

**In Attendance:**

John Coyne CBE (JC)  
Richard Boreham (RB)  
Mark Bache (MB)  
James Fry (JF)  
Bronagh Kennedy (BK)  
Stephen Craig (SC)  
Clare Dallaway (CD)  
Dee Paterson (DP)  
David Wakeling (DW)  
David Joy (DJ)

Chair and Independent Director  
Vice Chair and Independent Director  
Independent Director  
Independent Director  
Independent Director  
Director nominated by CANI  
Director nominated by English Council  
Director nominated by English Council  
Director nominated by Canoe Wales  
CEO

**Also In Attendance:**

Ivan Lawler MBE (IL)  
Susan Hicks (SH)  
Urvasi Naidoo (UN)  
Lee Pooley (LP) (Partial attendance)

President  
Finance Manager  
Head of Governance and Compliance  
Head of Coaching and Qualifications

**SUMMARY**

**1. Chair's Welcome and Opening Remarks**

The Chair congratulated David Wakeling, Mark Bache and Greg Smale on their appointment and reappointment to the Board following the approval of the AGM.

**2. Apologies**

Greg Smale (GS)  
Steve Linksted (SL)

Director nominated by English Council  
Director nominated by SCA

**3. Declarations of Interest**

DP advised she would be working with Sports Structures as a tutor for Club Matters/Club Mark assessments.

**4. Minutes of FB57**

Minutes of FB57 were approved subject to minor amendments.

**5. Matters arising not covered by the Agenda**

There was a discussion regarding the Heads of Terms for the UK Agreement. It was agreed that the Heads of terms could progress to signature without financial terms included. Any matters of outstanding detail could then be negotiated within the final new UK Agreement.

**6. Coaching Update (this item was brought forward on the agenda)**

Lee Pooley, Head of Coaching and Qualifications, presented a report on key areas of coaching activity.

There was discussion around the reduction in the number of providers for the Coach Awards and the Board wanted to understand why this was the case and what had happened to those individuals who had not been reappointed as providers

LP explained that the Awarding Body set minimum criteria for providers and it was then a delivery centre responsibility to determine what workforce they required to meet anticipated demand and to set the number of providers they required. He explained that within England 50% of the providers were new and 16% were female providers, which was a significant increase from previous number of female providers.

This new system will require providers to deliver a minimum number of courses per year.

The Board felt there was still more work to be done in relation to providers to support and engage with providers who had not been appointed. It was noted that following these changes some regions may have less providers willing to work in clubs and would need to engage more costly commercial providers or have to use providers from other regions. Neither of these was ideal. LP advised that the team were now looking at how to better support RDTs to address these issues and to develop the regional coaching workforce for the future.

DJ confirmed that the overall intention was to ensure the clubs were properly supported. It was requested that further feedback be sent to LP and a further report would be provided to the next Board meeting.

LP then outlined the plans to update the Personal Performance Awards or Star Awards (PPA). He explained that there had been a wide consultation and 90% of those consulted were in support of the new framework. As a result, the Technical Groups were now designing the content for new awards. The intended launch date for new awards was January 2019 and this item would come back to the Board in June 2018 for approval.

## **7. Discipline Plans**

Anna Gray – Sport Development Manager had produced a report outlining the progress made by the Discipline Committees in the development and implementation of their four year plans. It was clear that progress had been made, but that some Discipline Committees needed more support to help them in their planning and delivery. DJ advised the Board that realistic timelines needed to be agreed as the membership of these committees was entirely volunteer and their main focus was delivering the events and teams for the year ahead.

The Board noted the progress with the plans and congratulated the Discipline Committees on work to date. The Chair thanked Anna Gray for her work to date and for the report.

## **8. Finance Report**

SH advised that the papers circulated had been based on accounts to the end of January 2018 and since then February accounts had been produced. The accounts were showing a deficit of £124,453 against a budgeted deficit of £128,365. SH also noted that this was a normal position in February and that we could expect to see membership picking up considerably in March, April, May, June.

It was noted that the weather does have an impact on membership sales and that there had been considerable adverse weather in January and February.

SH reported that water licences continued to be higher than budgeted and the Canals and Rivers Trust invoice for 2016/2017, received in February, was higher than had been accrued for. The Environment Agency had also announced an increase in the costs of the waterways licence from April 2018. The 11% increase was 5% higher than has been budgeted for. DJ advised that he was seeking to discuss these points with the Canals and River Trust as he would prefer to be agreeing licence fees in advance rather than in arrears.

In relation to grant funded areas there was an underspend across the board at the end of year one and most of this would be rolled over except for the talent funding which would be spent in accordance with the Talent Club Partnerships agreed at the last Board meeting.

The Board thanked SH for the report and noted its contents.

#### **9. Chief Executive's Report**

The Chief Executive introduced his report. The date for full migration of data and launch of new membership had been pushed back from 3rd April to 21<sup>st</sup> April, because of the unforeseen challenge of the web agency going into liquidation and some other data transfer challenges.

DJ reported on progress with the Commercial Strategy. It was noted that there were sufficient funds in budget to hire a Business Development Manager and recruitment for this new post would take place after Easter. This investment would be closely monitored and the exit plan was clear if commercial income was not being generated.

DJ reported that the independent investigation which was being carried out by Sport Resolutions and which would be producing after Easter. As noted previously, the delays in the production of the report were beyond the control of British Canoeing.

It was confirmed that UK Sport had increased funding to the Paralympic Programme to support the Va'a discipline.

DJ advised that an application had been submitted to secure talent funding to develop Paralympic pathways from selected clubs and that we were hopeful this would be approved.

It was noted that the Values work was progressing. The work done earlier with the English Council would be added to the input from staff and volunteers.

The Board noted the report from the Chief Executive Officer.

#### **10. 2018 Annual Plan**

The CEO reported on the progress towards targets within the Annual Plan to date with 4.5% of the annual targets completed. DJ confirmed that the Senior Management Team were anticipating that circa 80% of the targets would be achieved by the end of October 2018.

The Board noted the progress to date.

#### **11. Volunteering Action Plan**

Anna Gray, Sport Development Manager had produced a report for the Board which was presented by DJ.

It was noted that British Canoeing was heavily reliant on its volunteers and that a better understanding of the needs and challenges facing these volunteers was important for the future success of the organisation. A survey of key volunteers had been undertaken in November 2017 and the findings of that survey were presented with the report.

A first draft of the Volunteering Action Plan was also presented. It identified key areas of Recruitment, Recognition, Volunteer Pathways, Training and Resources, and Insight and Governance. DJ advised that this was still a work in progress with the Committees and Regions to add input and to agree realistic time scales for activation.

The Board thanked Anna Gray for the report and noted progress to date.

#### **12. Access Charter**

A further working draft of the Access Charter was presented to the Board.

DJ reported on the 12 consultation sessions which had been held around the country and that the majority of comments received supported the development of the Charter and a campaign for legislation. There were some counter views which had also been noted.

DJ updated the Board on a recent function with relevant stakeholders and MPs and the Chair of the All Party Parliamentary Group who had seemed interested and supportive. This was to be followed more formally with the Chair of the Inland waterways All Party Group in April.

The Board noted that there was still work to do to inform those on the outside looking in, who were not aware of all the work British Canoeing was doing on improving access. The Board expressed concern about the parking charges at the Trewerwyn, and the possibility that there could be a perception that this charge was for water access. It was agreed British Canoeing would write to Canoe Wales to seek a meeting to try to reach a shared position on these matters.

It was noted that a further consideration was proposed restrictions on tidal waters by environmental groups such as Natural England.

DJ advised that the Charter would come back to the Board for approval in June.

The report was noted.

#### **13. Board Improvement**

UN reported that following the Board Improvement workshop which had taken place in December 2017 and the self-evaluation survey completed by the Board in September 2017, all the

information had been collated and an improvement plan had been drafted for the Board's consideration. UN noted that many of the actions were in keeping with British Canoeing's obligations under the Code for Sports Governance.

The Board requested that more be done to get Board Members out to more events and also to increase visibility at events.

The Board also requested that a training plan be put into the Board Improvement Plan.

The Board noted and approved the plan.

#### **14. Committee Reports**

##### **14.1. Governance and Risk Committee – Verbal report from the Chair James Fry**

JF confirmed that the Committee had been very busy preparing for the AGM and had spent a considerable amount of time on improving processes so that the AGM ran smoothly. The other key area of work had been a thorough review of the Athlete Qualification Policy (Funded Programme Inclusion Policy). JF confirmed that the Committee had very clear priorities for the next year.

##### **14.2. HR Committee – Verbal report from the Chair Bronagh Kennedy**

The majority of the Committee work had been in relation to the Pay and Gradings Review and the proposed banding structure. This work was nearly concluded. BK confirmed that the HR Committee also had set itself priorities for the year and would be looking at Remuneration Policy (benefits and rewards), Recruitment Policy and Performance Management.

The Chair thanked all the Committee Members for work completed over the past six months. The level of scrutiny had been invaluable to the organisation.

#### **15. Any Other Business**

The Chair explained that the issue of the nomination by British Canoeing of a candidate for European Canoe Association President was still pending.

The Chair also noted that the Chief Executive had offered support to the ICF to update and modernise their constitutional documents.

**Date of the Next Board Meeting: 17<sup>th</sup> June 2018**