

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>joined by phone</i>)
Ivan Lawler MBE (IL)	President (<i>Partial attendance</i>)
Steve Linksted (SL)	Director nominated by SCA
David Wakeling (DW)	Director nominated by Canoe Wales
David Joy (DJ)	CEO

Also In Attendance:

Guin Batten (GB)	Head of Strategy & Development (<i>Partial attendance</i>)
Chris Earle (CE)	Head of Participation and Club Services (<i>Partial attendance</i>)
Susan Hicks (SH)	Finance Director
Andy Maddock (AM)	Head of Performance Operations (<i>Partial attendance</i>)
Barry Wade (BW)	Head of Digital (<i>Partial attendance</i>)
Charmaine Gawler (CG)	Executive Assistant to the CEO

Apologies

Dee Paterson (DP)	Director nominated by English Forum
Greg Smale (GS)	Director nominated by English Forum

1. Chair's Welcome and Opening Remarks

The Chair thanked the staff for the sharp and focused papers that had been prepared in advance and confirmed the intention to keep the discussion similarly focussed.

JC advised that Chris Earle (CE) and Guin Batten (GB) were present to present further proposals about the work around Clubs and Centres. It was also noted that Barry Wade (BW) and Andy Maddock (AM) were also to attend for parts of the meeting to present items 7 (Digital Strategy) and 8 (World Class Performance).

2. Apologies

JC noted apologies received from Greg Smale and Dee Paterson. He further advised that he had been able to exchange views with both absent members in the week prior to the meeting to feed in their views in relation to matters on the agenda. JC also noted apologies received from Paul Ratcliffe, Performance Director, who was in Tokyo for the Olympic Test event for Sprint and Paracanoe.

3. Declarations of Interest

No declarations were received.

4. Minutes of FB64

The Minutes of FB64 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. Club & Centre Affiliation and Quality Marks

JC welcomed Chris Earle (CE) to the meeting and suggested the paper should be taken as read and invited him to briefly summarise the 9 proposals, and to take comments and questions from the Board.

Proposal 1 – Affiliation Categories and Fees

The Board noted the draft proposal to review the existing categories of club affiliation which has one single category and introduce a banded structure. The proposals would be further developed and then be subject to consultation with Clubs. The Board raised a number of points to be considered in the detail of consultation;

- Important not to penalise clubs for obtaining more members
- Incentivise clubs to be open about membership numbers. It was confirmed that British Canoeing would explore how to incorporate Club+ in these discussions
- Manage club banding to ensure no disadvantages of expanding by 1 member, incurring greater costs
- Consideration to family membership mechanism
- Club members would inevitably fluctuate throughout the year so the timing of affiliation would need careful consideration
- Importance of insurance company knowing when members joined in the event of an incident
- Minimise any burden imposed upon volunteer club members – British Canoeing recognised importance of providing resource to help clubs transfer data onto Go Membership platform
- It was noted that at the moment, that these club proposals would be financially neutral on British Canoeing.

Proposal 2 – Club Associate Membership Data

The Board noted and discussed the proposal around club associate (individual member) membership and that these would be subject to consultation in 2020. The following points were raised for consideration during the consultation and planning phase;

- Good idea in principle but remain cognisant of GDPR based upon individual consent
- Insurers had indicated that they would prefer British Canoeing to hold Associate Membership data
- Reputational risk if a club member was not covered by insurance because it was claimed that the insurance company did not know who they were
- Canoe Wales, SCA and CANI all currently collect data and manage associate membership in this way
- Explore the options to provide further incentives and reward for becoming an Associate member of BC, but not to impinge on full membership
- Incorporate and underpin club requirements within an affiliation document whilst not tying clubs into onerous commitments

DJ advised that the insurers would prefer to have greater accuracy in the number of members and their activities. The target within Stronger Together aimed to engage these club members as British Canoeing sign-ups, meaning club members would be agreeing to join British Canoeing as they join the club.

Proposal 3 – Removal of Youth Card and improvement to Day Ticket processes

The Board noted the proposal to replace the Youth Card and Day Ticket with a new online Day Ticket process. The following points were raised for consideration during wider consultation;

- Recognition that more clarity is necessary about when 'day membership' is required
- Needs a simple solution for event organisers and paddlers
- Requires a digital solution – phone optimised
- Important to explore options with each competition discipline

Proposal 4 – Annual Review of Affiliation and Membership Fees.

The Board noted the proposal to revise club affiliation and individual membership fees annually in line with inflation. The proposal would form part of the consultation.

Proposal 5 – Clarification of Club Associate Member Insurance

The Board noted the proposal to clarify the meaning of 'club activity' in relation to insurance cover. CE confirmed that a statement would be drafted with guidance notes to provide examples of what would and would not be included within the definition.

Proposal 6 – Clarification of Coaching and Leadership Insurance

The Board noted the proposal that all coaches, leaders and instructors must; hold 'On the Water' membership; hold a certified British Canoeing qualification; and be classed as currently qualified and all appropriate coach updates must be undertaken. The following points were raised in discussion;

- Work undertaken by the BC Coaching department had reduced barriers to access qualifications
- Best practice within other NGBs and sports, the majority of which require a Level 2 coaching qualification as a minimum in order to coach
- Discipline experience differs between club coaches and members

- Experienced (but non-qualified) coaches can and do operate very safely
- British Canoeing, by endorsing non-qualified coaching, is potentially exposed to greater risk
- Needs full discussion and consultation with clubs, coaches, RDTs etc.

Proposal 7 – Affiliation Documentation

The Board noted the proposal to require Affiliated Clubs to publish governance documents on their own websites. There was a discussion around how this process would be managed.

Proposal 8 – Changes to Club Mark

The Board noted the proposal to introduce a British Canoeing quality assurance programme for clubs to replace the Sport England Club Mark initiative. The following points were raised in discussion;

- Some of the terminology may need revising, such as reference to a ‘Safe Club’
- A club could become a Champion of more than one specialism
- The new approach was broadly welcomed by the Board and reflected the fantastic diversity within our clubs together with the requirement to be safe and well organised.

Proposal 9 – Centre Registration and Services

The Board noted the proposal for Centres to engage with British Canoeing in different ways and at 3 levels; Simple Registration; Go Paddling Centres; and Quality Centre. CE indicated that some progress had already been made in relation to the latter and the inclusion of quality mark inspections against criteria within Adventure Mark and Learning Outside the Classroom.

The Board endorsed the principles for each of the 9 proposals in the knowledge that clubs and centres would be fully consulted and any change processes carefully managed with appropriate lead times. It was noted that we must ensure that we are assisting clubs and not being perceived as forcing upon them unhelpful change.

7. Digital Strategy Report

The Chair introduced item 7. The Chair welcomed Barry Wade (BW) to the meeting and invited him to talk through his presentation.

Barry presented an update on the digital strategy and brought to life the work around Go Paddling and Paddlepoints. BW demonstrated how these changes were leading to greater engagement and sign up, with the recreational paddler at the forefront of these ambitions. BW confirmed that these digital advancements were developed for mobile and tablet initially but not through an app given the cost of maintenance of apps across different software platforms.

It was reconfirmed that British Canoeing had assumed full control of Paddlepoints.net and that the website continued to exist while development on the new version progressed in the background for release later. Paddlepoints incorporates global data so consideration would be given to how that would be managed. The Board showed initial support towards licensing the data rights to other organisations. It was reported that within Paddlepoints, all four

geographical areas of the UK were amalgamated into one API feed that could be accessed by all, so that each National Association could administer their own area.

The Chair thanked BW for the presentation and welcomed the additional resource to the team.

The Board commended and welcomed the clarity and overall direction of travel of the Digital Strategy.

8. World Class Performance Report and Post Tokyo Strategic Plan

The Chair invited DJ, in the absence of PR, to present the World Class Performance Report first. This report had intended to be an activity report, rather than a full review of the programme which was currently underway and would be presented to Board at the next meeting in December.

DJ reported progress against the UK Sport milestones for Slalom, Para and Sprint. He advised that the Sprint programme had not achieved its milestone targets and this posed a financial risk to the programme and British Canoeing. It was reported that the situation had had an impact on athletes, coaches and the wider community. The position presented a significant risk and a different approach would need to be considered in 2020 and into the 2021-25 Paris strategy.

In the short term, DJ confirmed that British Canoeing were awaiting confirmation from UK Sport about any possible impact on funding for Year 4 of the Sprint programme (2020/21). It was recognised that the sprint system needed to build greater depth and quality. The current system was not achieving the depth and quality required and so a different approach was required.

The Chair invited AM as Head of Performance Operations to present the new UK Sport funding strategy post Tokyo. This had moved in a positive direction for sport and for British Canoeing. AM confirmed that a working group would be set up to deliver towards the key phases of the funding process and progress reported to Board.

DJ relayed that following a recent 1:1 discussion with UK Sport on 12 September, the investment strategy for Sprint would involve a more thorough process with greater emphasis on longer term development and whole sport strategy.

UK Sport had expressed a desire to engage with British Canoeing to fully understand why the milestone targets had not been achieved and potential fulfilled. UK Sport had indicated that there might be the possibility of flexing timelines for the Sprint investment submission in this cycle, to undertake a thorough situational analysis. It was noted that UK Sport wished to jointly commission this work with British Canoeing.

There was an in depth discussion about the sprint discipline and future action required to achieve even more success in the programme. The importance of undertaking a diagnostic piece and situational analysis was deemed crucial to the success of any future programme. Learnings from the good performances within Para and Slalom should also be considered to

establish if they can be translated across to Sprint. A concern was expressed around how only the top 12 performance results had been reported in the World Class Performance Report.

IL stressed the importance of involving the right people in the review process, ensuring that it was not a top-down approach and that it engaged the wider sprint community to help inspire confidence. It was agreed that the President should be involved in the review group, together with our agreed Executives and UK Sport representatives. The review will be asked to keep the Board updated and the Final Report should be presented to the Board.

JC stressed that whilst looking to the long term, the Sprint team must also remain focused on the opportunities for Tokyo and that athletes should be supported fully to focus on 2nd round qualification.

JC stated that it had been very pleasing to note that our submission to the UK Sport consultation process around their future investment strategy had been so fully reflected in the outcomes of the new UK Sport Investment Strategy.

The Chair thanked DJ and AM for the reports.

The Board agreed that British Canoeing should engage in a co commissioned process with UK Sport to create a new 10 year plan designed to bring even greater international success in Sprint. The Board asked DJ to lead this work on behalf of the Board and to ensure the right expertise is recruited and for progress to be regularly reported back to the Board.

9. Annual Plan 2019

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

DJ highlighted the major projects that had been delivered this year - the Slalom World Cup and the Access Campaign. These had been resource intensive which had presented resourcing challenges in other areas. It was reported that the team remained on track to complete circa 80% of the targets in the Annual Plan and work not completed would be re-evaluated and rolled over into next year.

The Board noted the report and commended the team on the continued focus on delivery of the strategy and annual plan. They noted the areas where work will not complete but were content with the overall progress made.

10. CEO Report

The Chair introduced item 10 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 in advance.

Craft Insurance

DJ outlined the challenge around Direct Debits and craft insurance that had had an impact for some members. It was reported that the trigger this time had been the product changes

within craft insurance that had not been initially compatible with the Azolve system. These system issues were being worked through and once compliance agreed with Towergate, should be resolved quickly.

Staffing Matters

It was reported that the Governance team were currently circa 3 days per week short of capacity. Consequently, the most recent Governance & Risk Committee meeting had been postponed. DJ stated that recruitment for the Safeguarding Lead continued with the help of agency expertise as the previous two rounds of recruitment had not attracted the calibre of candidate required.

There was a discussion around capacity challenges more generally and that this should be reflected in the 2020 Annual Plan. DJ confirmed that capacity remained a constant challenge as the organisation tries to stay lean, deliver programmes, increase revenues and build reserves.

It was reported that the Annual Planning process for 2020 had commenced taking a zero based budgeting approach with teams, drawing heavily from the Stronger Together Strategy. The 2020 Annual Plan would be presented at the next meeting for Board approval.

Investigation into Historical Concerns

DJ advised that this matter remained ongoing and outlined a couple of new developments since the report had been written. The Board were advised that the timescales would be further delayed.

UK Sport Funding Review for the Sprint Programme

DJ stated that this issue had been adequately covered in the previous agenda item.

Risk Management

It was noted that there were a significant number of risks detailed in the risk register that were trending upwards. DJ confirmed that this was partly due to approaching Year 4 in the 4 year funding cycle and partially due to resource challenges. It was reported that the financial detail around ticketing income and the Freestyle World Cup would be reported to Board in December. DJ advised that the risk register would be further refined following a productive meeting with Severn Trent in September. The Board agreed that risk management remained a key priority.

JC thanked DJ for the report and commended the team for the range of risks that were being managed. JC highlighted the work around the access campaign, the importance of membership recruitment and our enhanced digital presence online.

The Board noted the contents of the CEO report.

11. Finance Report

The Chair invited Susan Hicks (SH) to present the Report and the financial position of British Canoeing to the end of Quarter 3. The full set of management accounts to 31 July together

with a cashflow forecast had been disseminated with the Board pack and were also available within the Shared drive.

SH reported a current surplus of £82,406 that equated to £122k better than budget. SH provided a brief overview of these results;

- Income slightly better than expected although commercial income below budget as a challenging commercial budget had been set and the Business Development Manager had primarily focused on income generation for international events – with great success
- Income had dropped following the changes to Quality Mark for Centres
- Personal Performance Awards had launched 1 January, but the take up of the Discover Award had fallen short of projections. Work was underway to address the challenges and boost take up and income.
- Cost savings had been made on administration, membership and delivery centre
- There had been an overspend in coaching and legal fees.

The year-end financial forecast had since been revised and increased to a forecast surplus of £167,062.

It was reported that membership income for August was £219,611 against a budget of £231,000. Although £11k short of budget the levels were identical to August 2018. This monthly income level was still the highest level seen in membership and brings the cumulative surplus for the year to £55k better than budget.

Membership support continued to run higher than budget, a reflection of the membership team working hard on growth and retention rates.

It was reported that within our grant funded areas we were underspent due to;

- Staff gapping within the development team (surplus to be spent in other ways)
- Performance not spending on research innovation projects (surplus likely to roll over to Year 4)

SH advised that preparations for the 2019/2020 budget were underway and the proposed budget would be presented at the December Board meeting for approval.

It was reported that there would be greater focus on building our reserves over the next few years underpinning the importance of income generation and cost control whilst still delivering the strategy.

The Chair thanked SH for the report and remarked on the good set of accounts noting that it had been pleasing to finally put the VAT issue behind us.

The Board noted the financial report and were encouraged by income generation and the projected year end surplus of circa £160k (subject to continued income flow as per plan).

12. British Canoeing Events Update

The Chair invited DJ to present the update. DJ confirmed that the Board of British Canoeing Events (BCE) had now met twice, most recently on 30 July. The minutes of the meetings had been made available within the Shared drive.

DJ highlighted the following matters for the attention of the Board;

- Jon Long had been appointed the new Chair of BCE following a deeper analysis of the potential conflict of interest in the CEO of British Canoeing holding this position
- Governance work for BCE although slower than anticipated remained on track to meet UK Sport requirements at the end of the year
- The ECA 2020 European Slalom Championships would be the next biggest focus
- Planning was underway to consider a bid proposal for the 2022 Rafting World Championships but without UK Sport funding, the budget would be a real challenge.

The Board were reminded that British Canoeing is the sole shareholder of BCE Ltd.

DJ invited SH to talk around the budgets for our international events. SH outlined the key learnings from the ICF Slalom World Cup to be taken into account for the ECA European Championships. It was reported that UK Sport may request the return of the contingency funds spent on building the Extreme Slalom ramp.

The ticketing strategy for the Euros would be approved at the next meeting of the Stakeholder Board on 18 September.

The budget for the 2020 ICF Freestyle World Cup had been revised following some early concerns and work was underway to increase income and control costs.

There was a discussion around how the Board would like to manage any budget deficits that occurred within BCE Ltd. It was agreed in principle to underwrite all losses incurred by BCE Ltd. A revolving agreement was discussed with money being loaned by BC to BCE when it was required to be paid back on an agreed date not too far in the future. It was felt best for this to be a standing facility to BCE.

JC reminded the Board that BCE was set up as a wholly owned subsidiary to run events on behalf of British Canoeing and that it would be appropriate to take advice on how best to underwrite those costs.

It was noted that the BCE Board had been providing a sensible level of check and challenge around whether running a particular event was the right strategic approach to take for British Canoeing.

The Board congratulated the team on the excellent delivery of the Slalom World Cup. The Chair requested that these compliments be passed on to the entire team involved.

The Board noted the contents of the BCE Report including;

- **The appointment of Jon Long as Chair of BCE**

- **The capacity challenges faced in producing the governance documents**
- **The concerns raised around the freestyle event budgets**

13. Strategy 2021-25

The Chair invited DJ to present the Strategy Headlines paper.

DJ highlighted two points for the attention of members;

- It was proposed that the emerging shape of the new 2021-25 Strategy might not be too dissimilar to Stronger Together 2017-21. The content would still need to be agreed further to consultation.
- External consultation would commence in mid-2020. The new Strategy would be presented to Board for approval in December 2020, ready for launch in March 2021.

The Board noted the contents of the report and were in agreement that the new strategy would feel more evolution than revolution and that the focus should be on engagement, promotion and financial growth and stability. The Board approved the consultation process and timelines.

14. Committee Reports

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

14.1. Finance Committee

The Finance & Audit Committee met on 11 September where good progress had been made on a number of key issues. It was reported that the Committee were close to finalising the Reserves Policy. There had been extensive discussion about BCE funding as well as preparation for an imminent UK Sport Audit. Developments around foreign currency and commercial income would be summarised to the Board at the next meeting in December.

14.2. HR and Remunerations Committee

The HR and Remuneration Committee met on 7 June when a number of important items were discussed. The minutes had been made available to Board members on the Shared drive.

14.3. Governance and Risk Committee

The Governance and Risk Committee last met on 11 July. The minutes for both Governance meetings (British Canoeing and British Canoeing Events Ltd) had been made available to Board members on the Shared drive. It was reported that the most recent meeting scheduled for 11 September had been cancelled due to lack of staff resource in the Governance team. The next meeting would be scheduled for October and would focus on BCE governance work and how that dovetails into British Canoeing, together with early planning for the AGM in March.

14.4. Nominations Committee

No update provided.

14.5. Scottish Canoe Association (SCA)

The SCA Board met in early September. It was reported that the Competition Director had resigned and the SCA would take the opportunity to re-evaluate the role to consider if there would be a better way to serve the competition disciplines. A number of policies had been updated to ensure compliance with two factor authentication and GDPR together with work around self-disclosures. It was noted that the SCA were busy planning their AGM scheduled for November. SL remarked that SCA membership retention figures were not as good as those of British Canoeing in 2019. There had been a notable trend in the rise of virtual online e-groups, such as Sea Kayakers. It was reported that it would be the Year of Coasts and Waters in 2020 so the SCA were looking to run an event in line with that activity. [*Post Board note: Scotland Year of Coasts and Waters*]

14.6. Canoe Wales

The Canoe Wales Board met on 30 July and most recently on 10 September. The draft minutes from the July meeting had been made available to Board members on the Shared drive. It was reported that Canoe Wales had started to consider the club work and how best to engage with club members whilst protecting them from greater work commitments. It was reported that the Canoe Wales AGM would take place on Saturday 21 September and all British Canoeing Board Members were very welcome to attend.

14.7. Canoe Association of Northern Ireland (CANI)

It was reported that Lauren Smythe (LS) had been appointed as the new Chief Executive of CANI. She had a strong background of working within sport. The AGM was coming up on 14 November. CANI membership is growing this year, reflective of a decision to align to Go Membership. LS coming to BC next month for 2 day visit.

14.8. Safety Advisory Panel (SAP)

A report outlining British Canoeing Paddling Safety work and the Advisory Panel's activity from January had been included within the Board pack. The next meeting of the Safety Advisory Panel would take place on 2 October 2019.

14.9. English Forum

It was reported that the English Forum had not met since the last meeting of the Board.

The Board formally noted the Committee Reports.

15. Any Other Business

No other business received.

16. Closed Session with Non-Executive Directors