

MINUTES

In Attendance:

John Coyne CBE (JC)	Chair and Independent Director
Richard Boreham (RB)	Vice Chair and Independent Director
Mark Bache (MB)	Independent Director
James Fry (JF)	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
Greg Smale (GS)	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
Urvashi Naidoo (UN)	Head of Governance and Compliance
Lee Pooley (LP) (Partial attendance)	Head of Coaching and Qualifications
Guin Batten (GB) (Partial attendance)	Head of Strategy and Development
Charmaine Gawler (CG)	Executive Assistant to the CEO

1. Chair's Welcome and Opening Remarks

The Chair welcomed all to the meeting, including Charmaine Gawler who had recently joined British Canoeing as Executive Assistant to the CEO and who would be taking the Board meeting minutes from this meeting onwards.

The Chair advised that the Board would be joined informally over lunch by Emilia McAllister Jepps and Jonny Young from the Athlete Rep Group (ARG).

2. Apologies

None received

3. Declarations of Interest

David Wakeling (DW) advised that his son Tom had been selected to be an extreme kayaker for Team GB.

4. Minutes of FB58

Minutes of FB58 were approved, subject to an amendment to include an action (under Item 13, Board Improvement, paragraph 4) to put in place a training plan for the Board as part of the Board Improvement Plan.

5. Matters arising not covered by the Agenda

There was a brief update on the Independent Review being carried out by Sport Resolutions. The review was now expected to finish by the end of June.

DJ confirmed the news that a £198,000 grant from Backing the Best, would be received for Paralympic talent development investment.

Board members were reminded to complete the attendance sheets detailing when members were available to attend major events.

Greg Smale (GS) noted his apologies for the next Board meeting on 23 September 2018.

6. Coaching Report

Lee Pooley, Head of Coaching and Qualifications, presented a report on two significant developments within the Coaching Strategy (Personal Performance Awards and Paddlesport Leader Awards).

The names/branding and financial modelling were still to be finalised. The Chairman requested that this be reported back to the Board in September.

The Chairman congratulated the many people (staff and volunteers) who contributed to the new coaching awards and asked that each individual be thanked for this splendid piece of work.

The Board noted the progress to date and signed off the revised Personal Performance Awards and the Paddlesport Instructor Awards, with delivery commencing in January 2019.

7. Safety Report

Guin Batten (GB) presented a report on safety, recommending several actions. Some benchmarking had been undertaken against safety systems within British Rowing and the Royal Yachting Association. The paper highlighted that we needed to give even more prominence to this work. It reported that the Safety Management Panel was reviewing its terms of reference and would focus on seven key priorities outlined in the paper.

There was a discussion around the benchmarking work and what was deemed effective practice. GB noted that British Canoeing needed to do more work on capturing data and recording the number of incidents, including near misses. The ability to identify trends and learning opportunities from reported incidents, and then share this information in a systematic way are planned next steps, together with identifying safety officers in clubs and centres and enabling them to upskill.

RB proposed that cross-checks were made against other industries, such as safety reports within engineering.

BK suggested safety was encouraged through behaviours, as well as through great policies and procedures.

It was generally acknowledged that safety within coaching was doing well, particularly at the hazardous end of the sport (white water). It was important to ensure that positive feedback was provided and coaches were kept informed.

It was also noted that people may feel worried about being held responsible for reporting an incident, which highlighted the importance of open and honest relationships with our clubs and coaches. JF stated that the quality of the information, the timing of when reports are received, together with how an incident is followed up, were all important factors in creating a no blame culture in this process.

DP requested that the Board see some examples of what people should be reporting.

GB confirmed that the Safety Advisory Panel meets three times per year and would analyse the emerging trends across the reporting process to make recommendations on where changes need to be made.

The Chairman remarked that it was encouraging that incident reports were starting to come in.

Mark Bache (MB) noted the good quality report and proposed that the Board should receive a regular update on safety matters. MB asked if there was a safety accreditation for clubs to strive towards. UN confirmed it was part of the British Canoeing Club mark but it was not compulsory.

SL questioned if and how the home nations were being copied in on this work. GB confirmed that home nations are invited to the Safety Advisory Panel which has a UK wide remit to share the development of policies and practices. These would then need to be considered and adopted by the National Association Boards should they wish to do so. DJ confirmed this would also be reflected in the forthcoming UK Agreement, which would confirm that safety was the responsibility of each respective home nation. SL raised the question of where British Canoeing's jurisdiction falls, if a club or centre was not affiliated and it was generally acknowledged that there would be no jurisdiction in such instances.

GB stated that British Canoeing were in the process of building relationships with Royal Society of Prevention of Accidents (RoSPA) with the aim of joining their safety panel.

It was agreed that the Board should receive the safety report regularly together with an annual report.

The Board thanked GB for the report, noting the progress to date and approved the seven key priorities for the 2018/19 action plan.

8. Membership Report

DJ introduced the report, highlighting that progress in membership matters remained positive.

The re-launched membership categories had been welcomed, with little reaction received to some of the pricing adjustments. The new categories were launched slightly later than anticipated, on 19 April, due to some problematic data issues.

DJ stated that a pilot for Club Associate membership would be established across 8-10 clubs in June, with the aim of engaging 30,000 members who were not already existing members of British Canoeing, to become members via their clubs within the next 24 months.

The Chairman welcomed the openness and transparency of the report. The Board considered the report and noted the progress to date.

9. Club and Centre Affiliations

DJ introduced the report. Proposals are being developed and consultation planned so that improvements can be made in this area prior to April 2019.

DJ also raised other matters around the position of clubs and centres within the organisation which may benefit from further examination.

The Board expressed support for reaching out and engaging more widely with clubs and centres, particularly those groups who were already engaging in lots of canoeing activity.

The Board noted the report and approved further detailed consultation with stakeholders.

10. 2018 Annual Plan

Urvasi Naidoo (UN) reported on the progress in delivering the Annual Plan with 21.5% of the actions for 2018 now completed. To date, UN confirmed that the team were currently on track to complete more than 80% of all targets set for 2018.

The Board noted the progress to date.

11. Finance Report

SH presented the financial position of British Canoeing as at 30 April 2018 (half way through the financial year) reporting a deficit of £112,384 - £24,000 better than budget. SH noted that the results were better than expected with the summer yet to come.

The Board thanked SH for the report, noted the contents and approved the delegation of the IAR status to the Executive.

12. CEO Report

The Chief Executive (DJ) presented his report. The full written report was available to all members so DJ focused on some key components.

DJ provided an update on the International Events Strategy.

DJ provided an update on the UK Agreement confirming that the meeting between the Chairs and Chief Officers of each association to sign off the agreement was scheduled for 18 September.

DJ advised that a public consultation was underway to consider how UK Sport should be allocating funding post Tokyo 2020. British Canoeing would provide a response to the consultation that would be shared with the Board.

DJ advised on the progress of the review of Committees and that this work was on track to be completed by December 2019.

13. Safeguarding and Disciplinary Case Review

RB and BK presented the report following a review of British Canoeing's Case Management procedures and the Safeguarding and Dispute Resolution & Disciplinary policies and processes.

It was agreed that the Executive would develop an action plan to address the issues raised within the report and this would be monitored through the Governance Committee and discussed at their next meeting.

The Board noted the report and requested a progress update at the next two Board meetings.

14. Access Charter

DJ introduced a report prepared by Ben Seal (BS) highlighting the progress made on the Access Charter. A launch event was planned in Westminster in Oct/Nov 2018.

DJ confirmed that British Canoeing were in dialogue with the Chair of the Angling Trust around principles of access and that a further meeting was scheduled for 17 July 2018.

The Board noted and approved the draft Charter, whilst delegating authority to the CEO to finalise the report.

15. Honours and recognition within British Canoeing

DJ introduced the report which was being presented to agree the detail of how nominations for honours would be sought and then considered.

It was agreed that a Nominations Panel should be established as per the paper and that they would make recommendations to the Board for approval.

The Board noted the report and approved the proposed arrangements for nominations and consideration of Awards.

16. World Class Programme Report

JC welcomed Paul Ratcliffe (PR) to the meeting to provide an update on the World Class Performance Programme.

PR described the wave of positivity filtering through the performance team and reviewed the achievements within each of the Olympic disciplines (Slalom, Paracanoe and Sprint) following the first international events of the year.

JC congratulated the team on behalf of the Board for their achievements both on the water and on the bank.

PR spoke about the new talent funding available for para canoe which would allow work to start in the clubs to develop talented disabled athletes.

PR confirmed the next Culture Health Check for the sport would be disseminated in July 2018.

The Board praised the detail in the report and noted the progress.

17. Committee Reports

17.1. Finance Committee

MB provided a verbal update of the report.

A Reserves Policy was currently being produced that would be shared with the Board for approval.

17.2. HR and Remunerations Committee

BK provided a verbal update of the report.

The new pay and grading structure was reviewed and all job roles had been placed within a series of bands.

RB had requested a gender pay gap analysis which produced results at nearly 50:50, although it was noted that there was some work to do to increase the number of female coaches employed within our programmes.

It was noted employee benefits were currently under review. These developments would be presented to the Board at a later date.

17.3. Governance and Risk Committee

JF provided a verbal update of the report, confirming that the focus was on the disputes resolution and disciplinary policy.

UN presented the updated Anti-Bribery and Corruption (Gifts) Policy which was approved.

17.4. Scottish Canoe Association (SCA)

SL presented the minutes from the previous SCA Board meeting held on 20 February 2018.

17.5. Canoe Wales

David Wakeling (DW) presented the minutes from the previous Canoe Wales Board meeting held on 20 March 2018.

17.6. Canoe Association of Northern Ireland (CANI)

Stephen Craig (SC) confirmed that the CANI AGM would be scheduled for 2 August 2018.

18. Any Other Business

DP shared the news that Penny Briscoe OBE had been confirmed as Paralympics GB Chef de Mission for Tokyo 2020.

GS brought to the attention of the Board that Steve Watts volunteered to take a container to Canada for the 2018 ICF Canoe Polo World Championships which involved successfully coordinating many boats through customs.

GS shared a Spanish Canoe Association presentation on why women give up canoeing in Spain. GS to share presentation with UN, who would in turn disseminate to British Canoeing colleagues.

Note date of the Next Board Meetings: 23 September 2018