
SUNDAY 29 NOVEMBER 2020 AT 09:30 – BY ZOOM

MINUTES**In Attendance:**

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 Forum
Bronagh Kennedy (BK)	Independent Director
Martine Kushner (MK)	Independent Director
Alexandra Lane (AL)	Director nominated by English Forum
Ivan Lawler MBE (IL)	President
Steve Linksted (SL)	Director nominated by SCA
Greg Smale (GS)	Director nominated by English Forum
David Wakeling (DW)	Director nominated by Canoe Wales
David Joy (DJ)	CEO

Also In Attendance:

Susan Hicks (SH)	Finance Director
Rob Knott (RK)	Head of Communications & Business Development (<i>Partial</i>)
Paul Ratcliffe (PR)	Performance Director (<i>Partial attendance</i>)
Jenny Spencer (JS)	Membership Marketing Manager (<i>Partial attendance</i>)
Nancy Squires (NS)	Head of Governance (<i>Partial attendance</i>)
Charmaine Gawler (CG)	Executive Assistant to the CEO

1. Chair's Welcome and Opening Remarks

The Chair (JC) welcomed all to the meeting on the Zoom platform. JC confirmed that both he and the CEO (DJ) were joining the meeting from the Nottingham office. JC remarked that it was the third Board meeting to be held remotely and thanked members for accommodating the earlier than usual start. JC advised that the meeting was being recorded to assist with the production of the minutes of the meeting.

JC confirmed that Rob Knott (RK) and Jenny Spencer (JS) would join the meeting to present Item 06, Communications and Membership Update. Nancy Squires (NS) would present Items 07, 08 and 09 - the Action Plan in response to the Sports Resolutions Report, AGM Planning and the Annual Safeguarding Report and Paul Ratcliffe (PR) would present Item 10, the World Class Performance Report.

JC advised that it had been pre-agreed that IL would step out of the meeting during the risk management report, due to a conflict of interest.

2. Apologies

None received.

3. Declarations of Interest

There were no further declarations received beyond those recently submitted on the annual declaration.

4. Minutes of FB70

SL highlighted an inaccuracy on Page 13 under the Scottish Canoe Association Committee update. SL agreed to send the revised wording to CG to correct that part of the Minutes. The Minutes of FB70 were then approved subject to this revision as a true and fair record of the meeting.

5. Matters arising not covered by the Agenda

There were no further matters arising. JC referred members to the Board action log noting that several new items had been completed and invited members to raise any issues of concern. The Board noted and approved the action log.

6. Communications and Membership Update

JC introduced item 6 indicating that the paper be taken as read and invited Rob Knott (RK) and Jenny Spencer (JS) to present.

RK and JS presented the Communications & Membership update, highlighting the following areas of progress;

- Significant membership growth up by 60% to 62,500 as at 28 November 2020
- Retention levels increased to 85% through improved member communications
- Highest response rate ever in the membership survey
- Net Promoter Score improved to 24
- The success of the Go Paddling This Summer Campaign providing regular educational and inspirational content
- Environmental & waterway licence messaging embedded across all membership information as it had resonated so well with paddlers
- New & existing partnership work with key partners and social media influencers actively promoting membership
- Digital developments including Go Paddling website and RapidJoin
- Increased media coverage including significant traction across the #ShePaddles & Ambassadors campaign
- New membership options and benefits with 1820 members already taking up the Go Green option
- Clearer understanding of website traffic through improved British Canoeing web analytics

- Enhanced member insights providing greater understanding of member interests, age and regional demographics, the increase in the leisure and recreational market, female membership (6% growth), Stand Up Paddle boarding and family membership (7% growth on 2019).

JS outlined the plans for 2021 including the Insight & Segmentation project, the Retention campaign together with a continued focus on growth to build upon the success of 2020.

JS stated that having worked for British Canoeing for just over 10 years, the real highlight had been how the wider organisation had got behind the whole membership campaign creating a real collaborative effort across all the departments.

The Board commended the work on the data analytics that had provided greater insight into our current membership base. There was a discussion around how to best support regions, committees and clubs, in light of the data now available, to better inform their own annual plans. It was noted that member data cannot be shared due to GDPR legislation, but DJ confirmed the intention to provide more personalised content to members over the next 24 months, with a regional focus.

The Board applauded the information disseminated to clubs and members in response to Covid Government announcements.

There was discussion about how Covid had affected trade and retail partners. DJ confirmed that the team were exploring ways to support trade partners by promoting trade and retail outlets to members. It was reported that most manufacturers had been very busy in 2020.

The Board noted the extensive media coverage of paddling during 2020 and that this had contributed to the growth in membership and wished to see further articles appearing across regional news channels.

JC thanked RK and JS for the comprehensive presentation and commended the team work across the organisation to get us into such a strong position for 2021.

The Board noted the contents of the report.

7. Progress Report on Action Plan following Sport Resolutions Report

JC welcomed Nancy Squires (NS) to the meeting to present the report.

NS outlined progress against the Action Plan which had been developed in response to the Recommendations within the Sports Resolutions Report. NS pointed to two key developments since the last meeting of the Board;

- Item 8, Review Board Training Plan. The Board Training Plan had been updated and reviewed by the Nominations Committee on 11 November 2020. It included a plan for Safeguarding Training in spring 2021.

- Item 10, Review the relationship with UK Sport to determine whether steps need to be taken to further clarify roles and responsibilities or to improve staff and athlete understanding of the partnership. NS reported that a meeting took place on 2 November 2020 where both British Canoeing Officers and UK Sport agreed they felt that the relationship was positive and appropriate but that athletes/staff may not have clarity about roles and responsibilities. It was agreed that British Canoeing would undertake direct discussion with athletes and staff to explain each organisation's roles and better understand the athlete/staff view. Feedback would be evaluated and actions agreed.

NS confirmed that the Governance & Risk Committee had considered this progress and that they had noted there were two areas which were delayed, due to capacity challenges within the team;

- Item 03, Undertake external review of our Disciplinary, Disputes and Complaints Policies.
- Item 06, Review historical safeguarding files which had been somewhat delayed by Covid as records and papers were stored in the office.

NS confirmed that progress is planned in these areas prior to the next Board meeting in January.

JC emphasised the importance of completing the actions and continuing to communicate progress. The Board noted that there were no direct concerns at the current time.

The Board noted the progress against the Action Plan and invited the Governance & Risk Committee to continue to provide scrutiny on these matters until the actions had been satisfactorily completed.

8. AGM 2021 Proposals

JC introduced Item 8 noting that the Governance & Risk Committee met on 18 November to discuss the proposals for the AGM in 2021. JC invited NS to present the proposals.

NS reported that officers were exploring options to host the British Canoeing AGM in 2021 given the challenges of Covid-19 and that hybrid and fully virtual options were being considered.

It was reported that the temporary legislative changes to Company Law introduced by the Government to allow companies to host a virtual AGM had been extended to the end of March 2021 and so provided the powers to host our AGM virtually on 13 March 2021.

It was reported that the Governance & Risk Committee had considered the options and concluded that British Canoeing host a hybrid AGM in 2021, with just a small number of people hosting the AGM in the same place. The Board discussed the pros and cons of this

proposal highlighting the importance of removing all possible barriers to member engagement, particularly with the increase in membership to over 60,000 members.

The Board also required that that social distancing and Covid tiered restrictions were adhered to when hosting the in person element of the meeting within a Covid secure environment. The principle of the Chair, President, Finance Director, CEO and Head of Governance being together and everyone else accessing the AGM remotely was discussed, subject to satisfactory Covid compliance. It was agreed this would be discussed again at the January Board meeting.

The Board discussed alternative dates, including the option to postpone to later in the year in order to increase the possibility of being able to host a conventional AGM. It was noted that it would be difficult to find a date in the latter half of the year. It was noted that the Scottish Canoe Association (SCA) recently held a successful virtual AGM.

Article Changes

NS referred to paragraph 3 of the report outlining the proposed changes to Articles and confirmed that the change proposed would relate only to providing powers to host virtual AGMs and meetings in the future. It was noted that there may be several Article changes for 2022 as we more thoroughly review the Articles.

The Board approved the proposal to host a virtual AGM between 10am-12pm on Saturday 13 March with the principle officers present and all other members in virtual attendance and agreed to;

- **Empower the Governance & Risk committee to work with DJ and NS to ensure;**
 - **AGM voting is clear and accessible to all**
 - **Members have the opportunity to vote by post beforehand and online by proxy**
 - **Contingency plans are in place for a wholly virtual AGM in the event of a full national lockdown**
 - **Article changes are recommended for Board approval in January**

Nominations of Directors

It was reported that the Vice Chair (RB) had contacted Board Members individually to discuss the re nomination of John Coyne CBE as Chair of British Canoeing. This nomination had been considered and supported by the Nominations Committee which met on 11 November 2020. JC vacated the Chair. RB proposed the nomination and the Board unanimously supported the nomination to go forward to the AGM for approval.

JC confirmed that he had contacted Board Members individually to discuss support for the re nomination of Richard Boreham as Independent Director and Vice Chair. This nomination had also been considered and supported by the Nominations Committee. JC proposed the nomination and the Board unanimously supported the nomination to go forward to the AGM for approval.

Presidential Election

It was noted that the term of the President, Ivan Lawler MBE also comes to an end at the next AGM. JC relayed IL's intention not to stand again. British Canoeing would extend invitation for nominations for the position of President within the AGM notification.

English Forum Director Nomination

It was reported that the process for the open recruitment of a Director to be nominated by the English Forum is also now underway. The process is due to be concluded prior to the Board Meeting on 31 January 2021. The nomination will be presented to members for approval at the AGM on 13 March 2021.

The Board noted and approved;

- **the intention for the current President not to stand for a further term and the plans to seek nominations for a new President**
- **The nomination of John Coyne CBE as Chair for a further 4 years term and for this to be presented to members for approval at the AGM on 13 March 2021**
- **The nomination of Richard Boreham as Senior Independent Director and Vice Chair for a further 4 year term and for this to be presented to members for approval at the AGM on 13 March 2021.**

9. Safeguarding Annual Case Management Report

JC invited NS to present the Safeguarding Report for the year ending 31 October 2020.

NS outlined the key headlines for this period;

- British Canoeing achieved the highest rating from the Child Protection in Sport Unit (CPSU) in 2020 and agreed a Safeguarding action plan as part of the audit. Good progress had been made against the action plan with the organisation on track to achieve the CPSU rating of very good (or equivalent) in 2021.
- A review of key safeguarding policies started in 2018 and will be concluded in 2021
- Safeguarding training had progressed quicker than anticipated despite Covid. Although face to face training had not taken place since March, two new elearning courses were successfully launched in addition to a Safeguarding refresher course.
- Safeguarding Case Management had further strengthened with the recruitment of two new members to the Case Management Group and it was hoped to recruit paddlesport expertise into the Group.
- British Canoeing's case management filing and record keeping was deemed secure, comprehensive and in line with Data Protection legislation.
- Overall, there had been fewer cases reported in the past year but this was thought to be reflective of less on the water activity due to Covid-19.

NS summarised the outcomes of the 29 closed cases detailed in the paper. It was noted that in the period 1 November 2019 to 31 October 2020 there had been a significant reduction in the number of DBS applications that was reflective of the Covid-19 pandemic which had meant less club activity.

The Board received and formally approved the Annual Safeguarding Case Management report.

10. World Class Performance Report

JC welcomed Paul Ratcliffe (PR) to the meeting to present a progress update on the World Class Programme and the latest ICF developments in relation to the Paris Olympic Programme.

PR provided an overview of recent work within the programme. He advised that the Sprint Performance Strategy was nearing completion with the plan due to be presented to Board for approval in January.

It was noted that the draft Canoe Slalom, Canoe Sprint & Paracanoe selection policies for the 2021 season are in development and on track for publication by the end of December.

PR reported that the World Class Programme revised qualification policy framework has been discussed and agreed at the Performance Wellbeing Group (PWG) and is awaiting the release of the full details of the framework requirements by UK Sport in January. It will be published before the start of the 2021 season.

It was reported that the demands of managing the Covid situation had placed considerable extra workload on several members of staff. PR congratulated the team managers and medical staff on how well they have been managing the situation. PR recognised the challenges faced by athletes within the England Talent pathway and the significant restrictions placed on them.

PR confirmed that across all three programmes, we are still very much on track and gearing all of our preparations to selection, the competition calendar and the Tokyo Games. It was reported that plans were in place post Tokyo to support athletes to transition successfully towards Paris 2024.

It was noted that the UK Sport funding decision was due to be shared in December 2020. It was likely that funding would only be confirmed for 1 year, with in principle funding for the remaining 3 years, subject to UK Sport funding being confirmed through the comprehensive spending review in late 2021.

There was a discussion around the targeted events for the second round Tokyo Games qualification for Sprint.

ICF Event Changes for Paris 2024

JC invited DJ to update the Board on recent developments relating to the recent ICF decision to change the Olympic programme of events for the 2024 Paris Games.

DJ confirmed that the ICF Board had recently taken a decision to introduce Extreme Slalom into the Paris Olympic programme and as a consequence, to reduce the Sprint Programme

from 12 medal events to 10 at the Paris 2024 games. Over the past couple of years, it had been apparent that there was an intention to include Extreme Slalom in the Paris games but the understanding was that this would be 2 additional events and medals for the Slalom programme, rather than 2 medal events being taken from sprint to allocate to slalom.

In reaching this decision, there had been no meaningful engagement by the ICF with National Federations or Athletes since 2017-18. The views of British Canoeing aligned with other National Federations that timelines for such a major change were inappropriate given the Paris cycle had already commenced.

GS provided some further background to the decisions taken by the ICF and how this had been driven by a reduction in quota places for canoeing at the Paris Games, as a result of new sports being introduced to the Games. DJ understood that all sports with over 300 competitors had reduced quota athlete places and that for canoeing this meant a reduction from 330 athlete places to 318 athlete places.

GS confirmed that the decision to include Extreme Slalom in the 2024 Paris programme was final but the decision around which two Sprint events to remove would take place in the next few days.

The Board expressed concern for the significant impact of the decisions on athletes and their preparation for Paris and also the lack of engagement by ICF with National Federations in taking this significant decision.

JC thanked PR for the World Class Performance update.

The Board noted the report and approved the following actions in relation to the ICF decision to change the Olympic programme of events for the 2024 Paris Games;

- **JC to write to the ICF President copying in ICF Board Members to express concern over the process and timing of the decision**
- **Empower the CEO to work with other National Federations in anticipation of a new President to consider how ICF might engage more with National Federations and reform its governance, transparency and consultation.**
- **Take steps to keep our membership updated on progress.**

11. CEO Report

JC invited DJ to present the report.

UK Sport Paris Funding

DJ confirmed that the Paris Plan was submitted to UK Sport in October and that concerns remain over the funding decision due on 18 December.

Covid-19 Situation

DJ confirmed that the response to the Covid-19 situation continues to be carefully managed and our organisational resilience illustrated through the excellent delivery in many areas of work.

Staffing

DJ confirmed that recruitment was due to start shortly for a Director of Paddlesport. Whilst it is a new role for the organisation, it is not adding to our headcount as we had been carrying a senior management team vacancy since last December.

DJ reported that small changes have been made to the Head of Clubs role for this to extend to become Head of Recreational Paddling and that Chris Earle will now provide the strategic lead for recreational paddling.

CEO Priorities to March 2021

DJ outlined the CEO priorities over the next four months, including a focus on the future strategy of British Canoeing. He confirmed he would present his CEO KPIs for 2021 at the next meeting of the Board.

There was a discussion around the job titles of functional leads and the difference between “Director” and “Head of”. It was confirmed that the Director of Paddlesport role would line manage the Performance Director, the only role other than the Chief Executive that would oversee other members of the senior management team. The Board requested that the HR & Remuneration sub-committee consider role titles in the future.

A question was raised as to why we did not include ‘Talent Programme’ athletes in the definition of “elite” athletes in relation to the DCMS Covid exemption guidance. The definition of elite as defined by DCMS stated that it was those athletes that had broadly earned a living from the sport or who were on the Olympic or Paralympic pathway. British Canoeing took the position that elite athletes were those who were Lottery funded. DJ confirmed that this issue was a cause for concern and that complaints had been received. The rationale and criteria were being kept under constant review.

It was noted that the new Digital Developer role was an additional resource within the digital team.

The Board took the opportunity to thank the entire British Canoeing team for the work that had been completed during the year.

The Board noted and fully endorsed the CEO Report.

12. International and Domestic Events Covid Policy Position

JC invited DJ to talk to the report that set out the parameters within which international teams would be permitted to compete abroad in 2021, given the ongoing impact of Covid-19.

DJ referred to the paper which had set out the policy for entering teams to represent British Canoeing in international competitions in 2020. He confirmed this policy had been carefully applied, although unfortunately most international events had been cancelled. He advised that the Policy had been very useful in the decision making processes around each event.

He presented the revised proposals for the decision making process for permitting international teams to travel to events in 2021. This involves a three stage Risk Assessment

basis. Susan Hicks (SH) advised that our Insurers had presented more clarity about our insurance and some cover would be provided, but that there were some exclusions due to covid factors.

It was noted that the new policy would be applied to international teams travelling to events in 2021.

The Board approved the revised policy and the proposals as outlined in Paragraph 4 of the report.

13. Finance Report

SH presented the finance report and indicated that British Canoeing was likely to declare a year end surplus in the region of £545k. This was less than the £582K forecast in the report due to the contribution made to the Canoe Foundation launch fund and outstanding liabilities in closing down the Quality Mark scheme.

SH outlined the headlines from the accounts;

- Membership income finished at year end just short of £2.5m, 55% growth based on the 2018-19 financial year and 46% higher than the original 2019/21 budget. The membership at year end stood at 62,044 members, showing 60% growth during the year.
- With the exception of £6k in commercial income, every other income line within these accounts had seen a decline compared to the previous year
- Coaching had seen a 52% decline in income during this financial year
- Operating overheads were generally lower than normal as a result of reduced activity and events
- The grant funded areas (Talent, Participation and Olympic/Paralympic Programmes) were underspent due to lack of domestic and international activity. It had been agreed by the Finance & Audit Committee to ringfence the money not spent in these areas and to roll this forward to the 2020-21 financial year
- British Canoeing had submitted a request to carry forward just over £750K underspent in UK Sport Funding. A decision from UK Sport was due in December.
- British Canoeing was required to contribute £100k to the World Class programme during the current 4 year period. It had been planned for this to be commercial income but this had not been secured. UK Sport was requiring this to be paid in return for allowing carry forward of £500k into the next year.

It was noted that the accounts presented were unconsolidated and did not include BCE Ltd or Committee accounts that were due to report in the next couple of weeks. The accounts would be subject to audit in early January 2021. At the pre-audit meeting, two points were raised as a consequence of the shift in international audit standards over the past 12 months;

- Any items that were requiring a “management estimate” such as our deferred membership income would have greater scrutiny applied to it. This would require a paper for the Finance & Audit committee to review before sending it to the auditors to justify our logic for these estimates.

- There would be far greater scrutiny on the degree of logic and justification for a “going concern” status of the financial organisation. This would require an additional Director statement that MB would sign off on behalf of the Board to be shared at the next meeting with the statutory accounts in January. It was emphasised that British Canoeing should not underestimate the higher scrutiny afforded to the review of the “going concern” status within the financial audit.

British Canoeing Events Ltd

SH reported that BCE Ltd would declare a surplus of £18K in the 2019-20 financial year. BCE had not incurred any liabilities on the cancelled 2020 European Championships nor the Freestyle World Cup.

DJ advised that DCMS and UK Sport were requiring NGBs to invest more into the WCP in the future. He confirmed that over the current four year funding cycle, British Canoeing had received £19m and were required to contribute £100k. It had been planned that this contribution would have been covered by commercial revenues but this had not been the case over the Tokyo cycle.

UK Sport are likely to increase the funding commitment from NGBs in the next cycle. This would be clear on 18 December. It was agreed to discuss the principle of NGB contributions to the World Class Programme at the next meeting of the Board in January 2021.

The Funding Agreement between British Canoeing and British Canoeing Events

The funding agreement had been approved by the BCE Board at the Board meeting in November and had also been approved by the Finance and Audit Committee of British Canoeing. JC invited the Board to approve the agreement as presented within the papers.

The Board received and approved the Finance Report and approved the Funding Agreement between British Canoeing and BCE Ltd.

14. Finance Report – Budget 2020-21

SH presented the British Canoeing Budget for 2020-2021 which projected a small surplus of £4,596. The key principle of the budget had been one of investment with increased staff resource, competition discipline and RDT funding as well as significant club and coaching support.

It was confirmed that the budget had been developed in line with the Annual Plan 2021 and was based on the following:

- £2m membership income based on 52,630 members retaining 50% of the new 2020 cohort and growth of 10,000 new members
- Coaching income to recover to more normal levels assuming Covid restrictions are lifted in the spring/summer 2021
- Operational overheads reset to more normal levels following the reduction in 2019-20 with the expectation that business operations resume in 2021
- Investment in new staff roles to meet the needs of the strategy delivery (£173k)

- Assumes the grant funded carry forward for both UK Sport and Sport England will be retained
- Increased competition discipline support funding, with several disciplines facing multiple international competitions in a single year due to Covid delays
- £60k provision for a rebrand project.

SH reported that £174K of the new investment would remain ring-fenced for 6 months into the financial year until the income is more certain.

SH confirmed that subject to final audit, £500K would be transferred into company reserves to take us to our sustainable level (£800K). The next level of reserves is the investment level that would require a further £125K transfer. It was noted that should membership income surpass the budgeted levels, a further investment into the company reserves would most likely be made to take us closer to the investment level (£925K).

There was a discussion around the budgeted level of commercial income forecast at £50K. It was noted that a lot of the commercial drive at the moment was focused on de-risking the international events (2021 Freestyle World Championships and 2023 Canoe Slalom World Championships) both of which had significant commercial income targets. It was recognised that the £50K target had been a prudent forecast, does not include the event income and has the potential to rise to circa £200K per annum by 2025.

JC thanked SH and the Finance Committee for the work involved in developing the 2020/21 budget.

The Board noted and formally approved the Budget for 2020-21.

15. Risk Management

[IL left the meeting]

The impact of Covid-19

SH reported that Covid continues to present operational and financial risks to the organisation. SH highlighted that our travel policy for trips and competitions for both Olympic and non-Olympic disciplines, as well as for staff, is due for renewal on 21 January 2021. Early indications received from the broker suggested that the travel insurance industry was yet to settle and there was still a great deal of uncertainty in this area.

Operationally, it was reported that the longer term impact of Covid was starting to be considered in terms of the effect on our international and domestic events. The impact on staff wellbeing was also being monitored and managed carefully given the prolonged periods of working from home.

Significant Risks

SH reported two significant risks identified with a risk rating of 20 or more;

Loss or significant reduction in UK Sport funding for sprint programme 2021-25

SH highlighted that the comprehensive spending review announced by the Government had the potential to result in a 12 month funding award being announced in December for all sports, rather than the more normal 4 year award. Contingency planning was taking place around reductions in funding for the Paris cycle.

Lack of clear governance, management, process and training in aspects of safety across the organisation

SH reported that this newly identified risk presents a financial and reputational risk for British Canoeing. An internal review of the safety and risk assessment across the breadth of activity within British Canoeing had identified some shortcomings in the provision of safety advice and guidance. To mitigate this risk, additional financial provision has been included in the 2020/21 budget to increase staff capacity and to recruit an officer to lead on safety work right across the organisation. It was agreed to present a paper on this to a future meeting of the Board.

Emerging Risks

SH reported that those risks that had been recently identified as potentially increasing and which may impact on the operations within the near future and require mitigation include;

- Retaining the Membership Growth from 2020
- Managing the ICF 2021 Freestyle World Championships budget that is currently forecasting a loss of £33K.

A Board member highlighted the increased risk in cyber-attacks across industry throughout the Covid-19 pandemic and recommended that this is captured as an escalating risk within the risk register. It was also recommended that two further escalating risks are added to the register - the implications of Brexit along with the concerns over ICF Governance.

DJ confirmed that the cyber-security risk was listed as an inherent risk on the register but that it would be timely to re-examine this and proposed that a cyber security paper is considered at the next meeting of the Board in January 2021.

DJ updated the Board on a risk associated with a governance case.

JC thanked SH for the Risk report.

The Board noted and approved the risk report and agreed to receive a further update on Cyber Security and Safety at the next meeting of the Board in January.

16. Annual Plan 2019-20

[IL re-joined the meeting]

DJ presented the final report of the Annual Plan/Balanced scorecard report for 2020 confirming that 66% had been achieved in 2020. DJ reminded the Board that the plan had

been revised in June taking into account some of the implications of Covid but that Covid implications had been felt for the whole year and some targets had been adversely affected.

DJ outlined the progress towards the 20 KPIs and 67 targets within Stronger Together, highlighting that significant progress had been made in the areas of Membership, Coaching and Volunteering; Access and Environment; Governance; Communications; Finance and Digital and IT. DJ reaffirmed that we had one more year to deliver against the Stronger Together strategy.

DJ commended the staff and committees on their focus throughout the year to deliver some large projects in a difficult environment.

The Board noted the progress made in delivery of the 2019-20 Annual Plan and approved the final report.

17. Annual Plan 2020-21

DJ referred the Board to the detailed Annual Plan 2020-21 presented within Appendix 1 and confirmed that the Plan had been developed in the context of the Stronger Together strategy.

The Annual Planning process had improved again this year, with greater whole staff engagement through project planning teams and a better alignment with the budget planning process. DJ outlined the balanced scorecard points scoring system that would be used to track progress which would reflect the number of significant developments within the plan.

DJ expressed confidence that the plan could be delivered and that the organisation would further strengthen in 2021.

There was a discussion around increasing club activity and capability. The Clubhouse would be a really useful vehicle to interact with clubs to help drive communication and engagement with clubs. The key drivers for the work with clubs in 2020-21 would be to better understand the workforce in clubs, help people in clubs to become qualified, inspire female participation and leaders, improve safeguarding and governance, and embed a new Quality Club process that overall helps British Canoeing to connect with clubs in a more structured way. DJ reported that the three Area Development Officers had been recently refocussed to become Club Development Officers with a primary focus to connect and work with clubs.

It was noted that through our Domestic Events Strategy we had made a commitment to bid to host a non-Olympic championships every four years and that we were therefore now exploring which events to bid for from 2024. Proposals would be presented to the Board in 2021.

The Board noted the detail and approved the Annual Plan 2020-21.

18. Committee Reports

JC advised that there had been a number of committee meetings since the last Board meeting held in September. The committee reports were taken by exception with only the key issues highlighted.

18.1. Finance Committee

No further updates were reported outside of the Finance report.

18.2. HR & Remuneration Committee

It was reported that the committee had recently reviewed an updated flexible working policy produced in response to Covid-19. The committee were now reviewing other policies and looking to embed the concept of a purposeful company.

18.3. Governance & Risk Committee

No further updates were received outside of those matters already discussed.

18.4. Nominations Committee

The Nominations Committee met on 11 November the output of which had been received earlier in the agenda.

18.5. Scottish Canoe Association (SCA)

It was reported that the SCA held their AGM remotely on a weekday evening and feedback had been very positive. It was confirmed that the role of Competition Director and Recreational Director on the Board had been merged into a General Director role. Brian Chapman had been successfully re-elected as Chair and SL confirmed he had been re-elected as a Board Member for what will be his last term in office.

It was reported that the SCA disciplinary issue had recently concluded and DJ confirmed that British Canoeing had received the resulting communication.

18.6. Canoe Wales

The next Board meeting was due to take place on Tuesday 1 December.

18.7. Canoe Association of Northern Ireland (CANI)

The CANI AGM was due to be held on 2 December via online video conference. Two new board members were due to be elected to the Board with performance and finance backgrounds and Lee Campbell was due to take on the role of CANI Chair. It was reported that the Performance Coach departed the organisation in October 2020.

18.8. Safety Advisory Panel Report

The Board welcomed receipt of the Safety Advisory Panel Report from John Hatton that had been circulated with the Board papers. It was noted that with the increase in SUP activity this year, more paddlers were taking risks in winter conditions. JC requested that we continue to reinforce paddler safety messages through our website and social media channels.

The Board noted and accepted the Committee Reports.

19. Any Other Business

Canoe Sprint & Paracanoe International Panel

The Board approved the Sprint Racing Committee's nomination of Tim Scott in the role of observer to the Canoe Sprint and Paracanoe International Panel.

Complaint

The matter of an outstanding complaint was discussed. It was noted that the Governance & Risk Committee had recently discussed the matter at its most recent meeting and whilst acknowledging the capacity pressures within the Governance team, had expressed serious concerns about the delays in this case. DJ accepted responsibility for this and advised that external capacity was being commissioned to review the case file and complete the investigation to resolve the issue.

The Board recognised and fully acknowledged that the delay was unacceptable and agreed that the Chair write to the complainant to apologise for the lengthy delay.

20. Closed Session with Non-Executive Directors