

MINUTES

In Attendance:

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| John Coyne CBE (JC) | Chair and Independent Director |
| Mark Bache (MB) | Independent Director |
| Richard Boreham (RB) | Vice Chair and Independent Director |
| Stephen Craig (SC) | Director nominated by CANI |
| Clare Dallaway (CD) | Director nominated by English Council |
| James Fry (JF) | Independent Director |
| Bronagh Kennedy (BK) | Independent Director (joined by phone) |
| Steve Linksted (SL) | Director nominated by SCA |
| Dee Paterson (DP) | Director nominated by English Council |
| Greg Smale (GS) | Director nominated by English Council |
| David Wakeling (DW) | Director nominated by Canoe Wales |
| David Joy (DJ) | CEO |

Also In Attendance:

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| Ivan Lawler MBE (IL) | President |
| Susan Hicks (SH) | Head of Finance |
| Urvasi Naidoo (UN) | Head of Governance and Compliance |
| Charmaine Gawler (CG) | Executive Assistant to the CEO |

1. Chair's Welcome and Opening Remarks

The Chair welcomed Bronagh Kennedy (BK) who had joined by phone via a Go-To-Meeting and all other members to the meeting and acknowledged the successful delivery of the AGM, conference and awards dinner that had taken place the previous day. The Chair requested that the Chief Executive pass on the Board's sincere thanks to all of the staff involved both in the lead up to and during the events.

He noted the good work performed by the Volunteer Awards Panel who had been faced with some difficult decisions in judging the allocation of Volunteer Awards, due to the exceptional quality of the nominations.

The Chair noted the full agenda and the intention to take the papers as read and to focus on questions and discussion areas.

2. Apologies

The Chair noted apologies received from Paul Ratcliffe, Performance Director, who had departed for Portugal to attend the Sprint warm weather training camp.

3. Declarations of Interest

Ivan Lawler (IL) declared an interest in an item to be discussed.

4. Minutes of FB62

The Minutes of FB62 were approved as a fair and accurate record of the meeting.

5. Matters arising not covered by the Agenda

The Chair referred to the Action log that had been tabled at the start of the meeting.

6. Risk Management

The Chair welcomed DJ to present the report.

DJ referred to the risk register included within the Board pack. He reported that British Canoeing's Risk Management strategy had been discussed at the Governance and Risk Committee in February and had been further developed since. DJ stated that the organisation had recently demonstrated good examples of managing risk, such as those associated with the UK Sport Sprint review. However, DJ advised that there were improvements to be made in terms of ensuring teams were managing risk within their departments in a more structured way and reporting risks up to Senior Management Team and Board appropriately.

The Board discussed the relationship between the three Committees of the Board; Governance & Risk; Finance & Audit; and HR & Remunerations and where the responsibility for risk resided. It was agreed that the Board were ultimately responsible for risk management but the oversight was the responsibility of the Governance & Risk Committee, working alongside Finance and HR Committees who would be responsible for identifying and managing risks within their own areas of responsibility.

The Board welcomed the revised format of the Risk Register with the more immediate and current risks being more easily identified. It was recognised this was still work in progress. The Board noted the importance of assessing and managing the significant immediate risks and requested that these be sorted into a manageable number and reported to each meeting of the Board.

A Board member offered to share a copy of their own organisation's high level risk register which included additional columns that could be incorporated, including the date the risk was identified and a desirable target risk rating.

The Board noted and approved the approach to Risk Management within British Canoeing and requested that the risk process be embedded in the organisation and that a revised Risk Report be considered at the next meeting of the Board.

7. Progress Report Stronger Together

The Chair invited (DJ) to present the progress report on Stronger Together, the strategic plan that was launched two years ago in March 2017.

DJ reported that two years on, the RAG rating for membership, coaching and communications was green with good progress being made in these areas in particular. The work around Clubs within Ambition 4 was behind schedule but it was anticipated that this work would accelerate within the next 12 month under new leadership. DJ confirmed that the other areas were broadly on track and at this mid-point in the strategy we remained on track to deliver the majority of the KPIs and targets within the strategy. JC requested that we were cognisant of our constituencies following the Clubs Conference on 9 March and kept the paddling community informed of progress made in this area.

The Board noted the report and commended the progress made towards the implementation of the Strategic Plan 2017-2021.

8. Annual Plan 2019 Update

The Chair invited DJ to present the first Annual Plan update of 2019.

DJ confirmed that there were no real concerns 4 months into the plan. Para 2.2 within the report highlighted those items that were due to be completed in January and February but had yet to be finished. This included the work on Paddlepoints which got pushed back due to the development of a digital AGM proxy voting system.

Para 2.3 identified some areas where progress had not progressed as planned. These included work on the Advanced Equality Standard and the creation of a Safeguarding online module, both due to staff leaving, but these targets would remain in the plan. It was confirmed that recruitment for the new Safeguarding lead had commenced again following a recent round of unsuccessful interviews.

DJ reported that he still expected the team to deliver at least 75% of the targets within the Annual Plan by the end of the reporting year.

There was a discussion around the status of the discipline committee plans. DJ outlined the intention to work more closely with the committees to increase participation, competitions and amalgamate websites and membership data but this required capacity and shared intent within each discipline committee. It was noted that there was still two years to achieve these objectives.

The Board requested that another column be added to the Annual Plan tracker to take into account actions which had not started and those that were behind schedule. It was agreed that this would be picked up in the Board Action Log and included in the next report to Board.

The Board agreed that they did not necessarily need to see the whole Annual Plan at each meeting, and that a short report on areas completed or areas of concern would usually be sufficient.

The Board noted the timeline associated with bidding for the 2023 ICF World Slalom Championships in Beijing on Friday 15 March and wished the bidding team well.

The Board noted the report outlining the progress made in the first 4 months towards delivering the 2019 Annual Plan.

9. British Canoeing Events Ltd Report

The Chair noted that the first Board meeting of British Canoeing Events Ltd had taken place on 20 February.

DJ invited Mark Bache (MB) to share his perspective on the meeting. MB confirmed that after dealing with the administration of setting up a new company, the Board discussed the international events strategy in detail. The meeting had been very positive, and the board were appropriately challenging around the strategy around matters such as why we were committing to particular events, the strategic ambitions aligned to them and the financial risks involved. The BCE Board had noted the progress of the bid for the 2023 Slalom World Championships and the potential impact on the wider events strategy.

It was agreed that the minutes from the BCE Board meeting would be routinely shared with the British Canoeing Board. Considerable work was to be undertaken around the Memorandum and Articles and the links between the two companies and this would be discussed at the next meeting of this Board in June, having been considered at the Governance & Risk Committee.

It was also confirmed that BCE would align its Board Committee structure to the Committees of the British Canoeing Board.

There was a discussion around the reserves strategy and how this needed to align with and support our events strategy.

The Board noted the progress made in establishing British Canoeing Events Ltd and thanked MB and DJ for the update.

10. CEO Report

Membership

DJ confirmed that Susan Hicks (SH) would report on the latest membership figures in the Finance update, but that targets for the first 4 months had been achieved. DJ reiterated that we had large numbers to deliver this year but a strong plan was in place and that there was excellent cross team working taking place to deliver the plan.

Disciplinary Policy

DJ confirmed that we had recently advertised for an Independent and legally qualified Chair of Disputes and Disciplinary and also for Panel Members and that the new Disputes and Disciplinary Policy was now active.

Thames Tideway Event

DJ highlighted that a new mass paddle event was planned for the Thames in September. This event would not carry any cost or risk to British Canoeing but had the potential to develop into a good event and be in line with our strategy. It was noted that we would be actively promoting the event through March to gauge demand.

ICF World Cup Slalom

The event remained on track with no major concerns. The commercial income was now secured, but 60% of the ticket income had still to be generated.

Historical Concerns

DJ updated on the investigation into the April Allegations.

The Maxwellisation process had been completed but there was still nothing further to report as British Canoeing, despite requests, had not received any further information from Sport Resolutions.

UK Sport Funding Review for the Sprint Programme

The £200k reduction in funding from UK Sport and the reduction of the number of athlete places from 30 to 28 following the review of the sprint programme will have some implications, but these are in the process of being managed and should not cause major challenges to the programme.

UK Sport Strategy from 2021 Onwards

DJ advised that UK Sport had recently announced the blueprint for their strategy from 2021. The new approach, to come into force in 2021, set three tiers of funding that would channel investment into different stages of the performance pathway; Podium, Podium Potential and Progression. It was a more flexible system being created by UK Sport so that they could support any one or all three of the development stages within an NGB whereas at the moment they will only support those NGBs with athletes able to achieve a podium position in the next 4 years. This development is in line with our consultation response and is welcomed by British Canoeing.

Clear Waters Clear Access

DJ highlighted the incident on a Hampshire river involving an attack on a stand up paddle-boarder. British Canoeing were liaising with the police during the investigation process.

Project Performance and Project Content

These initiatives were moving at pace with the backing of the Department for Culture, Media and Sport (DCMS). DJ outlined the broad concept and ambition of the two projects having attended a session in London on 1 March. The Chair noted that he had also attended a UK Sport presentation in February and had been very supportive of the proposals. The key driver was to create an online channel dedicated to Olympic and Paralympics sports and their events and to commercialise this.

As the deadline for signing the non-binding MOU for Project Content was 1 March, the CEO and Chair had signed it in order for British Canoeing to stay connected with the venture. The

Board confirmed their support for this and noted that final proposals would be presented to the Board prior to any firm commitments being agreed.

International Rafting

DJ outlined the current situation relating to the International Rafting Federation (IRF) and the World Rafting Federation (WRF). The Rafting Committee had aligned the British teams to the IRF. The Board agreed to support the Rafting Committee in recognising official BC teams to IRF championships and to enquire whether ICF would also align to the IRF and to support that they entered only IRF Championships. The Board requested that the Rafting Committee ought not to seek to prevent athletes from attending WRF events but rather they should caution athletes against doing so.

The Board noted the CEO report and agreed to support the Rafting Committee in their position with regards to WRF and ICF.

11. Finance Report

SH presented the financial position of British Canoeing as at 31 January 2019 reporting a current deficit of £96,560 against a budgeted deficit of £140,649. SH highlighted some key results;

- Personal Performance Awards launched on 1 January had reported healthy numbers;
- Take up of the Start and Discover Awards had been slower, plausibly due to impact of winter weather;
- Legal fees were overspent in first quarter with this trend likely to continue;
- The coaching income underwrite agreed by the Board to each National Association following the launch of the new economic coaching model in January 2018, was £12,559 lower than budgeted. CANI acknowledged the concern around their higher than expected payments;
- Membership figures in February were 1.5% better than budget and 7.6% better than 2018. The year to date figure was £12.8k better than budget and £3k (1%) better than last year;
- Membership numbers at the end of February were 36,462 up 229 since the start of the year and 3.5% higher than February 2018;
- Membership budget was challenging from March onwards;
- The Olympic and Paralympic talent programmes were being analysed in preparation for the Paris Funding Cycle.

The Chair remarked on the good set of accounts. DJ reported that the reserves policy would be developed further at the next Finance & Audit Committee meeting.

The Board noted the contents of the Finance Report.

12. World Class Performance Report

The Chair, in the absence of PR, invited DJ to present the report. Since it had only been six weeks since the last report to the Board, DJ gave a brief verbal summary.

Most activity focussed on the warm weather training camps, progress made within the Performance Wellbeing Group and the outcome of the UK Sport Sprint Review.

DJ confirmed that we had received greater clarity around the ICF selection policy for Tokyo 2020 and that the Athletes understood what they needed to do in order to qualify places for the Games.

The Board noted the detail of the World Class Performance Report.

13. Committee Reports

The Committee reports were taken by exception with only the key issues highlighted.

13.1. Nominations Committee

No new updates had been reported. It was agreed to arrange a meeting for autumn.

13.2. Finance Committee

No further updates to report outside of the end of year accounts process and adoption of accounts at the AGM.

13.3. HR and Remunerations Committee

The HR and Remunerations Committee met on 15 February. The minutes had been made available to Board members on the Google drive. Key priorities for 2019 included wellbeing initiatives, working from home policy, volunteering policy, implementation of Values and people development. A note was disseminated to the Board in February from BK.

13.4. Governance and Risk Committee

The Governance and Risk Committee met on 7 February primarily focused on preparations for the AGM. The Chair thanked the Committee for the extensive work on the Article changes, who in turned expressed appreciation to all the staff involved. It was agreed that an additional meeting be arranged in April.

13.5. Scottish Canoe Association (SCA)

A routine Board meeting had been held since the last update. SCA were delighted to announce that Jon Schofield, one of Britain's most successful Canoe Sprint paddlers, would be joining the SCA staff team as the new Head of Performance & Pathways. The disciplinary action reported at the last Board meeting was still ongoing.

13.6. Canoe Wales

A Board meeting had been held in February whereby three highly skilled new independent directors were appointed, including a new safeguarding officer now leading the Safeguarding Committee.

13.7. Canoe Association of Northern Ireland (CANI)

It was reported that Ashley Hunter, CEO for CANI, had announced his resignation. CANI were currently reviewing recruitment for the post. The Chair passed on the Board's best wishes to Ashley for his future endeavours.

The Board formally noted the Committee Reports.

14. Any Other Business

The Chair raised the matter with the Board about whether this may be an appropriate time to reach out to David Train to invite him back into British Canoeing membership. David Train had been very active in the Bell boats space working with primary schools. This was approved by the Board.

The Board agreed that it would be an appropriate time to contact David Train.

Greg Smale (GS) attended a UK Sport International Relations meeting in London recently with Andrew Ryan, Executive Director of the Association of Summer Olympic Sports Federation (ASOIF). ASOIF had just recently issued a report on the future of global sport entitled "The Future of Global Sport Publication".

It was agreed the publication should be shared with the Board.

A paper was tabled in relation to the current issues facing Wild Water Racing. DJ confirmed that British Canoeing were considering the complaints which had been received in the last two weeks. A meeting had been requested with the Chair and Vice Chair of the Wild Water Racing Committee (WWRC) to consider strategy and governance.

The Chair thanked DJ for sharing the correspondence and commended the response issued by British Canoeing.

There was a discussion around the schedule of Board meetings in 2019 and the need to collaborate over a two day weekend with SMT to discuss and review strategy.

It was agreed to forgo the SMT-Board weekend in 2019 and instead involve SMT members in the remaining Board meetings throughout year.

15. Closed Session with Non-Executive Directors