

**SUNDAY 3 DECEMBER 2017**

**SUMMARY OF KEY MATTERS DISCUSSED BY THE BOARD OF BRITISH CANOEING AT THE MEETING HELD ON SUNDAY 3 DECEMBER 2017 AT BRITISH CANOEING, HOLME PIERREPONT, NOTTINGHAM.**

**In Attendance:**

John Coyne CBE (JC)	Chair
David Belbin (DB)	Vice Chair and Independent Director
Richard Boreham (RB)	Independent Director
James Fry (JF)	Independent Director
Bronagh Kennedy (BK)	Independent Director
Stephen Craig (SC)	Director nominated by CANI
Clare Dallaway (CD)	Director nominated by English Council
Greg Smale (GS)	Director nominated by English Council
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:**

Dee Paterson (DP)	Director nominated by English Council
David Wakeling (DW)	Director nominated by Canoe Wales

**SUMMARY OF KEY MATTERS:**

**ANNUAL PLAN 2017**

The Board were provided with a final report to the end of November 2017 of progress against the Annual Plan 2017 and the balanced scorecard which showed a completed score of 74.25%.

The Chief Executive identified some of the highlights of delivery, in particular the membership review, the digital strategy, the launch of the new discipline specific coach awards, new funding model for coaching and the work to ensure compliance with the UK Code for Sports Governance. He also outlined some of the factors which had prevented the completion of all targets within the Annual Plan.

The Board noted the achievements of the year and commended all involved particularly the staff and volunteer workforce.

## **ANNUAL PLAN 2018**

The Annual Plan and balanced scorecard for 2018 were presented for approval. The Chief Executive explained that there had been consultation and engagement with staff across the organisation and that the budget, team plans and individual work plans would all be aligned with this Annual Plan.

The Annual Plan was formatted under all of the ambitions of the Stronger Together strategic plan but it was noted that the weightings and priority actions were linked to providing better services to members and clubs, improving places to paddle, developing the Access Charter and delivering the digital improvements.

In relation to access it was noted that it would be some time before the outcomes of the Welsh Assembly were published but the consultation process has given extra weight to British Canoeing commencing its plan to manage a campaign to bring about legislative change in England.

The Board approved the 2018 Annual Plan.

## **FINANCE REPORT**

SH presented the year end 2016/2017 finance report which was still draft. The figures had largely been pleasing as there had been solid income growth in membership and coaching. It was reported that following the commissioning of a review VAT treatment within British Canoeing, the report had revealed that changes would need to be introduced to treatment of VAT and that a retrospective payment to HMRC was necessary to cover the period from August 2016. The final amount was still to be calculated but would likely be in excess of £250,000.

This matter had been very carefully considered by the Finance and Audit Committee. The Board noted the financial report and the outcome of the VAT audit and agreed that its priority was to ensure full compliance with the VAT legislation.

## **2017/2018 BUDGET**

SH presented the draft budget for 2017/2018. She said that there were three main principles which underpinned the budget. Firstly, the grant funded areas were still being reviewed and there may be some changes before the end of 2017. Secondly, there was some increased expenditure which had been based on the assumption that there would be a 7% membership growth following the launch of the new membership categories in April 2018. Thirdly, there was an assumption that coaching levels would not drop, that the new economic model would result in income growth, but that this still needed to be tested in the year.

The Board approved the budget for 2017/2018.

## **HONOURS AND RECOGNITION**

A report to the Board outlined proposals for some protocols to be developed to better recognise the outstanding contributions of athletes, coaches, administrators and volunteers within the sport. This would include the consideration of UK National Honours, British Canoeing Lifetime Awards and the development of a Hall of Fame.

It was agreed that a small group of the Board would be convened to discuss, scope and develop the proposals.

## **AGM PLANNING**

The Board agreed that some proposals to make some minor amendments to the Articles should be put to the AGM in March 2018. It also noted that further amends might be necessary in 2019 following the conclusion of the work around the UK Agreement.

## **CEO REPORT**

The CEO provided a detailed report on the key areas of work of British Canoeing since the last Board Meeting, and also gave some background to the landscape in the sports sector.

It was noted that the independent investigation being carried out by Sport Resolutions was ongoing and the report was not likely to be completed in time for consideration at the next Board Meeting in January 2018.

The Board were updated on the development of new partnerships with a commercial provider, to create a web site and mobile app which could better signpost places to paddle.

The arrangement with “The Paddler” magazine was discussed. This would include 24 dedicated pages within a 148 page publication from British Canoeing, and would replace Canoe Focus. It was anticipated that it would be both a digital magazine (free to members online) and in high quality print. Two print copies would be distributed to clubs, and members could subscribe to the print version at a significant discount if they wanted their own hard copy. British Canoeing would be subsidising the cost, but it was hoped that costs to British Canoeing would reduce as advertising income and subscriptions increased.

Discussions were also taking place with a third party to set up an online shop to sell British Canoeing branded clothing, and hopefully extend this out to club branded clothing in the future. Also a further partnership with Jamin Sports was outlined which would see the launch of a British Canoeing Supporters’ Club, to provide cost effective travel and accommodation to supporters travelling to international competitions. This was close to being finalised.

It was noted that Tim Lodge had been appointed as Chair of the ICF Athletes’ Commission and also became a member of the ICF Executive Committee.

## **SELECTION POLICIES**

The Selection Policies for Slalom and Paracanoe were approved by the Board. It was noted that there had been considerable amendments bringing improvements to transparency and objectivity. The Board delegated authority to the Governance and Risk Committee to approve the Sprint selection policy.

## **WORLD CLASS PROGRAMME REPORT**

The Performance Director provided a detailed report on the work of the Performance Programme including results from the Culture Health Check. This was an anonymous survey which had been distributed by UK Sport and completed by staff, athletes and stakeholders to give open feedback on the environment, attitudes and behaviours and opinions about the three programmes. The survey had then reported separately on Sprint, Slalom and Paracanoe. It was noted that the nature of the survey was likely to pick up practice of the recent past rather than immediately current practice. Whilst the outputs for Slalom and Paracanoe were fairly positive, there were several matters of concern raised within the results from the Sprint survey. The Survey results were not inconsistent with other evidence on the need for change in the programme. It was noted the entire programme was now under new leadership and the process of change and improvement was underway.

**PR** confirmed that in further response to the survey, in 2018 the Programme would be working with Performance Psychologist, Richard Hampson, to improve the culture and also work on the values of the programme. He explained that he was spending a lot of time ensuring that leaders on the programme were more engaged, listening to athletes and communicating better.

## **UK AGREEMENT**

The Board noted progress to date on reviewing and negotiating the agreement between the National Associations for canoeing within the UK. The Chairs/Managers group had met several times and had worked on developing a Heads of Terms document. Each of the four Boards were soon to consider the Heads of Terms with a view to approving this and moving to a more detailed Memorandum Agreement by June/July 2018.

The Chair thanked all who had been involved to date in preparing the documents and commended the collaborative spirit shown between the parties.

## **ANNUAL SAFEGUARDING REPORT**

The Board received a report giving an overview of the current Safeguarding work and in particular the management of cases in England.

An anonymised report was provided of all cases which had arisen in the past 12 months from November 2016 to October 2017. **UN** advised that on average, DBS cases were taking six to eight weeks to process, whereas cases which went to investigation could take longer. On

average the organisation had 30 cases live each month but some of these were ongoing police or statutory agency investigations.

The Board noted the report.

### **COMMITTEE REPORTS**

The Board noted:

**HR and Remunerations Committee** minutes dated 8<sup>th</sup> September 2017 were noted.

**Governance and Risk Committee** minutes dated 1<sup>st</sup> November 2017 were noted.

**Scottish Canoe Association (SCA)** minutes dated 13<sup>th</sup> June 2017 were noted. **SL** also advised that the SCA had, at its recent AGM on 11<sup>th</sup> November 2017, appointed a new Chair, Brian Chapman, and also had new independent members on its Board.

**Canoe Wales** minutes dated 18<sup>th</sup> July and 12<sup>th</sup> September 2017 were noted.

**Canoe Association of Northern Ireland (CANI)** minutes dated 31<sup>st</sup> May, 6<sup>th</sup> July, 20<sup>th</sup> July, 22<sup>nd</sup> August and 28<sup>th</sup> September 2017 were noted.

**English Council** minutes dated 21<sup>st</sup> October 2017 were noted.

**World Class Management Group** minutes dated 10 November 2017 were noted.

### **DATE OF NEXT BOARD MEETING**

27 January 2018

**END**