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**SUNDAY 30 JANUARY 2022 AT 10:00**

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**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 (Virtual)
Dee Paterson (DP)	President (Virtual)
Greg Smale (GS)	Director nominated by English Forum
David Wakeling (DW)	Director nominated by Canoe Wales
David Joy (DJ)	CEO

**Also In Attendance:**

Karen Gray (KG)	Board Excellence ( <i>Observer</i> )
Susan Hicks (SH)	Finance Director
Sam Rankin (SR)	Membership Manager ( <i>Partial attendance</i> )
Nancy Squires (NS)	Head of Governance & Compliance
Keir Worth (KW)	Director of Paddlesport ( <i>Partial attendance</i> )
Charmaine Gawler (CG)	Executive Assistant to the CEO

**Apologies**

Steve Linksted (SL)	Director nominated by SCA
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**1. Chair's Welcome and Opening Remarks**

The Chair (JC) welcomed all to the meeting including MK and DP who joined remotely. He welcomed Karen Gray from Board Excellence who was observing the meeting as part of the independent board review process. JC encouraged members to participate as they normally would do with the reassurance that confidentiality would be maintained in the usual way.

JC confirmed that Sam Rankin (SR) would join the meeting to present item 07, the Membership Strategy and Keir Worth (KW) would join the meeting to present item 08, the World Class Programme Report. He confirmed that Nancy Squires (NS) would also be present for the duration of the meeting to help her play a full part in the implementation of the Board review and that Nancy would also present the AGM paper.

## **2. Apologies**

Apologies were received from SL.

## **3. Declarations of Interest**

There were no further declarations received outside of those submitted as part of the annual declaration.

## **4. Minutes of FB76**

The Minutes of FB76 were approved as a true and fair record of the meeting.

## **5. Matters arising not covered by the Agenda**

There were no matters arising.

## **6. Strategy 2022-26**

JC invited DJ to present the final draft of the Strategic Plan 2022-26 for approval.

DJ presented an overview of the new strategy and summarised the extensive member engagement and consultation over a period of 20 months. DJ outlined the Purpose, Mission, Ambitions and Key Performance Indicators for British Canoeing for the next four years to 2026. DJ outlined how British Canoeing will have developed by 2026 and drew attention to the importance of the four cross cutting themes (EDI, Sustainability, Partnerships and Safety).

JC thanked DJ for the presentation.

The Board commended the overall look and feel of the new strategy and welcomed the use of the logos to reflect UK/England initiatives and the cross cutting themes. Other comments included;

- Consider how we might bring to life the progress made towards delivering the strategy in our communications by sharing member stories and show how the strategy is making a difference to our members
- Develop Ambition 6 (Supporting and Developing Volunteers) to ensure the actions are joined up with Ambition 5 (Qualifications & Awards)
- Ensure support is available to support volunteers to get the coaching qualifications required (Action plan 3)
- Review the baseline data in KPI 9 and KPI 15 to take the largest figure from the past four years, rather than default to 2021 data which was a pandemic year.
- Reorder the Ambitions so that Ambition 4 (Access and Environmental Awareness) is higher up the agenda, above Ambition 3 to reflect member views during consultation.

Safety will be important during the delivery of the strategy and it was agreed that safety would be a key agenda item for the next board meeting in May 2022 and this would include discussions about safety and coaching qualifications in clubs.

DJ confirmed that the 2020-21 Annual Review will show a summary of the work achieved in the last 12 months towards delivering progress against Stronger Together 2017-21 and will be released with the AGM papers. It will in effect be the final review of Stronger Together 2017-21.

There was a brief discussion around changing the title of the new strategy but overall the Board preferred Stronger Together 2022-26.

JC thanked colleagues for their comments which would be considered and incorporated into the final draft.

**The Board formally approved the new strategic plan for British Canoeing 2022-26 subject to incorporating the comments received during the meeting. The Board noted the plans for the publication, launch and reporting of the strategy.**

## **7. Membership Strategy**

JC welcomed Sam Rankin (SR) to the meeting to present the Membership Strategy 2022-26.

SR highlighted the key headlines from the 4 year membership plan;

- To develop membership categories that meet the needs of all paddlers including updating the family package to tailor the offer to families and children
- Provide services and benefits to members to support their paddling, including the development of a British Canoeing and Members App
- To develop the systems and services to support members
- To provide membership communications that are tailored to members' interests
- Deliver Campaigns that support recruitment and retention of members – Clear Access Clear Waters came third in the reasons for joining BC in 2021.

The Board commended the level of insight contained within the membership strategy.

There was a discussion around the importance of retention rates and understanding the reasons for the 36% retention rate in the first year of membership. The Board suggested that we benchmark this figure against other NGBs. It was reported that it is not a new phenomenon of people joining and leaving after 1 year but that further insight work was underway to better understand this and to explore more opportunities for social paddling. This insight work would be shared for consideration at a future meeting of the Board.

The Board wished to see more explicit actions in relation to improving retention, such as filtering the type of news that members receive, acquiring greater understanding of how a lack of access restricts membership, exploring affordability and loyalty award schemes, greater clarity around insurance benefits, and focusing on the cause of complaints.

There was a lengthy discussion around the 100k membership target for 2026 and whether it was a bold enough ambition. It was reported that the data suggests there are 200k people that paddle each month who we don't yet engage with. Circa 40% of new members are

existing paddlers, so our reach is improving. It was agreed to invite the executive team to reset the target to “in excess of 100k members” and to review it at mid-point once the impact of the pandemic on numbers could be assessed.

SR agreed to liaise with the National Associations in relation to sharing information on how the membership growth had been achieved.

JC thanked SR for joining the meeting and for the clarity in the paper.

**The Board noted and approved the direction of travel of the 4 year membership strategy and agreed to support the revised membership target to be set by the executive team for 2026.**

## **8. World Class Programme Report**

JC invited KW to provide an update on the key developments within the World Class Programme.

KW highlighted and expanded on the key points from the paper;

- Athletes now focused on their winter training programmes with warm weather training camps planned for Slalom and Sprint
- Covid implications continue to impact on the programme
- The athlete nominations process for lottery funded places has now concluded
- Some recent issues had arisen in the England Talent Academy that need to be resolved

### ***Slalom***

It was reported that Mark Ratcliffe has settled well into his new PD role and the athletes are training effectively in their new coaching groups for Paris 2024. There has been a notable increase in the turnover of sports science and medicine staff, but this is common in this stage of a cycle and recruitment is underway to fill the gaps. Our submission to UK Sport for additional funding for Extreme Slalom will be considered by their panel in the next few weeks.

### ***Paracanoe***

KW reported that Colin Radmore, Senior Paracanoe Coach will be leaving British Canoeing at the end of March to pursue a new career path. The budget was in a good place following the UK Sport uplift received through to Paris, spread across the remaining three years of the cycle.

### ***Sprint***

Chris Furber has been appointed Performance Director (Sprint & Paracanoe) and will start on 31 January. This will provide much improved structure to the leadership within flatwater and presents an opportunity to slightly adapt and review the operations team as we focus towards Paris. The budget within sprint is leaner than in paracanoe but does not present any immediate reasons for concern.

### ***International Panel***

KW directed board attention to the report into the review of International Panels that was circulated with the Board papers. It is proposed that a full implementation of recommendations is paused until receipt of the other reviews focussed on the Appeals Process and the 2021 Sprint Olympic Selection are received. However, as some recommendations in the report are time critical to the effective operation to the international panels for elections in 2022, KW invited the Board to endorse the first four recommendations which will enable the new IPs to be established, including the recruitment of an independent chair to the sprint and paracanoe panel.

The board approved the proposals.

The Board noted the WCP athletes selected for the 2022 calendar year.

KW confirmed that there were no serious issues that he would like to share with the Board and that he was looking forward to the arrival of CF as Performance Director to help ease the pressure in the day to day management of the flatwater programme.

DJ commended KW for the exceptional cover he had provided to the WCP in the absence of a Head Coach for Sprint and Performance Director. The Board thanked KW for all his work in this regard.

JC highlighted the outstanding recognition received by Athletes, Volunteers and Coaches in the Queens New Years Honours list and at the UK Coaching Awards respectively.

JC thanked KW for the World Class Programme report.

**The Board noted the contents of the WCP report and approved the immediate action to implement the “priority one” recommendations as detailed within the IP review document.**

### **9. Revising the UK Agreement 2022**

JC invited DJ to present the report that outlined progress towards the UK Agreement 2022-26.

DJ reported that work had been taking place during the last twelve months to review the UK Agreement which defines the relationship between British Canoeing and the National Associations. Positive progress had been made through both the UK CEO and Chairs Groups, with a meeting scheduled with Chairs on 9 February to agree in principle the 2022 UK Agreement. It will be presented to the Board of British Canoeing for approval at the meeting in May 2022.

The Board noted that discussions between the Parties had concluded that the 2019 Agreement was working well and that no major changes would be required for the 2022 Agreement.

DJ reported that two issues did require some focus;

- The identity of England products and services within British Canoeing
- How to further strengthen collaborative working between the Parties.

Discussions within the Review Group had proposed that the Funding Agreement should again be based on the per capita arrangements as applied in 2019, although the per capita payment had reduced from £5.27 to £3.68 due to the growth in the number of predominantly English members.

It had also been agreed that the UK Coaching Economic Agreement should remain as a side agreement, but that this should be aligned with the cycle of review of the UK Agreement and reflected in the Agreement from 2022. Following some financial modelling, it was proposed that there are changes to this UK coaching funding model and this will then be reviewed every two years;

- The fixed annual BCAB fee for each delivery centre of £5,000 will cease.
- The coaching underwrite commitment agreed by the British Canoeing for a period of 4 years (due to end 2021) will cease and each National Association will resume full responsibility for the profitability of their own coaching activities.
- The delivery centre admin fee due to British Canoeing on each transaction will reduce from 50% to 40%.

There was a discussion around the per capita calculation and whether it was the most appropriate formula now and in the future. It was noted that the National Associations welcome the transparency of the formula. However it was agreed that the per capita formula requires further exploration in the future, as there is no provision for the shortfall in UK Sport NGB funding contribution within the calculation and there are still some anomalies in the way that members in Scotland, Wales and Northern Ireland become members of British Canoeing. JC confirmed that he would discuss this with the Chairs at the next meeting on 9 February.

**The Board noted the progress towards the UK Agreement 2022-26 and approved the funding agreements for 2022-26 (the per capita calculation and BCAB funding model), recognising that a further financial review would be required following the Paris cycle.**

## **10. AGM 2022**

JC notified the board that Zoey Rowe (West Midlands RDT) and Greg Spencer (Yorkshire RDT, and English Forum Member) had both been nominated by the English Forum to join the Board of British Canoeing, subject to approval at the AGM on 12 March.

JC also confirmed that following a thorough recruitment process, Nick Donald had been invited to join the Board as Independent Director and Chair of the Finance & Audit Committee for a 4 year term. This appointment would also be presented to members for approval at the AGM.

JC confirmed that DW would also be retiring as the Director nominated by Canoe Wales and that Canoe Wales would be nominating their new director shortly, following their next board meeting. [Post board note: Canoe Wales confirmed the nomination of Kerry Chown]

JC invited NS to present the report.

NS confirmed the AGM will be held at 10.00am on Saturday 12 March 2022 at the Novotel Hotel Derby Nottingham. It will be hybrid meeting with some members attending in person and others participating remotely through an online platform.

NS confirmed that the following business would be transacted at the 2022 AGM;

- To approve the appointment of 3 new Board directors
- To adopt the accounts for the financial year 2020-21
- To adopt the 42<sup>nd</sup> Annual Report of British Canoeing for 2020-21
- To consider Motions received from the members.

NS outlined the two motions that had been received from members. The first motion related to the role of the President. It was being proposed that the board should support this proposal and propose changes to the Articles to restrict the President from becoming a voting member of any committee whilst in office. The Board agreed for the Governance & Risk Committee to propose new wording to the Articles for Board sign off at a separate meeting, prior to the release of AGM papers on 18 February.

It was suggested that the role of the Vice Presidents could be considered as part of this, to perhaps attend meetings as an observer on behalf of the President.

The second motion had requested the Board to update members on the progress made against the Sports Resolution action plan. It was proposed that this would be addressed as a point of discussion on the agenda.

There was a discussion around the order of business and it was agreed to invite the Governance & Risk Committee to confirm this.

It was agreed to ensure the feedback from the last AGM was considered in planning this one and that the slides were legible for members.

The Board noted that Directors are expected to be at the AGM in person on 12 March.

**The Board noted the progress in the preparations of the 2022 AGM and approved the following;**

- **Annual Report 2021**
- **The nomination by the English Forum of two Directors to join the Board of British Canoeing**
- **The nomination of Nick Donald to join the board as Independent Director and Chair of the Finance & Audit committee**
- **The proposed change to the Articles as a consequence of Motion 1**
- **To meet virtually w/c 14 February to approve the AGM papers.**

## **11. CEO Report**

### ***Haverford West Incident***

It was reported that British Canoeing staff continue to support the Marine Accident Investigation Branch (MAIB) with their investigations and representatives took part in a seminar on 27 January to explore what steps can be taken to minimise the risks of such an event occurring again. An interim report is due in March, with a final report in December that is likely to have implications for the industry.

### ***Covid Situation***

DJ confirmed that staff are now being encouraged to return back to the office and that he would be discussing with the HR & Remuneration Committee a revised hybrid working policy.

### ***Recognition of SUP***

DJ reported that British Canoeing were working with Sport England to progress the SUP NGB recognition process and other national associations are engaging with their respective Sports Council. He confirmed that British Canoeing will submit an application for recognition for SUP by the end of March. DJ shared that British Canoeing will write jointly with the National Associations to the CEOs of the respective Sports Councils, explaining the current situation and why the paddling NGBs are best placed to receive formal SUP recognition.

The Board strongly supported British Canoeing's position in the process and encouraged that we continue to pursue NGB recognition for all SUP activity outside of surf.

### ***Staff Turnover & Recruitment***

DJ reported that in 2021 there had been a greater level of staff turnover than in previous years and that recruitment is a little more challenging than it had been and we had been unable to appoint suitable candidates to the roles of Safety Officer and of Governance and Compliance Officer following recent recruitment processes. It was agreed that the HR & Remuneration Committee will consider matters concerning the challenging recruitment environment.

### ***British Canoeing & Lifeguards***

DJ outlined the work of the British Canoeing Lifeguards Committee which has involved running rescue and first aid courses on our behalf of British Canoeing, but that these were run outside of our awarding body structure and unregulated. He confirmed that it had been agreed between the parties that changes were required and that the qualifications will now become the responsibility of the BCAB and the Delivery Centres from the 31st March 2022, and that a review of the qualifications would also commence. These matters were to be discussed shortly within the Lifeguards ACM.

### ***ICF Freestyle World Championships 2022***

DJ reported that operationally progress remains on track but there have been some significant new challenges requiring paid services to be introduced at additional cost.

The projected deficit of the event is now £113k against a budget of £75k. The Board expressed some discomfort with the financial position of the event and wished to ensure that lessons



were learned in planning for future similar events. It was noted that the deficit could increase further if entry numbers do not meet targets and that covid restrictions may reduce participation numbers. The Board noted the disappointing budget position but confirmed their support that the event is still delivered to high standards in the interest of the paddlers and the reputation of British Canoeing.

### ***ICF Canoe Polo World Championships 2026***

British Canoeing Events has now communicated its decision to stakeholders that it will not be bidding for the 2026 ICF Canoe Polo World Championships.

**The Board received the CEO Report and noted the following;**

- **the financial position regarding the 2022 ICF World Freestyle Championships**
- **next steps in relation to British Canoeing lifeguards.**

## **12. Finance Report**

SH outlined the headlines from the quarterly accounts to end of December 2021;

- Membership income achieved budget in November and exceeded budget in December with January figures looking strong (17% ahead of budget)
- General overhead expenditure will be monitored carefully as inflation rates increase
- Vacancies are taking longer to recruit and is reflected in the accounts with savings from salary gapping
- The Performance programme is underspent in Quarter 3 due to lack of activity in the run up to the Olympics due to covid and this underspend is being discussed with UK Sport with a view to carrying it forward to the next year.
- Sport England programmes are similarly underspent for the year and again it is anticipated that these will be carried forward to fund future activity in 2022.

The Board noted that although membership income was up by 13%, membership costs were up by 25%. SH explained that this was a result of the process of negotiating boat licence costs with the navigation authorities and that we are exploring how this is managed in the future so that some advance notice is possible.

SH confirmed that inflation and energy costs were rising but that the energy costs at Lee Valley White Water were fixed and renewal contract was not due until September 2022.

### ***Statutory Accounts 2020-21***

SH confirmed that there had been considerable discussion with the auditors around the management estimate relating to the membership income recognition policy and that the auditors preferred a more formulaic approach as opposed to management estimate. This had been agreed after careful consideration.

The new logic required an increased deferment and an amendment to the year-end position which would decrease the surplus by £238k.

### ***Discipline Committee Accounts***

The financial results of the committees were mixed with those discipline and RDT committees with a strong competition and recreational activity base, faring better once the travel restrictions and return to competition rules were relaxed in the summer. The Polo surplus of £29k is an “accounting” surplus following the release of league fees held last year on the balance sheet.

The RDT committees delivered a surplus overall, with three delivering a financial surplus on recreational tours, facility access and competition activities. It was noted that not all RDT Committees bank with British Canoeing.

### ***BCE Ltd***

In a year of no international event activity, BCE Ltd reported a trading loss of £4k resulting from audit fees and bank charges. This would be absorbed by the reserves within BCE.

### ***Consolidated Accounts***

The consolidated result for the financial year end 31 October 2021 shows a surplus of 915k with reserves of £2.3m, 25% of which relate to the committees.

It was agreed for the Finance & Audit Committee would review the cash balance across all areas of the organisation to consider how this can be best invested.

In response to a question, SH confirmed that we do hold some funds in Euros in our corporate bank account.

The Board discussed that funds in excess of the British Canoeing Reserve policy would be used for re-investment into the delivery of the British Canoeing strategy 2022-2026.

The Board authorised JC to sign the accounts and Letter of Representation.

JC thanked SH for the pleasing financial results.

### **The Board noted the Finance Report and approved;**

- **the Annual Report and Financial Statements for the year ending 31 October 2021**
- **the recommendation that funds in excess of the British Canoeing Reserve policy are re-invested into the delivery of the British Canoeing strategy 2022-2026.**

### **13. Risk Management Report**

SH reported that the risk register in January identified no significant risks that were rated higher than 15. No new emerging risks had been identified since the last report to board in December.

The Board noted the risks that were trending upwards on the risk register.

There was a discussion around the scoring of risk ratings and it was agreed to analyse the calculation further to ensure consistency across all risk areas.

The Board reviewed the register and recommended that the risk within WCP sprint leadership is elevated as it often takes time for change to take place. The Board also discussed the extent to which the AGM and staff turnover might become an emerging risk.

**The Board received and noted the risk report and agreed to;**

- **elevate the risk at point 3.4 in relation to leadership within sprint and paracanoe**
- **add staff turnover and recruitment to the register as an emerging risk, to be reviewed by the HR & Remuneration Committee.**

#### **14. Committee Reports**

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

##### **14.1. Finance & Audit Committee**

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

##### **14.2 HR & Remuneration Committee**

It was reported that the next meeting is scheduled for 15 February which is likely to have a lengthy agenda including staff recruitment and the flexible working policy.

##### **14.3 Governance & Risk Committee**

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

##### **14.4 Canoe Wales**

DW confirmed that the next Board meeting was scheduled for 3 February during which Canoe Wales would nominate their representative to join the British Canoeing Board from March 2022.

##### **14.5 Canoe Association of Northern Ireland (CANI)**

SC confirmed that CANI recently hosted their AGM and re-elected SC as Chair for his final term. Following an internal restructure, Rodger Hamilton had been appointed to the role of Head of Operations. Sport Northern Ireland were due to confirm a one year funding package starting 1 April.

**The Board noted and accepted the Committee Reports.**

#### **15. Any Other Business**

It was reported that the ICF had recently signed up to a new environmental policy which may have a significant impact on competition schedules across various disciplines. A new ICF covid policy had also been proposed that may not align to national restrictions.

The Board noted the departure of the Secretary General, Simon Toulson from the ICF.

JC confirmed that good progress had been made to recruit the new Chief Executive of British Canoeing.

The Board noted the retirement of GS, MB and DW from the Board at the AGM on 12 March. JC thanked all three Directors for their contribution and service recognising that each had brought their own distinctive skills and qualities to the board which have been greatly appreciated. This will be formally recognised at the AGM in March.

GS declared that he had loved his time on the Board and thanked everyone for their work. He noted that debates had significantly improved and that the independent directors' contribution had been welcomed. He would like to continue his involvement with British Canoeing through playing an active role as Vice President.

DW stated that it had been a real privilege to serve on the board with a team of talented people. He stated that the change in British Canoeing since he joined is beyond recognition.

MB shared that he plans to retire at the end of the year so it would have been unfair on British Canoeing and himself to continue in the Finance NED role beyond 2022. He stated that he had thoroughly enjoyed his time on the board and that it had been very enjoyable.

## **16. Closed Session with Non-Executive Directors**