

**24<sup>th</sup> September 2017**

**SUMMARY OF KEY MATTERS DISCUSSED BY THE BOARD OF BRITISH CANOEING AT THE MEETING HELD ON SUNDAY 24<sup>TH</sup> SEPTEMBER 2017 AT BRITISH CANOEING, HOLME PIERREPONT, NOTTINGHAM.**

**In Attendance:**

John Coyne CBE (JC)	Chair
David Belbin (DB)	Independent Director
Richard Boreham (RB)	Independent Director
Stephen Craig (SC)	Director nominated by CANI
Clare Dallaway (CD)	Director nominated by English Council
James Fry (JF)	Independent Director
David Joy (DJ)	CEO
Greg Smale (GS)	Director nominated by English Council
David Wakeling (DW)	Director nominated by Canoe Wales

**Also In Attendance:**

Mandy Delaney (MD)	PA to Directorate
Susan Hicks (SH)	Finance Manager
Ivan Lawler (IL)	President
Vasi Naidoo (VN)	Head of Governance and Compliance
Lee Pooley (LP)	Head of Coaching and Qualifications
Paul Ratcliffe (PR)	Performance Director
Sam Rankin (SR)	Membership Manager
Ben Seal (BS)	Places to Paddle Manager

**Not Present:**

Bronagh Kennedy (BK)	Independent Director
Steve Linksted (SL)	Director nominated by SCA
Dee Paterson (DP)	Director nominated by English Council

**SUMMARY OF KEY MATTERS:**

**MEMBERSHIP REVIEW AND PROPOSALS**

Following extensive consultation with members, the final proposals for revised membership categories were presented to the Board. These were: 'Sign up,' 'Club Associate,' 'On the Bank,' 'On the Water,' and some amendments to the Family membership category.

Next steps were also presented including the circulation of new categories to all concerned before the end of 2017, and to promote the benefits by March 2018. New membership platforms and web developments would commence from April.

The new categories of membership, and the steps for launching these were approved by the Board.

The Board also noted that these changes had been fully considered by British Canoeing's Governance and Risk Committee and by external lawyers, who were in agreement that these changes did not require any changes to the Articles or AGM approval, and were within the reserved powers of the Board as there were no changes to actual categories of membership.

#### **DIGITAL STRATEGY UPDATE**

The Digital Strategy and first steps of the implementation plan were presented to the Board. It was noted that the new membership platform would be live by April 2018 and would provide improvements in managing membership, coaching and events, and would also offer a club management system for those clubs that wished to use it.

#### **COMMERCIAL STRATEGY AND IMPLEMENTATION PLAN**

The Commercial Strategy was moving slower than anticipated as more time was needing to be spent with potential partners for them to fully understand the scale and reach of the offer from British Canoeing. It was noted that the sales capacity was to be revisited within the annual plan for 2018.

#### **COACHING DEVELOPMENTS**

LP joined the meeting to present Coaching projects to the Board for approval.

A new Coaching Committee structure was proposed which would make better use of both volunteer and executive time, therefore allowing more progress to be made, and would properly consider the views of the National Associations, Coaching committees and discipline groups.

New Terms of Reference for the Coaching Strategy Group were also considered and approved by the Board.

A draft Coaching and Leadership Plan 2017-21 was presented; its aim would be to provide direction allowing Home Nations, committees, clubs and all associated groups to shape their own coaching plans in alignment with the 'Stronger Together' strategic plan. The Board approved this plan on the understanding that there had been considerable change in Coaching, and a period of stability would now commence, and that the Coaching workforce would be kept fully informed at each stage of the process.

A review of the Personal Performance Awards had been taking place over the past 12 months; this review was now ready for wider consultation, and the Board noted the proposals to date.

#### **WORLD CLASS PROGRAMME REPORT**

PR provided an update from the Olympic and Paralympic disciplines, and in particular, outlined successes. It was noted that the Coaching structure across all disciplines had changed and it was hoped that this would now be stable for the next three years in the cycle.

**PR** then informed the meeting of a significant change in the facility strategy within the programme. He explained that the original Tokyo strategy had included a plan for British Canoeing's full exit from the Dorney site. This plan had been reviewed, and the Performance Director sought the Board's support for a change in strategy so that Dorney would form a Southern Performance Hub for Sprint Canoeing across the entire pathway.

This was considered by the Board who approved retaining a hub in Dorney; the exact principles would be established, and British Canoeing's Executive Team would deal with the completion details.

The Board then approved the following changes to the Sprint International Panel due to the recent departure of Heather Williams and Ian Wynne; they would be replaced by Rene Olsen and Andy Maddock.

It was noted that work had commenced on fostering a better partnership approach between Slalom and Sprint clubs around Talent Development, and this development was welcomed.

It was noted that the Performance Wellbeing Group had been established; the Board approved their revised Terms of Reference and Action Plan. The Board were assured that this group would genuinely work with all to improve the Performance environment.

It was further noted that a UK Sport-led Culture Health Check would take place across the Olympic and Paralympic Programmes. The results of this would be reported to the Board in December 2017.

It was noted that the project to create company-wide values would also include the World Class programme and would be completed by March 2018.

#### **PLACES TO PADDLE**

**BS** joined the meeting to present Places to Paddle projects to the Board. He informed the meeting that British Canoeing either owned or leased a number of significant sites and that it was timely to consider the future strategy for such assets. The Board wished to explore how British Canoeing could make more of these assets and manage the associated risks.

The Board agreed to create a task group to consider these options and develop an action plan for the future ownership and management of the sites.

#### **ACCESS DEVELOPMENTS**

Following recent member consultations, it had become clear that the membership would like British Canoeing to do more work on representing its members on Access. Therefore, a Places to Paddle Plan for 2018 had been drafted and set out to make positive progress in this area.

It was also noted that the Welsh Government had recently published proposals that would improve canoeing access in Wales. If this is passed, England would be the only Home Nation with contested access to paddle.

## **FINANCE**

British Canoeing's financial position as at 31<sup>st</sup> July 2017 delivered a surplus of £62,459 against a budget of (£54,214). This favorable position had been wholly driven by income growth, mainly within Membership.

The annual budget would be presented to the Board in December 2017.

## **ANNUAL REPORT ANNUAL REVIEW**

Consideration was being given to producing two documents as part of the annual review process. The Annual Report would be produced as a requirement of the Articles, and it was planned to produce an Annual Review which would track the progress of the 'Stronger Together' strategy.

## **GOVERNANCE AND RISK COMMITTEE**

In accordance with the requirements of the Code for Sports Governance, the Board considered and approved the following documents:

1. Nominations Committee Terms of Reference
2. Engagement Strategy
3. Diversity Action Plan
4. Skills Matrix and Succession Plan for Board and Senior Management
5. Governance Policy amended
6. HR Terms of Reference amended
7. Board Evaluation and Appraisals

The Board agreed to the appointment of the Nominations Committee: Chair, Vice Chair, **JF**, **RB** and **CD**.

The Board noted that the requirements of the Code for Sports Governance were ongoing and expressed its commitment to ensuring annual compliance.

## **DATE OF NEXT BOARD MEETING**

Sunday 3<sup>rd</sup> December 2017.

**END**