

Saturday 13 March 2021 at 10:00am Held remotely on Zoom

In Attendance:

Voting Members:

Samantha Ahern; Martin Aldridge; James Andrews; Eugen Baban; Mark Bache; Christine Baillie; Nick Barnett; Paul Bate; Mark Beasley; David Belbin; Pam Bell; Howard Blackman; Mark Blatchly; Richard Boreham; Valerie Bowman; Mike Brown; Brian Burgess; Graham Bushill; Iain Cameron; Paul Carroll; John Chamberlin; Daniel Yui Chit Chan; Brian Chapman; James Clark; Sean Clarke; Gemma Clements; Alex Clifford; Louise Clive; Susan Cockram; Ged Cooke; Sarah Coomber; Roger Cragg; Stephen Craig; Barry Curley; Clare Dallaway; Gerald Daniels; Michael Davies; Mark-Jan Dielemans; Ian Dingwall; James Duffy; Chris Edge; Alex Edwards; Ruth Edwards; Jane Evans; John Farrant; Steve Finch; Tim Fowler; Caitlin Fox; Roger Fox; Michael Fulton; David Green; Will Hill; James Hinves; John Hodgetts; Deborah Homer; Hannah Hook; Clarissa Horilczenko; Sue Hornby; Elliott Humphrey; Noel Humphrey; Pravesh Jayaprakasam; Samantha Jones; Dean Jordan; Tony Kirkby; Gerhard Kunsemuller; Peter Larkin; Ivan Lawler MBE; Alan Laws; John Lewis; Peter Li; Steve Linksted; Andy Maddock; Jon Malin; David Martyn; Norman Mason; Caroline Maudlin; John McAllister; Paul McCoy; Judith McKerchar; Julian Medina; Deborah Miles; Stephen Missen; Malcolm Morris; Maureen Moule; Andy Murray; Vera Murtagh; Rebecca Neal; Denis Nicole; Ruth Norfolk; Amy Offland; Andy Oughton; Joseph Parkin; Dee Paterson; Mark Pearce; Alan Perkins; Michael Perkins; Alasdair Pettigrew; Lee Pooley; Linda Pooley; Samantha Rankin; Paul Ratcliffe; Sophie Riley; Stephanie Roberts; James (Jim) Rossiter; Stefania Rosso; Paul Rothwell; Clare Rutter; Ben Sansom; James Schofield; Tim Scott; Ben Seal; William Sharpe; Evan Shephard; Alex Shiel; Nathalie Siegrist; Greg Smale; Katrina Smith; Russell Smith; Stuart Smith; James Smythe; Lauren Smythe; David Spencer; Greg Spencer; Jenny Spencer; Suki Tan; John Teuwen; Mark Thomas; David Tidball; Ian Tomlinson; Andrew Train; Siobhan Urquhart; Julie Vigor; David Wakeling; Steve Warwicker; Steve Watts; Alistair Williams; Ian Williams; Norman Wilson; Colin Woodgate; Richard Wright; Simon Wright; Cathy Wynne; Dave Yardley; Paul Younger.

British Canoeing Board Members:

David Joy, Chief Executive; Bronagh Kennedy; Martine Kushner.

Staff Members in Attendance:

Lisa Bryant; Anna Gray; Colin Dinshaw; Chris Earle; Charmaine Gawler; Susan Hicks; Rob Knott; Sam Rankin; Helena Russo; Nancy Squires; James Unsworth; Gregory Van Heerden; Barry Wade; Gemma Wiggs.

Apologies:

Alexandra Lane











1. Welcome by Professor John Coyne CBE, Chairman, British Canoeing.

The Chair welcomed all attendees to the meeting and thanked them for their attendance.

JC introduced himself and those sitting in the studio; David Joy, Chief Executive Officer and Nancy Squires, Head of Governance and Risk. He advised that several Board Members and officers were also present to assist in various parts of the AGM as required, including the President, Ivan Lawler MBE and Mark Bache, Chair of the Finance and Audit Committee. JC confirmed that he was seeking a further and final term as Chair at the end of the meeting.

JC advised that the audio of the meeting was being recorded to assist with the production of the minutes and would be filed but not be made publicly available.

An apology was noted from Alexandra Lane, British Canoeing Board Member. JC requested that any further apologies were emailed to Charmaine Gawler.

The Chair highlighted that 2020 had been a very different year with Covid having had considerable impact on our paddling community and environment, and further impact was evident with British Canoeing hosting its first ever virtual AGM today. The Chair confirmed 239 members had registered to join the meeting and that 110 were present at the start of the meeting. JC stated that the voting platform in use during the meeting was provided by Lumi, a third party operator who would ensure the voting system is operated properly and all votes recorded and presented correctly. JS invited Lumi to introduce themselves and to instruct members how to use the voting platform.

Steve Watts, Canoe Polo – queried how many proxy votes had been pre-submitted and whether they would be included in the overall results tally. The Chair confirmed that a small number of proxy votes had been received and pre-cast in advance, and these would be included in the final voting results displayed on the screen for each of the motions. [Post meeting note – 7 proxy votes to the Chair had been pre-submitted in advance, with 1 held in the virtual meeting]

It was confirmed that members could go back to the meeting documents within the Lumi platform after they had cast their vote.

Two trial votes were conducted for the purposes of allowing members the opportunity to become familiar with the voting system. JC confirmed that all votes would remain open for 50 seconds during the meeting.

John Teuwen – stated that he was having trouble navigating through the voting system. JC advised that he call the registration support helpline for assistance.

The Chair confirmed that all of the Ordinary business required a majority greater than 50% and the changes to the Articles were special business requiring at least 75% of the total votes cast to be approved.

2. To Adopt the Minutes of the 40th Annual General Meeting held 14 March 2020.

There we no amendments proposed to the Minutes.











Votes for: 104 (99.05%)

Votes against: 1 Abstentions: 17

The minutes of the 40th Annual General Meeting were approved.

3. To consider matters arising from the minutes of the 40th Annual General Meeting.

The Chair confirmed that the Board had reviewed the Action Plan against the historical allegations report at every Board meeting since the AGM in March 2020. He advised that some actions were delayed due to Covid restrictions and staff not being able to access documentation in the office, but that all actions would be completed within 2021.

There were no further matters arising.

4. To adopt the accounts for the Financial Year 1.11.19 to 31.10.20.

The Chair invited the Chair of the Finance and Audit Committee, Mark Bache (MB) to present the accounts. MB introduced himself and confirmed that 2019-20 had been a very challenging year due to the impact of the global pandemic but that British Canoeing was in a robust financial state. Generally, expenditure had come down in line with activity. The only area where expenditure had increased was in relation to growth in membership. The £522k operating surplus had been achieved largely through increased membership income. MB confirmed that the proportion of income received from grant funding (from both UK Sport and Sport England) had decreased from the prior year due to timing of receipts of grant income and delays to Tokyo 2020.

MB outlined in detail how British Canoeing membership income was spent on member services and running the organisation and the value that this offered for members.

It was noted that the slides were difficult to read online and that all slides would be made available on the British Canoeing website after the meeting.

The Balance sheet showed that the cash position had increased significantly to £6.6m which was due to the surplus achieved at the end of the year, plus the timing of receipts of grant income and delays in expenditure on the Olympic and Paralympic games. There had been a substantial increase in reserves and the sustainable level of reserves had been achieved within one year rather than the planned five.

JC confirmed that one question had been received from a member in advance about the finances and invited MB to respond.

Sophie Riley - Will there be a review/reduction in the 2021 affiliation fees that will take into consideration the restrictions imposed by the Coronavirus pandemic?

MB confirmed that it had been very difficult to project how our financial position would develop and during the first few months of the first lockdown, income dropped considerably and we were projecting a large deficit. Later membership grew substantially. He pointed out that reduced paddling activity does not necessarily result in reduced running costs for British











Canoeing and staff costs, insurance and waterways license costs were all still payable in the year. Costs were rigorously controlled during the year and British Canoeing invested in digital solutions to support members and clubs in other ways, including the development and introduction of the Club House portal.

MB invited further questions from the floor.

Dave Belbin, Vice President and Former Chair of the Finance Committee - stated that £500k was a large sum to commit from reserves in one year and although he was generally in support of the reserves policy, asked whether consideration had been given to investing the surplus in member services and to increase the reserves more slowly.

MB advised that he favoured a cautious view and that we needed to understand how the membership figures settle down in 2021, before making significant investment from new membership income. He advised that if the membership was retained then this would give confidence for new levels of investment in membership services. DB agreed that membership retention was key, but that members may like to see money invested in services.

Steve Watts, Canoe Polo – stated that some disciplines had returned a portion of their funding to assist the reserves and wished to see this acknowledged and asked if there would be a provision to account for more international competitions being attended into the next couple of years and requiring funding. MB acknowledged that disciplines had seen a reduction in central funding but this had been directly related to a decline in paddlesport activity. MB assured members that there would be discussions with disciplines about the resources required to fund activity in 2021 and 2022.

The Chair expressed thanks and appreciation to MB for the presentation and his work as Chair of the Finance and Audit Committee.

The Chair opened the voting to adopt the accounts.

Votes for: 113 (96.58%)

Votes against: 4
Abstentions: 13

The accounts were adopted.

5. To appoint 'Haysmacintyre' as the Auditors for the financial year 1.11.20 to 31.10.21, and to authorise the directors to fix their remuneration.

The Chair advised that the Board proposed to re-appoint Haysmacintyre as the Auditors for British Canoeing.

The Chair opened the voting for the motion.

Votes for: 111 (95.69%)

Votes against: 5 Abstentions: 11











The appointment of Haysmacintyre was approved.

6. To adopt the 41st Annual Report of British Canoeing for 2019/2020.

The Chair reminded members that the Annual Report had been circulated to all members via a link on the website.

The Chair stated that the report illustrated what a busy, active but different year it had been for everybody involved in British Canoeing and thanked those in the room and across the community who had contributed to both the delivery of the work and production of the Annual Report.

The President, Ivan Lawler (IL) spoke to his report. IL stated that 2020 had been a very strange year with the vast majority of people having had their toughest time ever, yet British Canoeing had seen its membership grow to record highs. The strong focus and work towards achieving our targets and ambitions within Stronger Together was being maintained. IL noted however, that the organisational progress will not always align to all members' needs and we must be mindful not to compromise member satisfaction as we progress our future ambitions. He noted that British Canoeing were heading in the right direction but that we must ensure the future is the one we want. Unity is a good ambition but would only work if the individuals that make up our paddlesport community are listened to, otherwise there is a danger of enforcing solutions.

The President stated that he had met some very passionate people in the sport over the past four years that had made his time in the role particularly rewarding. He encouraged the membership to remain engaged and to challenge and lead the organisation. He observed that having four candidates nominated for the role of President was a great start and that the focus now would be to ensure the accountability of those elected. He noted that NGBs were now more than ever dependent on government funding rather than the membership which may influence the principles (cash vs values) of decision making.

IL confirmed that on balance, he had enjoyed the role of President. However, most recently he had found it challenging to both support members and represent the organisation. He confirmed that he was stepping down now as he felt that he was no longer the right person to do the job and that he was increasingly being drawn back into his own discipline. IL apologised for not representing all those that had elected him. IL highlighted that term limits were important to prevent stagnation and stimulate fresh thinking. He looked forward to having more family time again.

The President expressed appreciation for having had the opportunity to meet some interesting characters and gave a special mention to Ben Seal, Places to Paddle Manager for his leadership of the Clear Access, Clear Waters Campaign (CACW) and to Pam Bell who had inspired him to take an interest in this part of the organisation. The President also gave a special mention to Barry Wade, Head of Digital for successfully driving British Canoeing's digital strategy.

The President wished all athletes the very best in the competition season ahead. He stated that every discipline at every level will benefit when competition resumes and that all non-competitive members will be free to roam the waterways soon. IL thanked the clubs,











volunteers, centres, retailers and coaches for all the work that they had done and continue to do. The President wished his successor every success in the role and appealed to the members to keep them alert and to stay connected to the President.

The Chair thanked the President for his presentation.

JC confirmed that there had been some questions in advance relating to the Annual Report.

John Teuwen - How can British Canoeing strategically apply the River Derwent Model (Pete Astles Peak UK) to 'connect' locally with its members in dealing with the environment, access and climatic change?

Ben Seal (BS) responded highlighting the importance of engaging in open dialogue with key partners and the local community to find solutions, understand how the principles apply locally and establish the 'reasons why' when creating a clear ambition.

John Teuwen - How many members participated in the voting process for the next President? Is this a method to adopt to engage members in decision-making?

JC confirmed that the exact numbers who voted in the Presidential election would be revealed shortly under Item 8.

DJ spoke about the various ways members were involved in the organisation. He pointed to the many committees run by volunteers that have decision making powers and the regular engagement of members in surveys to determine future developments. He noted 6000 members had engaged in the latest membership survey.

Sophie Riley - this comment was made by a volunteer coach who is helping me coach my next ShePaddles group: "At the moment, I am not in a position to coach any under 18's because of the new requirements for safeguarding training brought in at the end of September last year. I have to say that a lot of my coaching credentials have to be updated this year and I am not sure I will go through this again. British Canoeing seems to have introduced more and more time consuming requirements and costs. These requirements may be appropriate for paid coaches working in Centres, but I think are getting over the top for Canoe Club volunteers." - Are we getting this balance right for volunteer coaches?

Lee Pooley (LP) stated that British Canoeing has introduced a need for all qualified coaches and leaders to refresh their safeguarding training every 3 years, as part of our regulatory function. The safeguarding training can be completed online. British Canoeing continue to look at mechanisms to support volunteer coaches and take an individual approach where possible and are committed to ensuring young people and adults have a positive experience.

Sophie Riley - What is your policy for charging juniors for racing and membership?

Chris Earle (CE) confirmed that British Canoeing recognise the importance of encouraging juniors and try to keep junior membership fees as low as possible. In response it was noted that each discipline manages event registration and event fees themselves.

Clarissa Horilczenko - a recreational coach and kayaker requested that the Chair read aloud











the questions shown on the slide deck on screen. JC repeated the questions on screen. The Chair invited questions or comments about the Annual Report.

The Chair opened the voting for the motion to adopt the Annual Report 2020.

Votes for: 111 (98.23%)

Votes against: 2 Abstentions: 10

The Annual Report was adopted.

The Chair then invited the Chief Executive to present the Annual Review which was a progress report on Stronger Together, the Strategic Plan for British Canoeing for 2017 – 2021.

DJ thanked the clubs, committees, coaches, providers, retailers and all AGM attendees for the work completed over the last 12 months during what was a very difficult year. DJ noted that Stronger Together was launched at the AGM in 2017 which identified 67 targets to make our organisation better, which at the time had been hugely ambitious.

DJ confirmed that by the end of the 2020 financial year, 49 of the 67 actions within Stronger Together had been completed and that 16 others were work in progress and on track to be completed by the end of 2021. He confirmed this was all reported in detail within the Annual Review of 2020.

Headline achievements towards the Stronger Together strategy included;

- Significant participation growth with over £400k unique visitors in 2020 to the Go Paddling website.
- 95 #ShePaddles ambassadors recruited
- Membership in England had grown from 32,000 to 63,000 (2017-2021)
- Membership retention was at an all-time high of 85%
- A video played by Sam Rankin, Head of Membership, confirmed female membership had increased by 5 percentage points on prior year to 33% of the membership; family membership had increased by 7 percentage points in 2019 to 34% of the membership.
 75% of members were either satisfied or very satisfied with their membership.
- DJ recognised what a difficult year 2020 had been for clubs. DJ introduced a video by James Hinves, Senior Area Development Officer, sharing the work that has been ongoing in English clubs that highlighted the launch of the club house portal, club improvement plan, online club webinars and the club bursary scheme.
- DJ introduced a video by Ben Seal that highlighted key progress in our English responsibilities within our Access and Environment work to create more Places to Paddle and to promote the CACW Campaign. 10,000 signed the Clear Access Clear











Waters (CACW) petition. £100k grant funding was released through the Canoe Foundation to enable bids to improve physical access to water. 30 people recruited as Paddlepoint moderators with 70,000 visitors to the site.

- It was a tough year for our competition teams that form part of our UK responsibilities. No British teams had competed since March 2020 with only a small number of events and championships hosted in 2020. Discipline Committees had worked hard to produce event guides. The 2020 ECA European Canoe Slalom Championships and 2020 ICF Freestyle World Cup were both cancelled. The Tokyo 2020 Olympics and Paralympics were postponed. 5 Olympic athletes and 7 Paralympic athletes selected for Tokyo Games.
- DJ introduced a video by Paul Ratcliffe, Performance Director, which highlighted the progress made in the World Class Programme including the development of a new Sprint Performance Strategy, implementation of the elite DCMS status to keep the Olympic and Paralympic athletes training towards Tokyo 2021 and the development of plans in the Paris cycle across all three World Class Programmes.
- DJ introduced a video by Lee Pooley, Head of Coaching and Qualifications that outlined the successes within Ambition 9 of the Strategy Coaching and Qualifications. 60,000 people had accessed the eLearning modules, 3,500 completed the coach self-analysis tool and 3,300 paddlers attended workshops in 2020. In 2021, a new Delivery Partner Scheme will be launched that supports and promotes the services of commercial paddlesport activity across the UK and internationally.
- Nancy Squires (NS), Head of Governance and Compliance confirmed that British Canoeing had achieved compliance with the UK Sport Code of Sports Governance. A new code was expected to be launched later in 2021 with a particular focus on Equality, Diversity and Inclusion. A newly appointed EDI lead and Board approved EDI Advisory Group would put us in good shape to react to those requirements. A review of all major policies and procedures had been completed and the Terms of Reference for all committees revised and made consistent in their powers and purpose. It was noted that the UK Agreement was due for renewal in autumn 2021.
- Almost £3m of income was generated from non-public grant sources in 2019-20 through memberships, coaching and commercial activities.
- 73% of members satisfied with communications received from British Canoeing.

DJ confirmed that we remain on track to deliver most of the targets set out in 2017.

DJ confirmed the focus areas for the next 12 months and beyond;

- More tailored and personalised support in our services to members
- Embed much of what has been created
- Less change and more time for things to settle
- Improve relationships with clubs
- Clear Access Clear Waters and environmental issues











- Equality, Diversity and Inclusion
- Consider our brand across the UK

2022-25 Strategy

DJ confirmed that work had begun on the new strategic plan for 2022-25 and outlined the timelines for the consultation phases in 2021;

- Late March/early April consult with members through themed surveys
- May to September engage with Committees and Advisory Groups
- Autumn engage with members to release the draft strategy

DJ confirmed that the team were looking forward to working with members in this work over the next twelve months.

The Chair invited questions about the Annual Review.

Steve Watts, Canoe Polo – queried what part of the agenda this report related to and ought this to have been considered prior to the vote on the Annual Report? The Chair noted that there were two items – The Annual Report which members had to approve and the Annual Review which was progress against our strategic plan. It was agreed to ensure future agendas were clearer.

Jim Rossiter, Vice President – asked if there had been any progress on his appeal last year that we find more ways to get more people introduced to the sport and engaged with clubs through schools and universities. CE confirmed that the Covid-19 pandemic had impacted on our ability to liaise with schools and that the satellite club programme had to close by request from Sport England. It was hoped that we would be in a position to reinvigorate this later in the year when covid restrictions ease. An affiliation membership which encourages Universities to be part of our organisation would be explored as part of the next strategy 2022-25.

Stefania Rosso (SR) – complimented British Canoeing on the progress against the strategy and thanked everybody for their hard work. SR sought clarification on the difference between the delivery partner scheme and the plan for club developments and asked whether clubs are eligible for the Delivery Partner Scheme. LP briefly outlined the provider scheme and how it links to clubs. He offered to provide further clarity on the scheme outside of the meeting.

Greg Spencer (GSp) – asked the Chair if he or the organisation would personally commit to supporting David Train's initiative to introduce people to paddlesport through bell boats given the increased emphasis on environment and sustainability. JC confirmed that he had been in regular communication with DT in relation to his campaign work, commending his passion for the work. He stated that it was planned to run a feature in a forthcoming edition of Canoe Focus which would be timely given the current priority on environmental issues.

Ian Dingwall – queried whether the Lumi voting system took into account proxy voting. NS confirmed that all preregistered proxy votes had been incorporated into the system and had been included in the published results.











David Tidball, Chair of the SUP technical committee and Member of Safety Advisory Panel – observed that British Canoeing do not currently have a discipline committee for Stand Up Paddle boarding (SUP) and asked whether there were plans to establish a SUP committee in the future. DJ stated that SUP members were now joining British Canoeing and the ICF had announced that they were going to adopt national teams and launch team events in summer 2021. DJ confirmed that it is now the right time to explore and establish a SUP Committee given the ICF and Surf authorities have now settled in the court of arbitration. He advised that this would be explored in the next few months and SUP incorporated within the new strategy for 2022 and beyond.

The Chair thanked DJ for the presentation and the review of the progress towards the strategic plan targets.

7. To approve the amendments to the British Canoeing Articles of Association as proposed by the Board of Directors

The Chair invited the CEO to speak to this item.

DJ advised that there was clear rationale for the proposed changes laid out in two separate items 7.1 and 7.2. These were intended to provide for holding virtual General Meetings and Board Meetings in the future <u>if required</u>.

Steve Watts, Canoe Polo – expressed concerns over the definition of hosting a general meeting virtually via an "electronic communications platform" meaning any form of electronic platform including conference calls. SW had hoped a video call would be a minimum requirement to host an AGM. NS advised that the aim was to allow for a wide range of services to be provided to enable member engagement in an Annual General Meeting. It was not the intention to run an AGM solely by telephone conference call but to allow for a dial in facility to be incorporated into any video conference.

DJ confirmed that as the motion was special business, it was not possible to amend the wording in any significant way in this meeting. The intention of the proposed change was to embrace technology advancement. DJ advised that the detail of this wording could be further revised in 2022.

The Chair opened the voting for both motions 7.1 and 7.2.

7.1 Proposed Article changes to facilitate the holding of fully virtual or partially virtual general meetings in the future, including annual general meetings

Votes for: 105 (96.33%)

Votes against: 4
Abstentions: 1

The motion was approved.











7.2 Proposed Article changes to expressly permit wholly virtual Board meetings

Votes for: 101 (96.19%)

Votes against: 4 Abstentions: 3

The motion was approved.

8. To announce the result of the election for the role of President of British Canoeing

The Chair paid tribute to the work of Ivan Lawler MBE as President over the past four years. He formally thanked IL for his hard work and commitment in serving as President of British Canoeing. He noted that IL would continue to be an important and significant voice in paddlesport and looked forward to them working together in the future.

JC confirmed that four nominations were received to stand for the role of President and an election was held in February 2021. The results of the election were shown on screen;

Dee Paterson, British Canoeing	779
Greg Spencer, British Canoeing	509
Tom Parker, Canoe Wales	459
Roland Lawler, British Canoeing	354
Total number of votes:	2101

Dee Paterson (DP) was appointed to the post of President of British Canoeing.

A short pre-recorded video was played whereby DP thanked everyone for supporting her in the election and stated that she looked forward to meeting and working with members later in the year.

The Chair congratulated DP on her appointment as President and wished her enjoyment in the role over the next two years.

9. To approve the reappointment of Directors nominated since the 40th Annual General Meeting

The Chair confirmed that the Board proposed nominations for two Directors and that these were presented to the AGM for approval. Clare Dallaway had been nominated by the English Forum and Richard Boreham had been nominated as an Independent Director by the Board. Both directors were standing for their second and final term of 4 years.

The Chair invited Clare Dallaway and Richard Boreham to introduce themselves. The Chair confirmed that each vote would be taken separately.

The Chair opened the voting for motion 9.1 and 9.2.











9.1 Clare Dallaway - Director nominated by The English Forum

Votes for: 97 (97%) Votes against: 3 Abstentions: 5

The appointment was approved. The Chair congratulated Clare on her reappointment to the Board.

9.2 Richard Boreham - Independent Director

Votes for: 97 (96.04%)

Votes against: 4 Abstentions: 4

The appointment was approved. The Chair congratulated Richard on his reappointment to the Board.

10. To approve the reappointment of the Chair of the Board of Directors appointed since the 40th Annual General Meeting

10.1 Professor John Coyne CBE

JC vacated the Chair and RB in his role as Vice Chair and Senior Independent Director of the Board introduced item 10.1. He advised that the Board proposed that the Chair be reappointed for his second and final term of 4 years.

RB invited JC to speak to the members.

RB opened the voting for the resolution.

Votes for: 94 (91.26%)

Votes against: 9
Abstentions: 6

The appointment was approved. The Vice Chair congratulated JC on his reappointment to the Board as Chair. RB handed the Chair back to JC.

JC thanked RB and the members for the confidence they had shown in his re-election.

The Chair in closing the meeting, thanked everyone for their attendance and contribution and for their continued work as part of British Canoeing. He also recognised and thanked Lumi, Conference Works and the staff team for their professional support in enabling the remote meeting to work so effectively.









