| Steve Linksted (SL) | Director nominated by SCA |
| David Joy (DJ) | Chief Executive |

Also In Attendance:

| | |
|-----------------------------|-----------------------------------|
| Ivan Lawler MBE (IL) | President |
| Susan Hicks (SH) | Finance Manager |
| Urvasi Naidoo (UN) | Head of Governance and Compliance |
| Paul Ratcliffe (PR) | Performance Director |

Apologies:

| | |
|-----------------------|----------------------|
| James Fry (JF) | Independent Director |
|-----------------------|----------------------|

SUMMARY OF KEY MATTERS:

WELCOME FROM THE CHAIR

JC welcomed everyone to the meeting, including the members of staff present. He advised the Board that Mark Bache **(MB)** was attending as an Observer. **MB** had been recruited as an Independent Board Member and would attend his first meeting as a Director subject to his appointment being confirmed at the AGM in March 2018.

JC advised that, following electronic consultation, the Board had agreed to appoint **RB** as the Vice Chair and Senior Independent Director and that his appointment would commence following **DB**'s retirement after the AGM. The Board formally confirmed the appointment and congratulated **RB** on his appointment.

JC proposed that the Finance Manager of the organisation should attend for the whole of each Board Meeting rather than just attending the finance section, as her role was integral to the operation of the whole organisation. This was approved.

MATTERS ARISING

It was noted that a coaching report and a presentation of the Discipline Committee Plans would be presented to the next Board Meeting.

FINANCE REPORT

The Finance Manager presented an update on the management accounts, the audit and approval of the statutory accounts for 2016/2017. With regard to the management accounts to end of October 2016, SH noted that income growth within the period had been positive with membership up by 16% and coaching income had also increased. As a result of this additional income a surplus had been expected, but the VAT review which had been completed had resulted in a voluntary declaration being made to HMRC which required the payment of additional tax. The final outcome of the VAT impact is £136K in the 2016/17 financial accounts.

AUDITORS REPORT

The Auditor presented findings from the Audit. The principle regarding how membership income was recognised had been raised for discussion. He explained that as members received ongoing service throughout the year some slight adjustments were necessary as to how income should be treated and that this had impacted upon reserves. In his view this was necessary to tidy up the financial statements and for the purpose of better disclosure.

Several other items were noted, the Code for Sports Governance had been achieved for 2017 but was an ongoing commitment. It was suggested that a process be adopted to register conflicts at the point of entering into significant contracts in the future. It was also suggested that a comprehensive Gifts and Hospitality policy should be developed for Staff and Directors, recording not just gifts received but also gifts refused. The Auditor identified that forthcoming new IR35 legislation, which puts the onus on employers to determine if someone is an employee, and the GDPR were potential risks.

The Board noted the report and then formally approved the Statutory Accounts which were then signed and returned to the Auditors for filing.

MEMBERSHIP REVIEW AND DIGITAL STRATEGY UPDATE

Sam Rankin, (**SR**) Head of Membership Services and Barry Wade, (**BW**) Head of Digital joined the meeting and gave a presentation on progress towards the launch of new membership categories and the introduction of the digital platform which would support this. They gave a presentation which showed the look and feel of the membership packs and publications and also the Go Membership online platform. **SR** updated on the progress made towards designing the new digital system and membership materials and communication to members around these issues. On the whole they had received positive feedback from Members. **SR** also outlined discussions with trade partners to promote membership within their sales and on their web sites.

BW explained that they had been preparing the database for migration to the new system the target being to have all data cleaned and entered by the 12th February 2018 ready for the go live on 2nd April.

Roadshows had been planned for February/March and would to discuss how the Club Associate Membership would work best for clubs.

The Board noted the progress to date.

GDPR UPDATE

BW updated the Board on matters around GDPR compliance and progress of the GDPR implementation plan.

The Board noted and welcomed the progress.

WELFARE REPORT

Paul Ratcliffe (**PR**), Performance Director and Teresa Gregory (**TG**) joined the meeting. **TG** had been invited to attend as a co-author of the AGM motion on athlete welfare in March 2017. **TG** had been provided with a copy of the board report which provided an update on the work completed around athlete welfare in response to concerns raised at the 2017 AGM. It was noted that a progress report would also be circulated to the members as part of the 2018 AGM papers.

PR explained that the vision was for British Canoeing to be world leading in the field of athlete welfare and that whilst progress had been made it was an ongoing commitment and there was further work needed to achieve this.

PR spoke to the report and highlighted some of the progress and areas still for improvement. The results from the Athlete Culture Health Check carried out by UK Sport had been informing ongoing work, especially around athlete engagement and selection policies.

He confirmed that safeguarding training had been provided to most of the coaching and support staff with remaining staff to complete their training in 2018.

Since he had come into post he had looked very closely at the “centralisation philosophy” whereby athletes were required to train at Holme Pierrepont or Lee Valley and confirmed this was not mandatory and that there were athletes located in other training centres.

There had been considerable work done to drive athlete empowerment with the establishment of the Performance Wellbeing Group and the Athlete Rep Group. Significant progress had been made since the appointment of the Performance Wellbeing Coach in the areas of transitions, trips, policies and information being better publicised on the website.

Work had commenced on reviewing and revising the performance vision and values and this was being done in consultation with all stakeholders.

In relation to staffing, a completely new leadership team had been established and a Performance Wellbeing Coach had been appointed to follow through on an agreed action plan and maintain focus and momentum.

TG and **IL** welcomed the report and recognised that considerable progress had been made but that more was still required.

The Board noted the report and welcomed the progress made.

TALENT CLUB PARTNERSHIPS

PR explained that it was proposed to make an investment into selected clubs in England to jointly invest in the talent pathway within the club environment.

An application process was launched in late 2017, with clubs invited to engage in the programme. The response to the project had been significant, with 16 clubs (4 Slalom and 12 Sprint) applying. This exceeded expectations and more funding was required to fund this larger than anticipated programme. The total investment would be circa £305,000 over the next three years, with the majority of this being from ring fenced Sport England Talent funding. An additional £120,000 was requested from British Canoeing retained funds.

The Board agreed with the new focus for club partnerships within the talent programme and approved the release of the £120,000 retained funds to support this project over the next three years.

ACCESS REPORT

A detailed paper had been provided by the Places to Paddle Manager which explained progress in developing an access campaign and an Access Charter. A first draft of the Charter was provided for the Board to comment on. It was also noted that the launch of the Charter would probably be in the autumn of 2018.

The Board endorsed the work to date and stressed the importance of this work in 2018.

UK AGREEMENT

DJ spoke to the report which included the Heads of Terms for approval. This had been developed through full engagement with the National Associations Chairs and CEOs.

The Agreement confirmed that each national association was an independent organisation with its own board, its own membership and that British Canoeing was responsible for managing the English membership. The Agreement also outlines headline roles and responsibilities and this was to be developed further within the full Agreement to be reached by July 2018.

The Board approved that the Heads of Terms should be signed. It was noted that more work was required around matters of detail and the funding arrangements between the Parties, but that would be included in the final Agreement which was to be completed by July 2018.

GOVERNANCE AND RISK COMMITTEE DOCUMENTS

UN advised that on behalf of the Board, the Governance and Risk Committee had approved five policies

- Athlete Code of Conduct – Talent and British Teams
- Code of Conduct – WCP Athletes
- Code of Conduct – Parents and Carers
- Eligibility Policy
- Whistleblowing Policy

The Board noted these approvals and noted the Risk Register.

ANY OTHER BUSINESS

JC offered sincere thanks to **DB** who was attending his last meeting as a Director. **JC** noted that **DB** had made a very great contribution over the years, stepping in as interim Chair on occasions and taking on the role of Vice Chair in 2017. His knowledge and experience not just around finance but across all areas of the sport had been greatly appreciated. **JC** noted that **DB** would remain involved as the Chair of the Canoe Foundation. **DB** thanked the Chair for the comments and his fellow Directors for their contributions. He confirmed that new Trustees had been appointed to the Canoe Foundation and this would be refocused over the next few months

DATE OF NEXT BOARD MEETING

25 March 2018

END