

MINUTES

In Attendance:

John Coyne CBE (JC)	Chair and Independent Director
Richard Boreham (RB)	Vice Chair and Independent Director
Mark Bache (MB)	Independent Director
Bronagh Kennedy (BK)	Independent Director
Steve Linksted (SL)	Director nominated by SCA
Stephen Craig (SC)	Director nominated by CANI
Clare Dallaway (CD)	Director nominated by English Council
Dee Paterson (DP)	Director nominated by English Council
David Wakeling (DW)	Director nominated by Canoe Wales
David Joy (DJ)	CEO

Also In Attendance:

Ivan Lawler MBE (IL)	President
Susan Hicks (SH)	Finance Manager
Urvasi Naidoo (UN)	Head of Governance and Compliance
Paul Ratcliffe (PR) (Partial attendance)	Performance Director
Charmaine Gawler (CG)	Executive Assistant to the CEO
Nick Slinn (Partial attendance)	Child Protection in Sport Unit

1. Chair's Welcome and Opening Remarks

The Chair welcomed all to the meeting, including Nick Slinn from Child Protection in Sport Unit who would be delivering the Safeguarding Training to the Board. The Chair also confirmed that Paul Ratcliffe would be joining the meeting to present the Performance Report.

The Chair noted that there were several important papers on the agenda and he would try to ensure that each was given the appropriate time for discussion within the meeting.

The Chair proposed that the meeting would commence with Item 6, Safeguarding Training.

6. Safeguarding Training

Nick Slinn, from Child Protection in Sport Unit, delivered Safeguarding Training to the Board. It was agreed that the slide deck would be sent to the Board after the meeting.

DJ confirmed that British Canoeing was compliant with the requirements of the Advanced Safeguarding Standard, but identified that the real challenge lay in the capacity to embed safeguarding policies, processes and procedures within regions, disciplines, clubs and centres.

All Board members present participated and completed the Safeguarding Training.

2. Apologies

Greg Smale Director nominated by English Council
James Fry Independent Director

3. Declarations of Interest

None received beyond those already registered.

4. Minutes of FB59

Minutes of FB59 were approved, subject to a minor amendment on page 16 within Para 17.6, which was corrected to state that 8 out of 10 Board Directors of the Canoe Association of Northern Ireland (CANI) were standing down at the AGM.

5. Matters arising not covered by the Agenda

DJ drew attention to the Paddle Awards information which had been tabled and which had been developed since the last meeting. DJ confirmed the Awards were on track to go live in January 2019.

There was further discussion relating to the nomination of Albert Woods as ECA President.

It was agreed that AW would be invited to meet with the Board in December and then annually to discuss international matters and report back on his activity within ECA and ICF. AW would also be invited to fully engage with the British Canoeing International Relations Group which was due to meet twice annually.

It was agreed that the Board should write to AW to confirm their expectations of him in his capacity as President of ECA and a member of the Executive Committee of ICF.

DP noted that some actions were not noted in the minutes and it was agreed the Action Log for the Board would be circulated and considered at each meeting.

7. Performance Report

PR Performance Director, presented a report that reflected the main areas of work in the World Class Programme since the last Board meeting in June. The report centred around three key themes, People, Culture and Performance and with the majority of the racing season complete, the paper also reported progress against the UK Sport Milestone Targets for Sprint and Paracanoe. The paper contained Appendices detailing British Canoeing's International Results together with a high-level summary of UK Sport Culture Health Check results across Slalom, Sprint and Paracanoe.

PR highlighted the success of the Paracanoe team at the World Championships where they won 7 medals and 6 of these were within Paralympic Games disciplines. He also praised the whole team who under the leadership of Scott Simon, had developed strongly through the

year. The coaches and support staff were operating at a high level and the athletes had come together well as a group.

The Board collectively congratulated the Paracanoe team on an exceptional performance throughout the season to exceed the UK Sport milestone targets.

He highlighted the success of the slalom team during the year to date. He noted that the team was in good shape and preparing for the World Championships during the forthcoming week.

With regard to the Sprint Programme he confirmed the team's disappointment at not reaching the targets agreed with UK Sport this year. The team had identified the main reasons: including operational issues around the camps; the second half year training not producing the expected improvements and some challenges around the crew boat processes.

There was a discussion around whether the targets were too ambitious for the Sprint programme rather than an under performance and it was noted that the coaches were engaged in a full analysis of what will be required to achieve potential in Tokyo and where resources needed to be focussed over the next two years.

PR confirmed that we should expect a challenging time in the Sprint review by UK Sport scheduled for 16 November 2018. It was noted that any decision to reduce the funding to any of the programmes would be made by February 2019 in time for implementation from 1 April 2019.

The Board welcomed the honest and realistic report and were positive in their support for all within the Programme and requested that this be communicated to all involved. The Board emphasised that it was a collective responsibility to deliver UK Sport milestone targets across each Olympic discipline.

PR highlighted the appointment of Richard Ramsdale as Head of Talent and the commencement of the recruitment for a new role of Talent Club Partnership Manager to support the development of a new wave of talented youngsters within clubs.

Culture Health Check 2018

PR presented the headline results of the Culture Health Check 2018 to the Board and confirmed that these would be presented to athletes in their October review meetings.

There were very positive results across all three programmes that were testament to the many people throughout the organisation who had worked hard in this area during this last 12 months including the Athlete Rep Group (ARG) and the Performance Wellbeing Group (PWG).

In Sprint, there had been lots of changes and uncertainty in recent years, but the results showed that during this year, there had been a shift towards a more positive environment with athletes feeling greater ownership and empowerment.

It was noted that there had been big uplift in the engagement in the survey between 2017 and 2018. This was seen as a positive in itself and was due to closer athlete engagement.

The Board noted that the Stakeholders who completed the survey included individuals from EIS, Lee Valley, the British Olympic Association (BOA), UK Sport, the Board and Committee members.

There was a discussion around the approach taken with athletes and/or staff when protocols and expected behaviours were not adhered to. The apparent lack of consequences was a factor which came through strongly in all three programmes. The Board expressed the view that undertaking a grown up conversation in these types of circumstances was probably a sensible approach and that the impact of peer pressure should not be under-estimated. PR confirmed that work would be progressed to empower and support coaches and athletes to deal with challenging situations and conversations. It was agreed that the values and behaviours work which was underway would support this process.

PR highlighted the closer alignment between athletes and staff this year, particularly within the Paracanoe Programme. It had been encouraging to hear that the new leadership in Paracanoe by Scott Simon had been well received.

The Chairman highlighted the excellent local media coverage undertaken by two Paracanoe athletes in the summer and their clear support for each other despite them being competitors and emphasised that the value of these media opportunities should not be under-estimated.

The Culture Survey results from the Slalom programme at Lee Valley were particularly strong and amongst the very best of all sports in the UK.

UK Sport had complimented British Canoeing on the work undertaken around culture and it would be anticipated that the results of our 2018 survey would be well received.

The Board commended PR and his team on the work that had been undertaken on improving the culture of the Performance team.

The Board noted the progress detailed in the Performance Report. The Chairman passed on best wishes from the Board to the Slalom team who were out in Rio, Brazil, at the 2018 World Championships. (Post Board note: The Slalom team had the most successful championship ever with two gold, three silver and two bronze medals).

8. Finance Report

SH presented the financial position of British Canoeing. The most recent August accounts reflected a better financial position than as at 31 July, showing a surplus of £144k, £35K above budget.

The ongoing HMRC VAT issue was discussed. The Board approved delegated authority to the Head of Finance and the Chair of the Finance and Audit Committee to resolve the VAT issue appropriately.

SH outlined the pros and cons of creating a Special Purpose Vehicle (SPV), a wholly owned subsidiary of British Canoeing, to deal with all aspects of our International Events. This could bring some tax benefits. It was noted that further work was required around the governance arrangements within such a subsidiary. The Chairman confirmed that the Board delegated authority to the CEO to take the steps necessary to establish the SPV and for the Finance and Audit Committee and the Governance and Risk Committee to consider and approve the final recommendations.

The Board requested a detailed finance report be tabled at the next Board meeting on 2 December 2018.

9. CEO Report

The CEO (DJ) presented his report. The full written report was made available to all members so DJ focussed on some key issues.

DJ paid tribute to the HR and Remuneration Committee and in particular Lisa Bryant as Head of HR in the work to complete the Pay and Grading Review. The flexible working hours had also been very well received by staff and had been deployed appropriately across the organisation.

DJ outlined the final six values and described the behaviours and key words that were the drivers behind each statement.

DJ confirmed that workshops would be taking place over next few weeks for staff and athlete groups to reflect upon the behaviours behind the values and how these could be embedded across British Canoeing. It was anticipated that by November, behaviours would have been agreed but may be different across each of the disciplines and the staff in the office. DJ confirmed that the values and behaviours work had been focussed primarily on board, staff, lottery funded athletes and our key volunteers and this would be further cascaded in the next two years.

The Board approved the final six value statements highlighting how they were positive and active words.

DJ confirmed that the work to review the Committee Structure and Terms of Reference would be presented to the Board for approval at the next Board meeting in December.

DJ highlighted some additional Committee issues not included in the written CEO Report for noting and observation:

Wild Water Committee: DJ advised that there had been considerable involvement of staff in supporting the committee to develop their Terms of Reference and their plan. This was falling behind other committees.

Marathon Committee: DJ advised that the software developer of the Marathon Committee's competition system had withdrawn the database. DJ advised that work was underway by the

Marathon Committee to replace this software and to explore appropriate links to the membership database of British Canoeing.

The Board noted that each committee has event management software that had been developed by volunteers and agreed it important that work be undertaken to establish where the IP sits for each of the competition management systems in each discipline. DJ agreed to start this process.

DJ highlighted the outstanding international results achieved across the non-Olympic disciplines summarised in Appendix 1. The Board congratulated all of those involved.

The Board noted the encouraging membership numbers that had continued to grow. The Board requested that a detailed breakdown of membership numbers, including retention figures, would be shared with the Board at least once a year.

DJ confirmed that the final draft of the Access Charter (included in the Board pack as Appendix 2) was with stakeholders for final comment and that the launch was planned for 28 November 2018. Invitations for the launch would be sent out at the end of September 2018. The Chairman noted to follow up on his letter written to Michael Gove MP. The Board approved the final draft of the Access Charter and the Chairman praised the work of those involved. (Post board note – response received from Michael Gove)

10. The Governance Policy

DJ highlighted and briefly explained the proposed amendments to the Governance Policy in the report including;

Para 9.5 of the Policy how the minutes of the Board meetings were recorded. It was proposed that the minutes should be produced according to guidelines within the Governance Policy and then made available on the website with redaction occurring where necessary.

Para 12.1 made it clearer that the Vice Chair would also be the Senior Independent Director.

Para 17.4 there would be a minimum of two (rather than three) non-executive Directors within each Committee of the Board.

Para 17.8 British Canoeing would recognise more delegated powers to Committees of the Board to make decisions in approving policies on behalf of the Board. It was noted that these committees were able to provide far more scrutiny and that the expertise also rested in these committees.

It was agreed that all Board members should see the Committee paperwork in the shared folder with appropriate notification, to include the Board Meeting date and number and the file name and date. Any decisions taken by the Committee must be reported to the Board. Those powers and responsibilities strictly reserved for the whole Board were confirmed.

Para 20.7 confirmed the process for determining the remuneration of the CEO. It was agreed that the Chair, having completed the annual appraisal of the CEO, would consider with the

Chair of the HR & Remuneration Committee the remuneration arrangements for the CEO. These would be recommended to the HR and Remuneration Committee for approval. These arrangements would then be reported back to the Board in confidence.

The Board approved all of the amendments as described in the revised Governance Policy.

11. Case Management Action Plan

UN introduced the Case Management Action Plan report.

UN confirmed that there had been a Governance Committee meeting held on Friday 21 September where a new set of disciplinary policies were approved and would be activated as soon as possible. The Safeguarding procedures and also Terms of Reference for the UK Safeguarding Steering Group and the Case Management Group had also been approved. The latter had been strengthened in July by the recruitment of four new and experienced Panel Members.

UN advised that British Canoeing would ensure policies and procedures were effectively implemented and the instigation of a programme to improve the management and application of the disciplinary policy in clubs, centres, regions and disciplines would be presented to the Board in December and would be included in the Annual Plan 2019-20.

There was a discussion around expected timescales of when cases should be resolved. British Canoeing always aimed to deal with cases as soon as possible but was unable to put in place guarantees given that investigations evolve and also independent investigators were contracted and not always immediately available. UN stated that British Canoeing were committed to keeping people properly up to date at least every four weeks. CD agreed to share a policy that was in place within her workplace that dealt with these matters.

A discussion took place relating to the circumstances within our disciplinary processes when suspension was deemed necessary.

DJ confirmed that he would speak to the Safeguarding Panel in relation to the sensitive issue of reviewing the threshold for when a suspension needs to be imposed. The Board recognised that the CEO had a responsibility to continue to ask questions around these processes, although simultaneously acknowledged that it was important to trust the experience and judgement of the Case Management Group. UN confirmed that British Canoeing would also be addressing its duty of care to coaches in its forthcoming annual plan as recent suspensions had caused anxiety and vulnerability for volunteer and paid coaches and further training and reassurance was required.

The Board noted the progress made so far towards achieving the recommendations within the report.

12. UK Agreement

The CEO introduced the paper that outlined the progress to date on the UK Agreement. A meeting had been held between the CEO's and Chairs of the Home Nations at Holme Pierrepont on Tuesday 18 September.

Final documents were to be sent to each Association for consideration and approval by each Board. This is to be completed by 11 December.

The document would be signed once approved and each party would then manage the process for amending governance documents and AGM approval where these were required.

The Board approved the final draft of the collaboration agreement and appendices and the delegated authorities for completing this process as outlined in Para 5.2 in the report.

13. Annual Plan 2018 Update

The CEO presented the third progress report of the Annual Plan/balanced scorecard report for 2018. DJ confirmed that good progress had been made in most areas, highlighting that we were on track to complete at least 80% of the actions by the final report to the Board in December 2018.

DJ confirmed that the areas that wouldn't be completed in 2018 would be built into the 2019 Annual Plan.

The Board noted the progress to date but requested some changes to future progress reporting; that where a change of colour had occurred in the status of an action between Board meetings that this be clearly flagged, that there should be a distinct separation between actions not started; actions started but behind schedule; actions started and on track; and completed actions.

The Board agreed that they would welcome more use of infographics to display status reporting.

The Board welcomed the progress made and approved the report.

14. Emerging Priorities in Annual Plan 2019

The CEO introduced the report that outlined the progress made in the delivery of the Stronger Together 2017-2021 strategic plan, the headline schedule for the production of the next 4 year strategic plan together with the Annual Plan 2019 and 2020.

DJ emphasised that 2019 would still be a key delivery year for British Canoeing. The Board supported the theme for 2019 that would be mostly framed around embedding and promoting existing programmes within the current plan rather than developing new initiatives. It was noted that there would be new products and services developed around club and centre support, where it was agreed that increasing engagement in this area was

key. The Board also agreed that raising the profile of our Olympic and Paralympic athletes leading up to an Olympic year would be valuable.

DJ confirmed that the Annual Plan 2019 and associated budget would be presented to the Board for approval and decision at the next meeting in December.

The Board noted the report and approved the proposed timelines and progress to date.

15. International Events Strategy

DJ introduced the report that responded to a request from the Board for greater understanding of the range of opportunities available for international events, so that they could better understand why we might then bid for some events and not others.

DJ summarised the events that fall under the three categories; those that had already been secured and were in the planning phase; events that presented opportunities for serious consideration and thirdly, events on the longer term radar that were open for consideration.

It was confirmed that if an SPV was set up it would be the single entity under which all international events would be managed.

There was a discussion around the suitability of UK venues, such as Holme Pierrepont, to host a major championship compared to other European venues. DJ confirmed there was a meeting scheduled in October with Serco to discuss the event infrastructure of HPP, and the developments required to enable the hosting of international events at HPP.

A requested was made for British Canoeing to liaise with the ECA and ICF in regards to the competition in bidding for major events and whether a more planned and collaborative approach rather than a bidding process may be a better alternative.

The Board noted the content and progress detailed within the report. It confirmed support for exploring the feasibility of hosting some identified events between 2022 and 2025.

16. Safety Report

DJ introduced the Safety Report that had been requested as a standing item at the last meeting of the Board.

DJ drew the Board's attention to the summary of recent noted incidents in Para 3. It was confirmed that the piece of work around Paddlesafe in Para 4 was progressing at pace and would be issued in the coming weeks.

A further request was made to ensure that British Canoeing share examples of good reporting practices within Safety.

The Board noted the report and the progress to date.

17. Committee Reports

17.1. Finance Committee

MB advised that there had not been a meeting since the last Board Meeting but the next meeting was scheduled to take place on 6 November. British Canoeing had commissioned UHY Hacker Young to undertake an internal controls review on 15 October. Current ongoing work included VAT, budgeting and cash flow reporting.

17.2. HR and Remunerations Committee

BK advised that there had not been a meeting since the last Board Meeting although the next meeting would take place on Friday 28 September.

17.3. Governance and Risk Committee

The Governance and Risk Committee met on Friday 21 September. A number of updates to policies and guidelines were approved, including the Code of Conduct for Coaching Workforce, Case Management Group Terms of Reference and the Safeguarding Steering Group Terms of Reference. A new disciplinary policy was also approved for implementation. The Committee discussed the possibility of setting up a Special Purpose Vehicle (SPV) and viewed the first draft of the Business Continuity Plan.

17.4. Scottish Canoe Association (SCA)

SL confirmed that there had been nothing major to report following the latest SCA Board meeting. Most discussion had been around the UK Agreement which had been very positive.

17.5. Canoe Wales

The Canoe Wales Board last met on 1 May 2018. The minutes from that meeting were attached as Appendix 10.

17.6. Canoe Association of Northern Ireland (CANI)

SC reported that the CANI AGM took place on 14 August 2018 whereby 8 out of 10 Board members were up for re-election. Everyone that stood for re-election had been successful. Two new members had been elected with legal and sponsorship fundraising skills. Mary Doyle had stood down after 25 yrs.

SC reported that after CANI moved into a new office, it had been burgled. The office had since reopened and an insurance claim had been made.

18. Board Dates 2019

The Board approved the revised dates that had been circulated to the Board for 2019. The dates agreed together with noted apologies to date were:

Sunday 27 January 2019 (Apologies from BK)

Sunday 10 March 2019 (Apologies from MB)

Sunday 30 June 2019 (Apologies from CD and SC)

Sunday 15 September 2019 (and/or possible SMT-Board session on Saturday 14 September)

Saturday 30 November / 1 December 2019

The CEO received delegated powers to decide upon the timing of the two day SMT/Board weekend.

19. Any Other Business

There was a discussion around the level of information that the Board receives in relation to contentious issues published on social media forums and how British Canoeing would respond to such comments. The CEO confirmed that concerns around contentious matters were always brought to the attention of the Chairman and that the Chairman was fully updated as matters developed. The Board agreed to monitor the need to respond to social media comments over time.

IL confirmed that Outrigging Canoe & VAA were interested in becoming part of British Canoeing. IL advised that he would forward the PowerPoint slide deck to DJ for review.

DJ shared discussions which had taken place around identity and branding within the UK Agreement discussions. He shared a good example of consistent branding across the UK by triathlon. He outlined work would be considered in this area in 2020.

He advised in the meantime some work would start immediately to align several initiatives under a new banner of *Go Paddling*, which would be grouped within a new paddler facing website. This would seek to attract new paddlers or those paddlers new to British Canoeing and engage them in our products and services.

20. Closed Session with Non-Executive Directors