

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 |
| James Fry (JF) | Independent Director |
| Bronagh Kennedy (BK) | Independent Director (<i>Partial attendance - joined by phone</i>) |
| Ivan Lawler MBE (IL) | President (<i>Partial attendance</i>) |
| Steve Linksted (SL) | Director nominated by SCA |
| Dee Paterson (DP) | Director nominated by English Forum |
| Greg Smale (GS) | Director nominated by English Forum |
| David Wakeling (DW) | Director nominated by Canoe Wales |
| David Joy (DJ) | CEO |

Also In Attendance:

| | |
|-----------------------|--|
| Lisa Bryant (LB) | Head of HR (<i>Partial attendance</i>) |
| Susan Hicks (SH) | Finance Director |
| Paul Ratcliffe (PR) | Performance Director (<i>Partial attendance</i>) |
| Jenny Spencer (JS) | Membership Manager (<i>Partial attendance</i>) |
| Gemma Wiggs (GW) | Events & International Relations Manager (<i>Partial attendance</i>) |
| Charmaine Gawler (CG) | Executive Assistant to the CEO |

External Guests:

| | |
|----------------|------------------------------|
| Matt Holt (MH) | CEO, GB Boxing |
| Rob Tate (RT) | Governance Manager, UK Sport |

1. Chair's Welcome and Opening Remarks

The Chair (JC) welcomed all to the meeting, including Bronagh Kennedy who joined by phone and two external guests, Rob Tate (RT) from UK Sport and Matt Holt (MH) from GB Boxing who were attending to observe the Board Meeting. The Chair confirmed with Board Members that discussions would remain confidential and that non-disclosure agreements had been signed with RT and MH.

JC advised that Jenny Spencer (JS) and Lisa Bryant (LB) were present to provide feedback from the Membership and Staff Surveys. It was also noted that Gemma Wiggs (GW) and Paul Ratcliffe (PR) were also to attend to present items 10 (BCE Ltd Update) and 14 and 15 (World Class Performance and Culture Health Check).

2. Apologies

None received.

3. Declarations of Interest

Steve Linksted declared an interest in athlete selection discussions. No other declarations were made beyond interests on the annual declaration.

4. Minutes of FB65

The Minutes of FB65 were approved as a true, fair and accurate record of the meeting.

5. Matters arising not covered by the Agenda

The Chair referred to the Action log that had been shared in the Google drive prior to the meeting, noting that most actions were either ongoing or had been completed.

There were no other matters arising.

6. Membership & Staff Surveys

The Chair welcomed JS and LB to the meeting. JS presented the Membership Satisfaction Survey results and reported that there had been 2,990 responses received in September 2019 compared to 1026 the previous year. Improvements had been seen across each of the KPIs within Stronger Together which were measured through this survey. It was noted that of those members that completed the survey, 93% were likely to renew their membership. The Net Promotor Score had also significantly increased from -4 in 2018 to 23 in 2019.

It was noted that the main reasons for membership were changing and that 3 of the top 6 reasons identified were about being part of the paddlesport community, supporting paddlesport and the Clear Access Clear Waters campaign and these were completely absent in 2016. Some of the membership discounts and offers were also really valued.

Satisfaction levels around membership communication had shown further improvement, but it was also reported that members wanted more targeted and tailored content. This would become more of a focus in 2020.

The need to develop the web site had been identified by members and some concerns about a paper heavy membership pack had been received. JS confirmed that a new "Go Green" digital membership option would be available in 2020 and include a digital membership card.

Discussion took place around our jurisdiction of SUP.

The Chair summarised that the membership survey results were very pleasing, that it was reassuring to note the year on year improvements in line with the ambitions within Stronger Together.

The Board noted the membership survey results and requested that the results are shared with the members in an appropriate way. The Board thanked JS for the presentation.

The Chair invited LB to present the results of the staff survey. LB outlined the key findings from the fourth staff survey which had taken place in November 2019. There had been an 80% completion compared to 81% the prior year. The results had generally been very pleasing with year on year progression in key areas. The following were noted;

- 90% of staff agree or strongly agree that we are making good progress towards our ambitions and targets
- 87% of staff are happy or very happy with employer
- 93% of staff are motivated to deliver their work programmes
- 75% of staff are feeling we have good communication and cooperation between teams
- 91% of staff are feeling valued
- 88% are happy overall with their job...

The key actions identified for 2020 are to further embed the values and behaviours across the organisation; assess and monitor workload and to improve staff development opportunities. It was confirmed that Pulse surveys would be introduced in 2020 to track progress against each of these key areas.

There was a discussion around workload and how the responses suggested that the volume of work spiked at certain times of the year. Discussions are planned within the appraisals to try to identify where workload issues exists so these can be managed on an individual basis.

The Board requested that the response to workload through the appraisal process is picked up by the HR & Remuneration Committee and fed back to the Board.

The Chair thanked LB for the presentation remarking that the 92% of staff feeling valued was an extraordinary figure and evidentially suggested that we were on the right path to being a values driven, effective organisation.

The Chair asked DJ to thank colleagues on behalf of the Board for the exceptional work that is being undertaken at British Canoeing each week.

The Board noted the staff survey results and agreed that the HR & Remuneration Committee would report back to the Board in relation to the response to workload concerns.

7. CEO Report

The Chair invited DJ to present the report.

Budget and Commercial Activity

DJ confirmed that the management accounts report a larger than budgeted yearend surplus and that Susan Hicks (SH) would provide further detail in the Finance paper. SH would also pick up matters around commercial income. DJ advised that Gareth May, Business Development Manager, would be invited to present to the next meeting of the Board in January 2020.

Membership

It was reported that Membership income had achieved the annual budget target of £1.6m.

PaddlePoints

It was reported that this had now been launched and within the first 2 months, the number of users had tripled and feedback had been very positive.

Coach Self-Analysis Tool

The Coach Analysis Tool had been launched on 31 October and had also been received very positively. This was providing coaches across all disciplines with access to an extensive digital library of resources to aid their continual learning and development.

Canoe Foundation

DJ advised that officers had met with the Trustees of the Canoe Foundation in October to discuss how best to achieve a closer working relationship and a greater but appropriate alignment with the British Canoeing strategy. Details of the proposed new relationship would be presented to the Board in the first half of 2020 for approval.

UK Sport funding review for the Sprint Programme

It was reported that the panel members had been appointed to the Sprint Situational Analysis work and that the interviews would be completed during December to February 2020. The Final Report would be presented by the end of March 2020 and then used to inform the UK Sport submission in April 2020.

Insurance

There was a discussion around Towergate craft insurance and why only one category of craft insurance was now being offered.

Investigations into Historical Concerns

Concern was raised around the length of time taken for Sports Resolutions to issue the Final Report. The Board emphasised how they want this issue to be resolved as soon as possible and requested that the Chair should write to Sports Resolutions on behalf of the Board to express their concern over the length of time it is taking.

Wild Water Racing

The Chair reported that he had engaged in 1:1 discussions with a complainant relating to the Wild Water Racing Committee and was still working to resolve the concerns.

ECA Statutes

DJ confirmed that he had been working with the ECA to draft amendments to their Statutes.

The Board noted the contents of the CEO report and approved the following;

- **To write to Sports Resolutions regarding the length of time taken to resolve the Historical Concerns Report**

8. Risk Management

The Chair observed that too many risks were presented to the Board and requested that for the next Risk Report, only the high level strategic risks are highlighted with reassurance that the other operational risks are being managed appropriately elsewhere in the organisation. DJ identified that the team were currently processing athlete selection appeals and that PR would be able to answer any direct questions during his presentation later in the meeting. It was reported that inherent risks were ongoing but sit within a different part of the risk register until such time as they trend upwards due to changing circumstances.

JC thanked DJ for the report and commended the team for the range of risks that were being managed.

The Board noted and approved the Risk Management report but requested that a shorter, higher level report be presented to the Board at future meetings.

9. Finance Report

Susan Hicks (SH) presented the Financial Report and the position of British Canoeing to the end of the financial year 2018-19. A bridged set of accounts had been tabled at the meeting and SH confirmed that the full set of management accounts to 31 October together with a cashflow forecast would be uploaded to the Board Google drive. It was noted that there were key items for decision.

SH reported that British Canoeing were likely to declare a year end surplus of £130k. This was significantly better than last year's result of £84K surplus.

SH outlined the headlines from the accounts;

- Commercial income failed to achieve the budgeted target, although pleasing commercial growth had been achieved via our international events.
- Savings had been made in the areas of campaign work, administration, postage and training.
- The profile of membership income had changed during the year with the majority of income growth being achieved earlier in spring and through the summer and that membership had tailed off in the past 3 months of the year. These autumn results may be attributable to the poor weather.
- Membership retention levels improved each month, with some months exceeding 80%.
- For the first time in recent years, the number of new members had not increased and was lower than the previous year which will become the focus of the next Annual Plan.

There was a brief discussion around the impact of weather on membership numbers and the importance of capturing new members in the spring to help counteract this. The Board agreed to revisit the realism of the membership targets in due course.

It was noted that although a fantastic job had been done on limiting expenditure, income levels were not where the Board wanted them to be.

SH drew attention to the updated Reserves Policy included within the paper. The Policy had been signed off in principle by the Finance & Audit Committee in November and was presented for Board approval at this meeting. SH outlined the Reserves Policy highlighting the three levels of reserve across the central organisation; Critical; Sustainable and Investment level.

It was noted that the Reserves Policy relates to funds purely within the central organisation and that the next phase of work would be to encourage the Discipline Committees to revisit their own reserves policies.

The Chair commended the Finance & Audit Committee and SH for the clarity of work within the Reserves Policy.

The Board approved the Reserves Policy and the release of the life membership and James Turner designated reserves into the central reserve.

British Canoeing Events Ltd

SH reported that the first financial year of British Canoeing Events Ltd resulted in a projected deficit of £5,049. This was wholly due to operating costs, most notably the audit fees of £4,950. SH outlined the proposal for British Canoeing to underwrite this operating deficit by transferring circa £10k into BCE Ltd within the 2018-19 financial year.

It was noted that there was also an ongoing discussion with UK Sport about the potential to have to return the funds to UK Sport drawn from the contingency budget.

The Board discussed the proposal and agreed to the transfer of a grant as required to meet the operating costs within BCE for this year and all future years until such time as another agreement was reached.

SH highlighted the four different principles of funding between British Canoeing and BCE outlined in Para 6.3. It was noted that these would be presented to the Board at the next meeting in January for formal approval.

The Chair thanked SH for the report and remarked on the good set of yearend accounts.

The Board noted and approved the financial report and agreed to;

- **Adopt the revised Reserves Policy**
- **Transfer the necessary start-up operational funding to BCE Ltd to achieve a surplus in the 2018-19 financial year.**

10. British Canoeing Events (BCE Ltd) Update

The Chair welcomed Gemma Wiggs (GW) to the meeting to co-present this item with DJ.

DJ confirmed that the Board of British Canoeing Events (BCE) recently met on 14 November and that progress had been achieved in a number of key areas. It was reported that BCE approved the following governance documents; the Memorandum and Articles of Association, the Governance Policy and the Service Agreement between British Canoeing Events and British Canoeing. The financial arrangements between the two companies would be brought to the British Canoeing Board for approval in January 2020 as previously noted.

After heavy scrutiny and involvement, the International Events Strategy had been approved by the BCE Board. GW presented the Strategy for approval at this meeting. A copy had been previously shared in the Board Google drive.

GW confirmed that the International Events Strategy outlines proposals to host Olympic, Paralympic and non-Olympic international events. It was noted that consultation work had begun separately on the Domestic Events Strategy. The Strategy had received positive check and challenge from the BCE Board that had allowed more detail to be included around each discipline, the funding partners, financial management, planning and risk, and the bidding processes.

GW presented the pipeline of events detailing those events already committed up to 2023 and those under discussion within the future strategy. The Board discussed their appetite for the risks associated with hosting additional international events, and non-funded, non-Olympic events in particular which carry greater potential financial exposure to British Canoeing.

There was a lengthy discussion around how often we should strive to host events, the return on investment of hosting, the financial risks and the ability to meet the desired outcomes for each stakeholder. GW offered to share the evaluation reports from the 2019 Slalom World Cup.

The Chair summarised that the Board were content with the International Events Strategy and the way in which the BCE Board were managing events on behalf of British Canoeing.

The Board recommended that we should usually plan to host only one non-Olympic event every 4 year cycle (preferably 1-2 years post Olympics) and encourage the Disciplines to plan well ahead, with the most viable options presented to both the BCE and BC Board for approval.

The Board discussed the bid to host 2022 IRF World Rafting Championships. It was noted that the 2021 Freestyle World Championships also falls within this period and some of the risk factors within the rafting bid are already being carried in to this event.

It was with regret that the Board supported the recommendation of the BCE Board to reject the proposal to bid to host the 2022 IRF Rafting World Championships.

The Board requested that the process be refined to help avoid lots of time being spent in preparing bids that will be unacceptable to the BCE Board. The Board supported the view that events should not leave either company exposed to undue risks.

The Board requested that the issue of accumulated risks be clearly communicated back to the Rafting Committee so that it was clear that the issues were not in the quality of their bid.

The Board noted and approved the contents of the BCE Report including;

- **The progress made in working towards BCE governance compliance**
- **The approval of the International Events Strategy**
- **The commitment to host a non-Olympic international event once per four year cycle**
- **The rejection of the bid to host the 2022 IRF World Rafting Championships.**

14. World Class Performance Report

The Chair welcomed PR to the meeting and invited him to introduce the first report. A copy of the full report had been made available to all Board members prior to the meeting so PR gave a brief verbal summary, inviting questions throughout the presentation.

Sprint Programme

PR identified the performance in the Sprint Programme as the major red flag for the year. The team were currently undergoing a thorough process of check and challenge with the coaching team, reviewing concerns whilst remaining focused on delivery of performances in Tokyo and building a strong cohort for Paris 2024.

There was a discussion around why the sprint programme had not gone to plan during 2019. Areas identified for improvement were around the coaching team and their philosophies, volume versus intensity training, selection of crew boats, cultural challenges and improving the pipeline of athletes coming through onto the programme. It was reported that some athletes in their individual reviews had reported they felt favouritism within the programme and some discomfort with the selection of the K4 boats.

PR confirmed that action was being taken to address the key issues but admitted that he had anticipated that changes would take place at a quicker rate. It was reported that athletes and staff within the Programme both feel vulnerable for their long term futures.

There was a discussion around the importance of focus for those athletes who are still targeting Olympic 2020 qualification and the support required and the best strategies to qualify.

It was reported that collaboration across the three World Class disciplines had been stronger this year but given the budgets crossed over, there could be potential disruption into other areas if Sprint funding is reduced.

The Chair stated that he looked forward to the Sprint review being completed and a clear way forward emerging within the Paris plan.

Slalom Programme

PR highlighted the strong and positive sense of team within the Slalom Programme in 2019, with all 4 boat quotas qualifying for Tokyo in what had been a very pressurised and stressful year with athletes competing for places. The areas identified for check and challenge were

around the selection policy, the missed milestone targets, how to maintain separation of focus between Tokyo and Paris cohort and the medical processes with some elite athletes.

The Board, along with PR, wished to recognise David Florence who after the disappointment of not qualifying for the Olympics had demonstrated great values and conducted himself impeccably and had returned straight to training.

The Chair recognised Eilidh Gibson, who had won the Social Impact Award of the UK Sport PLx conference in November for creating and delivering Slalom Inspires. The Board passed on their congratulations to Eilidh.

Paracanoe

The Paracanoe team had been very competitive in 2019 and had managed themselves exceptionally well. There had been a clear focus within a stable coaching team who had managed tensions within the team as athletes competed for the same places. 7 out of 9 quota places had been secured in 2019. It was reported that extra support would be placed into the coaching team to try to target those last 2 boat quotas for Tokyo. The Chair recognised the athletes for being outstanding local ambassadors for our sport. The Board congratulated the Paracanoe team for their efforts this past year.

[The President left the meeting due to a prior engagement]

The Board noted the contents of the World Class Performance Report including;

- **The list of athletes proposed for APA for 2020**
- **The progress towards Tokyo Games Qualification**

15. Culture Health Check Feedback

PR presented the Culture Health Check feedback. The Culture Health Check was undertaken for the third time in August 2019 within each of the three World Class Programmes. PR provided a summary of the results within each discipline.

Slalom Programme

It was reported that the results for the majority of quantitative measures in the survey were positive. The measure that had most improved was staff and athletes working effectively together as a team demonstrating a strong team culture.

There had been a notable decline in ratings (59% to 33%) amongst athletes in relation to the consequences for inappropriate behaviour. PR advised that the Programme would use a different approach into 2020 to help steer athletes towards conducting themselves appropriately at all times. There was a discussion around what inappropriate behaviour entailed and how it can be measured. It was noted that the phrasing of the question would be fed back to UK Sport.

Paracanoe

It was reported that staff, coaches and athletes were getting better at giving feedback. The team were committed, dedicated and very performance focused, despite operating under pressure in competing for Tokyo places. It was noted that mental health provision had

improved by 6 percentage points for athletes and achieved a score of over 80% following some positive steps that had been taken to improve mental health and wellbeing. Congratulations were passed to Zofia Campbell, the Performance Wellbeing Coach, for her work in this area.

Sprint Programme

It was reported that the majority of measures had declined since 2018, although generally remain improved in comparison to 2017 results.

The Board remarked on the difference between the Sprint and Paracanoe programmes, given they share the same facility in Nottingham. It was noted that the forthcoming UK Sport Sprint Review would help provide the solution to solving the serious issues within the programme and that by working together collectively, positive change would be possible.

UK Sport Paris Submission

It was reported that the first phase plan for the Paris cycle funding was submitted to UK Sport by the deadline of 29 November. As part of the submission, a full situational analysis within each of the three disciplines, together with an analysis of how the WCP fits corporately within British Canoeing was undertaken. PR referred the Board to the full situational analysis report that was shared with the Board prior to the meeting by email and via the Google drive.

A performance matrix across all levels into the WCP was undertaken along with a GAP analysis of every athlete within the Paris cohort together with a review of each discipline against the What it Takes to Win (WITTW) model. The key headlines were;

WCP

- Consideration to emerging events that may become part of Paris 2024, e.g. Extreme Slalom, VL3 women;
- Moral and ethical issues and how they may inform our decision making in the future, e.g. carbon footprint; pumped white water concrete courses

Paracanoe

- How we target the talent pool, e.g. VL1 & KL1 disciplines within the next cycle
- Increase medal opportunities through doubling up further
- How we maximise our coaching staff through the next cycle (athlete: coach ratio)
- Where we can gain advantage through overseas warm weather camps
- Consideration to maximising training at the HPP facility

Slalom

- How we evolve and play to our strengths and great sense of team and culture
- Talent pool for next cohort
- Target 4 podium athletes within each category fighting for one place through development programmes

Sprint

- Coaching and acceleration of club coaches for 18-23 age group
- Training philosophies and programmes aligned to WITTW model within the club structures

- Crew boats and selections
- Increasing the number of competition opportunities for younger paddlers
- Talent pool within cubs and more focused campaigns at British Canoeing, e.g. canoe programmes within local schools
- Daily training environment, culture and operations.

PR summarised that the strategy focus across the WCP would therefore include;

- Our pipeline across all 3 disciplines;
- Our coach development on all levels;
- Play to our strengths; elite coaching and multi medal athletes
- How we leverage the strengths of the cultures between Slalom and Para into Sprint.

The Chair thanked PR for the presentation and remarked on the quality of the report.

The Board noted the Culture Health Check results for each discipline and the progress made towards the Paris funding submission.

11. Annual Plan 2019

DJ presented the final progress report of the Annual Plan/Balanced scorecard report for 2019 confirming that 63% had been achieved in 2019. DJ stated that although he had anticipated greater completion, he was satisfied with the progress made and commended the staff on their focus throughout the year to deliver some large projects.

DJ highlighted in the report the big achievements, but also drew attention to the areas that hadn't gone to plan. The Club work remained an area of concern but work had now started with a view to making significant progress in 2020. The 75000 membership target set for 2021 now appeared unachievable by 2021, and required new solutions around securing membership data for the 25000 Associate Members in clubs.

The Board felt the work delivered during 2019 equated to more than 63% of the Annual Plan. There was some discussion around realistic target setting, reasons why the final percentage rating did not reflect a higher number and concerns expressed about pressure on staff. It was noted that the Annual Plan is a reporting tool, not a management tool and that staff were not held to account in a negative way around those targets that were not achieved.

The Board noted the work of the Places to Paddle Manager, Ben Seal in his endeavour to get the Access Charter onto three parliamentary manifestos ahead of the General Election on 12 December.

The Board were extremely satisfied with the progress made in 2019 and recognised the challenges faced. The Chair thanked DJ for the update and relayed congratulations to the whole staff team and to the Committees for delivering exceptional work during the year.

The Board noted the progress made in 2019 and approved the report.

12. Annual Plan 2020

DJ referred the Board to the detailed Annual Plan 2020 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 been greatly improved this year with full staff engagement from the start. It was noted that a new Rating had been added for 2020 to show work started but behind track. DJ outlined the new points scoring system that would be used to track progress which would better reflect the number of significant developments within the plan.

It was reported that some projects were removed from the final draft in order to make the work programme more manageable for staff. Items removed included the facilities strategy and the rebranding project. DJ advised that he would communicate the latter to the National Associations at the next UK CEO meeting.

The Board expressed concern over whether there was enough resource in the club work given this was an area that had not achieved its targets in 2019. DJ confirmed that work around centres would now be led by The Coaching and Qualifications team, alleviating some capacity in the Development team to focus on Clubs.

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

13. Budget 2020

SH presented the British Canoeing Budget for 2019-2020 which projected a surplus of £52k.

JC commended the work involved in creating the budget and thanked SH for the report.

The Board noted and fully endorsed the budget for 2019/2020.

16. Safeguarding Annual Case Management Report

The Board were referred to the statistical analysis of cases arising since October 2018 to November 2019 detailed within Appendix 1 of the report. DJ confirmed that it had been another busy year within the area of Safeguarding and that there had been staffing changes that had caused some capacity issues.

It was reported that there had been improvements within case management processes during 2019 as detailed in Para 8.6 and that the quality of volunteers on the Case Management Group together contributed real expertise and value to the panel.

It was reported that cases involving police investigations often have long resolution timelines associated with them and are out of the control of British Canoeing.

In the period 1 November 2018 to 31 October 2019, the team processed 722 DBS checks. Those that remain ongoing but are not linked to a police case are due to the subject not engaging with the process, so they stay on the log until such time as they do connect. It was agreed that those particular DBS cases where the subject is not engaging should be separately

identified on the spreadsheet. It was also recommended that the Safeguarding team remind clubs to regularly undertake their DBS checks.

The Board thanked DJ for the report, noted the contents and expressed confidence in the process.

17. Committee Reports

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

17.1. Finance Committee

The Finance & Audit Committee last met on 14 November where good progress had been made on a number of key issues, including the finalisation of the Reserves Policy. It was reported that a discussion took place around the merits of changing the financial year-end of British Canoeing to March but no further action to be taken at this stage.

17.2. HR and Remunerations Committee

The HR and Remuneration Committee last met on 8 November and the minutes had been made available to Board members on the Google drive. Matter discussed included the People Strategy, Personal Development and Talent Management.

17.3. Governance and Risk Committee

The Governance and Risk Committee held two recent meetings on 30 October and 14 November. It was reported that the majority of work had been around BCE Governance and the interrelationship between BCE and British Canoeing. The Committee signed off the new Complaints Disputes Policy which was now live and started to plan ahead for the AGM in March. It was noted that there would be minimal Article changes in 2020 and these would come to the Board in January.

17.4. Nominations Committee

The Nominations Committee met on 11 November and the following papers were reviewed:

1. Skills Matrix updated and approved
2. Succession Plan updated and approved
3. Forthcoming Board vacancies considered
4. Training plan noted and in drive
5. Board evaluation noted and in drive
6. Report against Diversity Action Plan 2018/19 noted. Diversity Statement Updated. Diversity Action Plan 2019/20 approved and in drive.
7. Conflicts of interest noted and in the drive for all Directors to view
8. Annual Governance Statement considered for circulation within the Annual Report.

It was highlighted that there were 3 Directors whose term of office was coming to a close in March - the Director nominated by the English Forum (Dee Paterson); and two Independent Directors (Bronagh Kennedy and James Fry). The English Forum were in the process of

nominating and electing candidates. BK had indicated a desire to remain on the Board for a second term. JF had confirmed his intent to step down citing work commitments. Recruitment to replace JF would move forward shortly with the skills matrix, equality and diversity in mind.

All documents were placed within the shared Board Google drive. The Board received and approved the above documents.

17.5. Scottish Canoe Association (SCA)

The SCA Board met in early September and subsequently held its AGM in November where two new independent directors were appointed to the Board.

17.6. Canoe Wales

The Canoe Wales Board last met in September and held its AGM on 22 September.

17.7. Canoe Association of Northern Ireland (CANI)

Stephen Craig (SC) confirmed that he had been appointed as the new interim Chair of CANI since the previous Chair stepped down before the AGM held on 14 November.

17.8. Safety Advisory Panel (SAP)

The Minutes from the latest meeting held in October were made available in the Google drive.

17.9. English Forum

The Minutes from the latest meeting held in October were made available in the Google drive.

The Board formally noted and accepted the Committee Reports.

18. Any Other Business

It was raised that the previously agreed date for the Board to meet on 06 December 2020 now coincided with the recently confirmed ICF Congress in the Philippines. The Chair advised that he would work with CG to communicate an alternative date for this Board meeting.

19. Closed Session with Non-Executive Directors