

MINUTES

In Attendance:

John Coyne CBE (JC)	Chair and Independent Director
Mark Bache (MB)	Independent Director
Stephen Craig (SC)	Director nominated by CANI
Clare Dallaway (CD)	Director nominated by English Forum
Bronagh Kennedy (BK)	Independent Director (<i>joined by phone</i>)
Ivan Lawler MBE (IL)	President (<i>Partial attendance</i>)
Steve Linksted (SL)	Director nominated by SCA (<i>joined by phone</i>)
Dee Paterson (DP)	Director nominated by English Forum (<i>joined by phone</i>)
Greg Smale (GS)	Director nominated by English Forum (<i>Partial attendance</i>)
David Wakeling (DW)	Director nominated by Canoe Wales (<i>Partial attendance</i>)
David Joy (DJ)	CEO

Also In Attendance:

Urvashi Naidoo (UN)	Head of Governance and Compliance
Charmaine Gawler (CG)	Executive Assistant to the CEO
Guin Batten (GB)	Head of Strategy and Development (<i>Partial attendance</i>)
Chris Earle (CE)	Head of Participation and Club Services (<i>Partial attendance</i>)
Richard Ramsdale (RR)	Head of Talent (<i>Partial attendance</i>)

Apologies

Richard Boreham (RB)	Vice Chair and Independent Director
James Fry (JF)	Independent Director
Susan Hicks (SH)	Head of Finance

1. Chair's Welcome and Opening Remarks

The Chair (JC) welcomed all to the meeting, confirming who was present in the room, those that had joined by phone and who was expected to join later.

JC apologised for the midweek evening meeting in Birmingham, which was as a result of having to rearrange the scheduled June meeting due to the other commitments of several Directors. He emphasised the importance of getting Board dates secured in the diary well in advance.

JC welcomed Chris Earle (CE), Richard Ramsdale (RR) and Guin Batten (GB) who were attending the meeting to present their agenda items.

2. Apologies

The Chair noted apologies received from Richard Boreham, Vice Chair; James Fry, Independent Director and Susan Hicks, Head of Finance. It was confirmed that Ivan Lawler, President, intended to join the meeting by phone at 7pm.

3. Declarations of Interest

No further declarations were received.

4. Minutes of FB63

The Minutes of FB63 were approved as a 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 and noted that much of the progress would be reported within the agenda.

It was confirmed that despite several offers, British Canoeing were yet to receive a substantive response from ■■■ to enable a meeting to explore the matters that had been raised.

The Chair stated that he had recently met David Train who had been seeking our support for his climate change campaign. JC reported that it had been a positive and fruitful meeting for both parties. JC confirmed that British Canoeing would support the campaign in a practical and indirect way rather than through demonstrative flag raising and campaign approach.

6. Club Engagement and Development Strategy

The Chair introduced this item as a substantial piece of work that required Board attention. JC welcomed Guin Batten (GB) and Chris Earle (CE) to the meeting and asked each to introduce themselves to the Board.

CE presented the report confirming that as the paper had been sent out prior to the meeting, he intended to introduce it briefly and then provide an opportunity for discussion and questions.

The paper provided an update on progress towards Developing a Stronger Network of Clubs and Centres as outlined in Ambition 4 within the Stronger Together strategy. Following two consultation meetings with Clubs and Centres held in Nottingham, CE highlighted some of the key components and challenges that the new model would need to respond to or address;

- Ensure that all organisations affiliated to British Canoeing meet minimum standards of safety and governance
- Provide high quality development support for clubs and centres which meets their specialist and individual needs
- To create clear definitions of the partnership with a range of different organisations

- The type of organisation we work with varies massively so innovative, cost effective and creative solutions will need to be sought to provide valuable services and products to clubs
- Importance of individuality and taking the right approach in the way we interact with clubs and centres. Our current communication channels were to 'one size fits all' and therefore not ideal
- Ongoing financial modelling and identification of tiered services dependent on needs
- To reduce the administration burden on club volunteers.

It was suggested that the current Quality Mark was not as flexible as it might be to meet the needs of very differing clubs and was not achieving what it might do and so a full analysis of the new model including costings would be undertaken and presented back to the Board in September with implementation scheduled during 2020.

[The Chair welcome David Wakeling to the meeting]

The Chair opened up for questions.

Following a question around the regional diversity and number of clubs and centres engaged in the consultation process, it was confirmed that 25 people from a variety of clubs were invited to take part. The team had also made full use of the 2016 strategy consultation whereby 2,000 individuals inputted with reference to the club model and also the Membership consultation information.

It was noted that clubs were more likely to respond positively to any new model if they had played a real part in shaping it. CE confirmed that he had so far visited 37 clubs throughout the consultation and reiterated that enabling clubs to choose how and if they engage would be critical to success. It was noted that draft proposals would be circulated to all clubs and centres for consultation. It was agreed that there should also be 'open' boxes to receive alternative ideas and thoughts and not just comment on final draft proposals. Next steps would be agreed once the reaction from clubs had been assessed to the consultation.

The Board expressed the importance of recognition and celebration for the good work that clubs are doing. Our affiliation and club mark processes should feel like helpful processes rather than a hindrance. It was emphasised that any extra administrative workload placed on clubs and their committee members would not be welcomed.

DJ assured the Board that these comments would help shape the tone and content of the electronic consultation that would be issued in the next few months. DJ reiterated that we had a responsibility in regards to club safeguarding, coaching and safety standards that it was important that we worked with clubs to strengthen these areas.

The Board welcomed the change in approach, particularly in the affiliation process. It was noted that the Scottish Canoe Association (SCA) undertook a similar consultation to re-affiliate clubs and the feedback had been positive.

CE confirmed that he had collaborated with colleagues within other sports throughout the development process and had concluded that our own needs couldn't be met simply by lifting from another sport but other models could inform our developments.

The Chair relayed that RB had requested that we embrace systems that could capture club affiliation member data simply but that we must not lose sight of safeguarding assurances as a core component of the new model.

DJ clarified that this campaign was an English development funded by Sport England and promoted for English clubs. Developments were now sufficiently shaped to engage with the other National Associations to explore options to share thinking and resources.

The Board welcomed the clarity of the paper and overall direction of travel but requested that as we go out to wider consultation, we assure our community that there would be the opportunity to co-create and shape something that can work for clubs.

The Chair thanked CE for the clear and well-constructed presentation and invited him back to the September Board meeting to provide a further comprehensive update.

The Board noted the emerging proposals within the report and the intention to bring proposals for changes to Club and Centre affiliation and Quality Marks to the next meeting of the Board for decision.

[The Chair welcomed Ivan Lawler by conference call to the meeting]

7. England Talent Canoe Sprint Plan

The Chair introduced item 7 as an important but sensitive piece of work. The Chair welcomed Richard Ramsdale (RR) to the meeting and invited him to present the report.

RR introduced himself to the Board as Head of Talent for Slalom, Sprint and Paracanoe, a position funded through Sport England looking after 15 coaches across the 3 disciplines, interacting with 200 athletes.

RR presented the report which outlined the proposed changes to the new Canoe Talent Sprint Plan. The programme would continue to support the development of the Athlete but also look to strengthen the Coach and Club development programmes. Following 6-8 months of consultation, the new plan was based upon 6 key principles;

- Athlete safety and enjoyment;
- Athlete development;
- Every Person Matters;
- Gender balance
- Club Network
- Great Coaches

RR presented the headlines in each of the key programmes areas, referring Board Members to the Talent plan document for detail. He outlined the 5 programmes;

- **Athlete Development Framework** “What It Takes To Progress” which will serve as an aligned youth development curriculum for use throughout the pathway.
- **A Canoe Development Programme** that ensures the right quantity and quality of athletes are being recruited and retained within the athlete pool, relative to gaps in classes and likely future changes to the Olympic programme.
- **A National Squad Programme** that identifies and supports the development of those athletes selected to represent Great Britain and facilitate their transition into the World Class Programme.
- **A Talent Coach Learning and Development Programme** complimenting the existing awarding body framework and supporting the development of club coaches to be able to deliver the athlete development framework.
- **A Talent Club Development Programme** supported by the Talent Club Partnership Manager in order to develop and enhance the underpinning club network that better feeds, supports and retains athletes at all levels within the sport.

The Chair invited questions and comments from the Board.

[Greg Smale arrived at the meeting]

The President welcomed the changes stating that it was long overdue but did raise a query around whether it was correct to align the foundations of the What It Takes To Win (WITTW) model to the What It Takes To Progress (WITTP) model. It was confirmed that it was not the intention to reverse engineer the *Win* but rather ensure athletes were best prepared to deliver at that standard. This would need consultation and development, but RR felt that some model was essential and that some coaches were asking for it.

A further question was raised as to whether there would be any incentives for coaches to progress within the programme. The Sprint and Marathon Committees were already helping in this area together with the Coaching Awards, and it was thought that this might be the biggest challenge within the new plan. DJ shared that it was hoped that the community of coaches in clubs and squads would be eager for knowledge and to get better so that we could further strengthen our whole system. The barriers to coach education were being reduced and there was great scope for sharing knowledge, workshops, mentoring etc to be really powerful. It was hoped to inspire a community of coaches.

The Chair clarified that the England Talent Canoe Sprint Plan was purely an England matter and that each Home Nation was responsible for their own talent progression into the World Class Programme through their own individual funding. It was agreed between all 4 National Associations that sharing ideas and thinking and models was very important in feeding a joined up UK World Class Programme.

The importance of safeguarding and coach training was stressed for coaches in these programmes.

RR outlined the staff restructure which was being consulted on. This was removing the SRS level of coaches but keeping in some national coach roles. The Board asked questions about the individual roles at risk through the restructure and how the new roles would be filled. DJ confirmed which roles were at risk. The rationale to disestablish these roles had been part of a strategic shift to release revenue to allow an investment into clubs. DJ confirmed that British Canoeing were currently in the second stage consultation process with the coaches listening to their alternative views.

DJ confirmed that British Canoeing had talented people that the organisation would not want to lose and was confident that the skills were available to recruit for the new roles. He reminded the Board of the legal requirement to fill roles where possible, from those who were at risk of redundancy. He had expected some of the SRS coaches to have taken roles within the Talent Clubs but this had not occurred. It was likely subject to consultation that there would be at least one compulsory redundancy within this process.

It was noted that there were currently 16 Talent Clubs (12 sprint and 4 slalom) and this opportunity had been made available to every club through an application process. This process would open up again in about 18 months but would require financial modelling.

DJ confirmed that the Coach Development Programme was not limited to the Talent Clubs.

The Chair thanked RR for the clarity and comprehensive nature of the paper, recognising the high level of consultation and development that had taken place. The Board requested a short progress update at the next meeting in September to track implementation of the Plan.

The Board noted the report, approved the Plan and supported the proposals for the reallocation of resources.

8. CEO Report

The Chair introduced item 8 and invited DJ to present the report. DJ was invited to focus on the key points as members had had the opportunity to scrutinise the full report.

Safety Advisory Panel

DJ invited GB to update on the fatality within the Devizes to Westminster Race (Para 5.1). GB updated the Board on the incident and events since the incident. There was a discussion around British Canoeing's relationship with mass participation events involving our clubs and members. This would be explored by CE in 2020 as part of the club work. The Board expressed their sympathies for the family and friends of the paddler and also for those at the club and within the event who had also been affected. The Chair thanked GB for the update.

Membership

DJ confirmed that the target of 5000 Associate members by the end of 2019 was not likely to be achieved this year. System challenges were making this less attractive to clubs, although some clubs had engaged in the process. Associate Membership stood at about 500. Other solutions were being explored to deliver this target and this would be reported more fully at

the next meeting of the Board in September. The bigger picture about membership remained positive with numbers exceeding 38,000 for the first time this month.

Staffing

It was reported that a strategic shift was being made to move the leadership, resources and responsibility for the education and development of the World Class and Talent Coaches under the management of the Head of Coaching & Qualifications. DJ confirmed that this was currently in the final stages of consultation.

DJ confirmed that the Head of Governance & Compliance, Urvasi Naidoo, would be leaving British Canoeing in July. DJ thanked UN for the huge effort and contribution she had made during her time at the organisation. The recruitment process had moved on swiftly and the post had been offered part-time to Nancy Squires, who would start on Monday 10 June. To increase capacity within the team, recruitment for a full-time Case Manager would commence shortly. The resources within the newly formed team would be kept under review.

Insurance

There had been a number of areas within our insurance arrangements which required more definitive guidance including; the definition of what's covered by club activity, when non-members take part in competition and events and the insurance of 'non-qualified' coaches.

DJ identified work was underway to bring greater clarity but in so doing this may lead to some changes to some long standing arrangements within the sport. He advised that he would keep the Board advised of these developments.

The Board welcomed these matters being addressed. It was agreed that the insurance risks needed to be worked through via UK wide working groups. Steve Linksted (SL) offered to be involved in this process.

World Class Performance

DJ confirmed that the PD was overseas with squads and highlighted four key areas:

- ***Sprint Programme***
The Sprint team just completed 2 World Cups. Liam Heath's results were outstanding. Jess Walker put in a strong performance in World Cup 2 in Duisburg. Tom Lusty's performance was improving and there were also some PBs in the Women's Canoe. Full analysis was still to be undertaken but the events went without incident in respect of the Athlete-Coach concern.
- ***Paracanoe***
The team did exceptionally well at both the European Championships and first World Cup of the season where some young athletes made the podium. Based on these results, we would have qualified 8 boats for the ParaOlympics - the target is 9 boats for Tokyo 2020.
- ***Slalom***
8 athletes made the finals at the Canoe Slalom European Championships in Pau with 1 team medal and 3 individual medals; C1 Gold and K1 Silver (Mallory Franklin) and K1 Bronze (Kimberley Woods). Olympic qualification would start at the World Cup in Lee Valley between 14-16 June.

- ***Athlete Transitions***

Jon Schofield retired from World Class Professional racing in Duisburg to take on a coaching role at the SCA. DJ confirmed that we would be formally recognising Jon's career over the coming weeks.

2019 Slalom World Cup

Planning remained on track. DJ advised the Board that the event should be a success on many levels. The final stakeholder board meeting took place on 4 June. 600 tickets were left to sell on the Sunday. The ticketing strategy had not produced the budgeted revenue and would be reviewed post event. Despite this the budget remained broadly on track. The Chair confirmed that the questions around ticketing income had been raised by MB and had been addressed in discussions with the CEO prior to the meeting.

Historical Concerns

The final report into historical concerns had still not been received from Sport Resolutions. DJ wrote to the Chair of the Panel again on 4 June reiterating concerns about the delays.

ECA Congress

DJ confirmed that British Canoeing had presented proposals to the ECA in March. The members of ECA had agreed that there ought to be a review of the Statutes. Two out of three members had approved the proposal from British Canoeing that the ECA should fix terms for each of the Board Directors. This was a positive sign that the other nations also wanted to see some change. DJ had accepted an invitation to join a small working group to review the Statutes which had been set up to allow other nations to voice their views.

UK Agreement

Work and dialogue continued around the delivery of programmes in line with the UK Agreement. There had been an interesting development with Canoe Wales who had entered into an agreement to use the Go Paddling website and services. This agreement had been shared with the other National Associations and ways forward due to be discussed at the next meeting of the group.

DJ invited questions or comments from the Board in respect to the whole report.

The Board welcomed the changes to the ECA Statutes and encouraged the CEO to contribute to the review group and reiterated that they looked forward to Albert Woods OBE as President of the ECA, supporting these developments as our nominee to ECA.

The Chair requested that progress be reported to the next meeting of the Board in September in relation to progress against the action plan from the recent case.

DJ confirmed that a final briefing note would be sent to Board members in relation to attendance at the ICF Canoe Slalom World Cup.

The Board noted the CEO report.

9. Finance Report

In the absence of Susan Hicks (SH), the Chair handed over to DJ and MB to present the financial position of British Canoeing as at 30 April 2019.

DJ reported a current deficit of £52,843, £144k better than budget. DJ provided a headline view of some key activity;

- Membership income is £60k better than budget
- It was noted that driving commercial and earned income, including the Personal Performance Awards and Quality Mark, would be a priority over the next few months. The commercial rate card had recently been signed off allowing the Business Development Manager to promote other British Canoeing products and services.
- There were some large variations summarised within Para 5.1 but overall the year-end forecast remained healthy.
- An overall surplus of circa £150k is currently projected by year-end, but this will only be achieved if income is achieved at budgeted levels during the remainder of the year.
- The reserves policy would be developed further by the Finance & Audit Committee at their next meeting and would come back to the Board for additional scrutiny.

The Chair remarked on the very healthy set of accounts and the detail provided in the paper.

The Board noted the contents of the Finance Report.

10. Annual Plan 2019 Update

The Chair invited DJ to present the Annual Plan 2019 update. The detailed scorecard had been made available to Board members on the Google drive with a summary provided in the Board pack.

DJ confirmed that 9.5% of actions within the plan had been completed up to 24 May 2019. Although this figure seemed low, DJ advised that the organisation is still on track to deliver 80% of the plan by year-end. There had been a huge focus on delivering a successful Slalom World Cup so other priorities would be picked up again after the event.

DJ updated on progress towards delivering the 9 Campaigns detailed within the paper. These all required significant cross team working and would have a major impact. The Olympic and Paralympic Campaign Group needed attention, so that the impact from the Games could be maximised. This is due to be picked up from June this year.

The Chair thanked DJ for the report.

The Board noted the report outlining the progress made in the first 6 months towards delivering the 2019 Annual Plan.

11. Committee Reports

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

11.1. Finance Committee

The Finance Committee met on 1 May. The minutes had been made available to Board members on the Google drive. The Reserves Policy, risk register and options for changing the year-end dates were among the key pieces of work being considered.

11.2. HR and Remunerations Committee

A further meeting would take place on Friday 7 June whereby a number of important items were tabled for discussion, including the company pay policy, special leave policy and the learning and development strategy.

11.3. Governance and Risk Committee

The Governance and Risk Committee met on 18 April. The minutes had been made available to Board members on the Google drive together with the resume of the newly appointed Chair of the Disputes and Disciplinary Panel. It was reported that British Canoeing passed the safeguarding audit in May 2019 with a rating of excellent.

11.4. Scottish Canoe Association (SCA)

A routine Board meeting had taken place in the spring that was attended for the first time by Jon Schofield. It was reported that the SCA were in a good period of stability.

11.5. Canoe Wales

The Canoe Wales Board met on 21 May. It was reported under embargo that a very ambitious project to build a white water centre in north Wales was approved.

11.6. Canoe Association of Northern Ireland (CANI)

The post for the vacant role of Chief Executive had been advertised. Interviews were due to take place in early June.

11.7. Safety Advisory Panel (SAP)

The Safety Advisory Panel met on 22 May and the minutes had been made available to Board members on the Google drive.

11.8. English Forum

The minutes from the previous meeting were included within the Board pack and made available on the Google drive.

The Board formally noted the Committee Reports.

12. Board Meeting Dates 2020

The Board were presented with some proposed dates for Board Meetings in 2020. After some discussion, the following dates were agreed;

- Sunday 28 June 2020 – NWSC, Nottingham
- Sunday 20 September 2020 – NWSC, Nottingham
- Sunday 6 December 2020 – NWSC, Nottingham

13. Any Other Business

GS confirmed that he was tentative for the next Board meeting to be held on Sunday 15 September.

The Board recognised that Urvasi Naidoo was leaving British Canoeing in July and that this would be her last Board meeting. On behalf of the Board, the Chair thanked UN for all the great work she had undertaken to serve the community of paddlers so well in her time at British Canoeing. The Chair stated that UN must take pleasure and pride in the work done, most notably to ensure that British Canoeing were one of the first organisations to meet the new compliance code and more recently in the safeguarding audit. UN thanked the Board for their kind words.

14. Closed Session with Non-Executive Directors