## Tuesday 12 March 2024 at 19:00 Virtual Meeting

#### In Attendance:

#### **Voting Members**:

Matthew Allen; Michel Aslangul; Nicola Baird; Lee Barnett; Paul Bate; David Belbin; Howard Blackman; Neil Blackman; Paul Brazinskas; Iain Campbell; Robert Canning; Brian Chapman; David Clare; John Costello; Jonathan Cowdock; Stephen Craig; Michael Davies; Rob Davis; Jess Day; Mark-Jan Dielemans; Rebecca Downton; James Duffy; Alex Edwards; Sarah-Jayne Evans; Andrew Good; Chris Gordon; Derek Hairon; John Handyside; Dave Hastie; Dane Hitchcock; Lesley Hodge; Sue Hornby; Noel Humphrey; Emma Ince; Chris Johnson; Dean Russell Jordan; Steph Kleisser; Karen Kristiansen; Claire Lambert; Ivan Lawler; Andrew James Lear; Joseph Lo; Ian Mapp; Hazel McDonald; Sophie McElhill; Martin McGrath; Adam Miles; Charles Miller; Matt Mills; Stan Missen; Holly Mobbs; Andy Murray; Andrew Ostler; Andy Oughton; Dee Paterson; Nicola Pearce; Ross Pearton; Thomas Philbey; Miguel Ramalho; Samantha Rankin; Lorraine Rose; James Rossiter; Stefania Rosso; Clare Rutter; Greg Smale; Stuart Smith; Andrew Steel; Nick Taylor; Stewart Tedaldi; John Teuwen; Sarah Thomas; Louise Tinson; Andrew Train; Andrea Vaillancourt-Alder; Marc Wade; Tom Wade; James Wiggins; Deborah Wilkes; Cathy Wynne; Stephen Young.

#### **British Canoeing Board Members:**

Ashley Metcalfe, Chief Executive (AM); Richard Boreham (RB); Kerry Chown (KC); John Coyne, Chair (JC); Clare Dallaway (CD); Nick Donald (ND); Martine Kushner (MK); Zoey Rowe (ZR); Manpreet Sehmbi (MS); Greg Spencer (GS)

#### **Staff Members in Attendance:**

Charmaine Collins; Colin Dinshaw; Sandy Drummond; Chris Earle; Chris Furber; Susan Hicks; James Hinves; Rob Knott; Andy Maddock; Ruth Norfolk; Lee Pooley; Rich Ramsdale; Mark Ratcliffe; Ben Sansom; Ben Seal; Nancy Squires; James Unsworth; Barry Wade; Gareth Wilson; Keir Worth.

#### **Apologies:**

Lisa Bryant; Alan Laws; James Miller; Steve Watts.

#### 1. Welcome by Professor John Coyne CBE, Chairman, British Canoeing.

The Chair welcomed all attendees to the meeting and thanked them for their attendance.

JC introduced himself, along with Ashley Metcalfe, Chief Executive Officer. He advised that Nick Donald, Director and Chair of the Finance and Audit Committee would join the meeting remotely. He also advised that several Board Members and officers were also present to assist in various parts of the AGM as required.

JC noted that it was the third fully virtual AGM held by British Canoeing which aligns nicely to the Environmental Sustainability Strategy. JC confirmed 209 members had registered to join











the meeting and that over 90 were online at the start of the meeting. He advised that this number may rise and fall over the course of the meeting as people leave and join online. He confirmed that an audio recording would be captured for the purpose of true and accurate minute taking. JC noted that it was the first time the AGM was being held on a weekday evening in response to a request from members to keep Saturdays free. He advised that the meeting would be a little less formal than in previous years to allow for members to speak openly.

JC stated that the voting platform in use during the meeting was provided by Lumi, an independent company who would ensure that all votes were recorded and presented correctly. JC invited Lumi to introduce themselves and to instruct members how to use the voting platform.

Two trial votes were conducted for the purposes of allowing members the opportunity to familiarise themselves with the voting system. JC confirmed that all votes would remain open for approximately 60 seconds during the meeting.

JC advised that the papers for the meeting were distributed via email beforehand. They were also available on the British Canoeing website and on the Lumi platform under the 'documents' tab.

JC confirmed that all but two motions on the agenda were classified as ordinary business requiring a simple majority of greater than 50% of the votes cast. He advised that the two motions classified as special business requiring 75% of the votes cast were item 07 (to approve the appointment of James Miller, Director nominated to the Board of British Canoeing by the Scottish Canoe Association) and item 09, to approve the proposed changes to the Articles of Association.

JC advised that a small number of proxy votes had been received and pre-cast in advance, and these would be included in the final voting results displayed on the screen for each of the motions.

#### 1. Apologies

Apologies were noted from Alan Laws, James Miller and Steve Watts.

2. To Adopt the Minutes of the 43<sup>rd</sup> Annual General Meeting held 11 March 2023.

There we no amendments proposed to the Minutes.

Votes for: 72 (100%) Votes against: 0 Abstentions: 13

The minutes of the 43<sup>rd</sup> Annual General Meeting were approved by Ordinary Resolution.

3. To consider matters arising from the minutes of the 43<sup>rd</sup> Annual General Meeting.

There were no further matters arising.











#### 4. To adopt the accounts for the Financial Year 1.11.22 to 31.10.23.

JC invited the Chair of the Finance and Audit Committee, Nick Donald (ND) to present the accounts. JC advised that the summary financial report could be found in the Annual Report.

ND introduced himself as Independent Director and spoke to the finance slides presented to members, noting that it was his second year presenting the results.

ND summarised the financial position of British Canoeing noting that the organisation remains financially resilient, partly due to high inflation rates signposted at the previous AGM. He relayed that operating income had increased by 12% and this along with £234k earned interest income enabled us to achieve the surplus of £179k. He confirmed that the income and expenditure figures contained the financials from the Canoe Slalom World Championships (£1.1m) and towards which £35k had been invested by British Canoeing.

ND highlighted that grant funded income accounted for 57% of the total income, significantly higher than the previous year as to be expected over the final two years within an Olympic cycle. He reported that actual membership numbers had declined by 6% but that membership income in the year was virtually on par with the previous year, helped by the change in income recognition. ND highlighted that commercial income had remained steady through the success of the Slalom World Championships.

ND reported that operating costs in absolute terms had increased by 22%, although if the Slalom World Championships and phasing of World Class Programme costs are discounted, costs had risen by 10%. He remarked on the good cost control within a high inflation environment. ND confirmed that staff costs amounted to 40% of the total operating costs, noting that people are fundamental to the development of British Canoeing's work and had been rewarded in the year with a 5% wage rise and 1% in pension contribution. ND also confirmed that during the year we had invested into the Disciplines.

ND reported that the balance sheet remains healthy and that we continue to build reserves with net assets over £2m. He stated that British Canoeing had built up significant unrestricted funds and that the Board would now consider how to yield an optimal return on these funds. ND summarised that the organisation remains in a good financial position.

JC thanked ND for the presentation and invited questions from members.

**David Belbin, Vice President** asked how much had been incurred by the Stronger Together Fund. AM confirmed that £265k had been invested into projects to drive forward growth and development of the sport, particularly in areas of deprivation and inequality. He reported that a further £200k had been allocated to the Stronger Together Fund in this current financial year to strengthen the capital available.

The Chair expressed thanks and appreciation to ND for his work as Chair of the Finance and Audit Committee noting the robust set of accounts that benefit all members of the organisation.

The Chair opened the voting to adopt the accounts.











Votes for: 78 (100%) Votes against: 0 Abstentions: 5

The accounts were adopted by Ordinary Resolution.

### 5. To re-appoint 'Haysmacintyre' as the Auditors for the financial year 1.11.23 to 31.10.24, and to authorise the directors to fix their remuneration.

The Chair advised that the Board proposed to re-appoint Haysmacintyre as the Auditors for British Canoeing. JC advised that British Canoeing had undertaken a re-tendering process that was completed in August 2023. He reported that of the four firms that had submitted bids, Haysmacintyre remained the standout company in relation to value for money, level of sport expertise, support services (VAT and tax advice) and professional judgement. The Chair invited questions from members.

**Ross Pearton** asked whether the audit partner within Haysmacintyre would remain the same. ND confirmed that to alleviate any concerns over the length of our relationship with Haysmacintyre, we had requested a new Audit Partner who will oversee the 2023/24 financial year end audit and preparation of the financial statements.

The Chair opened the voting for the motion.

Votes for: 75 (97.4%) Votes against: 2 (2.6%)

Abstentions: 6

The appointment of Haysmacintyre was approved by Ordinary Resolution.

#### 6. To adopt the 44th Annual Report of British Canoeing for 2023.

JC reminded members that the Annual Report had been circulated to all members with the AGM papers.

JC stated that the report illustrated what a busy and successful year it had been for everybody involved with British Canoeing and thanked those across the community who had contributed to both the delivery of the work and the subsequent production of the Annual Report.

The Chair then invited the Chief Executive AM to present the Annual Report.

#### **Focus on Sport**

AM reflected that it had been an excellent year on the water for our national teams. He congratulated all our paddlers and support teams for their collective efforts in achieving successes over the past year. He noted that it was magnificent to see our paddlers win 9 senior World Championship titles in our core disciplines of Paracanoe, Slalom, Freestyle and Marathon. He stated that overall, our GB paddlers selected for World and European events delivered a total of 91 medals. AM highlighted the outstanding performances by our paddlers at the Slalom World Championships at Lee Valley in September 2023. He praised the passion and commitment of the 300 strong workforce that were involved in the successful delivery of











the event and thanked them for their huge contribution. AM congratulated the 4 slalom paddlers already confirmed for Paris 2024 and noted that we have 7 boats assured for the Paralympics, with opportunities to qualify a further 3. He hoped that British Canoeing would be confirming a full paracanoe team over the next few weeks, alongside a small number of sprint paddlers too.

#### **Focus on Recreation**

AM reported that despite the challenges associated with the continued cost of living crisis, the weather at times, and the difficulties faced in growing the number of willing volunteers, recreationally it was a further positive year with the number of affiliated clubs remaining stable in England at 388. He reported further growth in the number of delivery partners (496) across the UK and established partnerships with over 20 retailers to distribute safety information at the point of sale. AM confirmed that over 27k individuals undertook personal performance awards throughout the year.

#### **Focus on Campaigns**

AM reported that membership peaked at 94,730 in June 2023 but due to the extended period of wet weather in July and August, the year finished at 87,396, which although disappointing was understandable and in line with our forecast. AM noted that in June we relaunched our Access and Environment Charter at a successful reception at Westminster and the Big Paddle Clean Up continued to gather pace with over 2600 paddlers helping to clear plastic pollution from local waterways. AM reported that through the Stronger Together Fund, we invested £265k into 48 projects that helped our sport and recreation grow, particularly in areas of inequality and deprivation.

#### **Focus on Operations**

AM reported that we remain on track to deliver against the latest Stronger Together Strategy. He noted that British Canoeing remains a profitable organisation having posted a financial surplus of £179k which helped bolster our reserves to just over £2m. AM confirmed that we had worked closely with our funding partners to ensure compliance with the revised Code for Sports Governance. AM relayed that British Canoeing are committed to reinvesting a further £400k into our disciplines and clubs via a new Paddle England Fund.

#### Our People

AM recognised the good individuals, coaches and volunteers that form our passionate and willing paddling community that help drive the future of our sport. In particular, AM thanked all of our volunteers for their continued commitment, expertise and passion.

#### Time to Evolve

AM emphasised that we remain totally committed to our Stronger Together 2 Strategy and its vision to encourage more people to go paddling. However, AM also highlighted that there is now the opportunity to evolve to become a more modern and relevant organisation, whilst remaining totally committed to the environment, EDI, health, wellbeing and safety.

AM highlighted the big tickets items that British Canoeing [soon to be Paddle UK] will face over the next year as an NGB;

#### Rebrand

AM stated that following initial review and consultation, we firmly believe that a new name,











look and feel will help us to be more inclusive, contemporary and ensure we are truly relevant and reflective of our current and untapped paddling communities. He appealed to the membership to bear in mind that a rebrand for any organisation is hugely subjective and to be bold and open-minded in their support of why we need to do this and understand the future benefits it may bring.

#### Workforce Governance Review

AM relayed that in light of the Government's concern that the sports sector remains unregulated, the Department of Culture, Media and Sport have commissioned an industry wide Workforce Governance Project and National Registration Scheme that is being led by the Chartered Institute for the Management of Sport and Physical Activity (CIMSPA) to ensure those involved in any physical activity have and maintain a minimum standard for deployment. He confirmed that British Canoeing is committed to tackling these challenges and taking every possible step to ensure that harm, abuse and neglect of responsibilities is prevented, as well as ensuring all our coaches and clubs are best protected. AM reported that British Canoeing will launch its Standards of Deployment Policy shortly and that we are thankful for the feedback received during an extensive consultation process with discipline committees and clubs.

#### **Constitutional Review**

AM reported that a consultation process with members and stakeholders would begin shortly to review the role and purpose of the English Forum. He advised that we will seek to establish a process to appoint directors that are fully representative of our membership that will also ensure the Board is diverse in skills, background and experience of paddling and paddlesports. He confirmed that consultation will begin in the spring and any formal constitutional change recommended following the consultation would be brought back to members for approval at a future date.

#### **SUP**

AM confirmed that since being awarded joint NGB status for SUP, we have focussed on building key relationships within the SUP community and in particularly listening to and learning from those who have extensive SUP experience. AM noted that we have identified four key areas where we can add support; safety, effective competition and events pathway, improved marketing and communications and greater governance support.

#### Paris Olympics and Paralympics

AM noted that with just 135 days to the start of the Olympics, there remains work still to do for our para-canoeists and our sprint paddlers. He wished all our paddlers every success as they seek to find the necessary form to guarantee qualification and success in Paris.

AM in closing, thanked all our clubs, partners and members for the warm welcome he continued to receive. He especially thanked JC and the Board for their support, time and expertise to ensure on behalf of the membership we remain focussed and on track. Lastly, AM thanked his operational team both in Nottingham and Lee Valley who work exceptionally hard to deliver excellent results across the organisation.

The Chair thanked AM for the presentation and invited questions about the Annual Report.

JC noted that there had been a number of pre-submitted questions in advance as shown on











the slide deck. He invited AM to address these first.

Q1. How much is the proposed name change going to cost and has there been a survey of members as to whether this is considered good value for money? (Ken Scott-Clegg, British Canoeing)

AM thanked the members for their questions. AM responded that British Canoeing had been through a robust process to commission a brand agency, in which cost-effectiveness and value for money was a major factor. He highlighted that not everything would change overnight and that a phased approach would be adopted to ensure the roll out is both sustainable and cost effective.

Q2. British Canoeing is a member's organisation. Please could BC explain why its members were not consulted about such an important change as the proposed re-brand to Paddle UK? And, how we as members can oppose the plans? As a life time member, I feel very aggrieved about how these plans are being rail roadbed through without any wider consultation. Every other governing body has its sports descriptor in its title. Please explain how the general public would identify the sport of canoeing through a name change to Paddle UK? (PUK!!) (Neil Blackman, British Canoeing)

Q3. Please explain the details of the consultation process conducted in order to arrive at the decision to change the name from British Canoeing to paddle UK. Also, has any consideration at all been given to the admittedly minority, but hugely important views of elite and seriously competitive representatives of our sport's disciplines? Or is this purely an intention to appeal to the widest possible audience of recreational and leisure participants, with no consideration of the impact on those who strive to represent their sport and country? I paddle a Kayak and I have never been anything other than proud to be connected with the name British Canoeing, despite the fact that I don't paddle a Canoe. Hence I feel this name change is entirely unnecessary, as well as being a terrible suggestion! (Adam Miles, British Canoeing)

AM explained that in 2022, we invited members to attend focus groups to discuss the brand proposal, including clubs, delivery partners, SUP and competition disciplines. He advised that the competition disciplines had been consulted and supportive throughout the process and hoped that they would join us in the next phase of the rebrand roll out in 2025.

AM reported that in the 2022 and 2023 membership satisfaction survey, we asked members which word they most associated with their on the water paddling activity and only 10% referenced "canoeing". He also noted that surveys were conducted on the Go Paddling and members' hub platforms in which again less than 10% of respondents referred to their paddling activity as canoeing. The most commonly used terms included kayaking, paddling, paddle and paddle sport. AM confirmed that membership feedback and insight had been a pivotal part of the rebrand.

AM affirmed that Paddle UK is far more inclusive of the diversity of members we represent. He thanked members for the positive feedback received since the rebrand was announced.











## Q4. Does the Board of British Canoeing have it in its powers to change the name of the Company, without a members' vote on a special resolution at a general meeting? (Paul Harrington, CANI)

AM confirmed that the company name is not changing at this point, rather that as of 13 March, British Canoeing will be trading as Paddle UK. He stated that the company name may change in the future to align with the trading name and that we would keep members informed of any planned changes as and when required.

# Q5. How are policy making decisions formulated when there is a limited representation from the regions? E.g. 3/11 Regional Development Teams are functioning effectively (John Teuwen, British Canoeing)

JC referred to the Annual Report presentation whereby AM confirmed that a constitutional review process would commence in the spring which he hoped would address concerns regarding regional representation.

## Q6. What is the percentage make up of the current British Canoeing membership? (John Teuwen, British Canoeing)

JC pointed to the chart shown on the screen.

Active Memberships	Count - Total	Count - Linked to a Club	Count - Not Linked to a Club
Club Associate	1,690 (1.8%)	1,538	152
On the Bank	82 (0.1%)	23	59
On the Water	73,354 (77%)	7,505	65,849
On the Water Young Person	3,525 (3.7%)	540	2,985
On the Water Youth	11,041 (11.5%)	860	10,181
Sign Up	6,048 (6.3%)	211	5,837
Total	95,740	10,677	85,063

**Ivan Lawler (IL)** asked whether the Annual Report accurately informs the membership about what happened in the World Class Sprint Programme during the year, since there was no mention of the World Championship and Olympic Qualifier results in the Report. He questioned whether the report meets the company value of Always with Integrity and being open and honest in communication.











JC reassured the membership that there had been no deliberate attempt within the Report to omit or under-represent the work or lack of progress that had been made. AM recognised that the results at the World Championships in Duisburg had been hugely disappointing for all. He reflected that it had given us an opportunity to refocus and look forward to ensure we improve results to not be in the same position again. He assured members that we are very honest within our own World Class Programme team.

IL felt that it had been an extraordinary and somewhat deliberate omission. JC acknowledged that it is important that the Annual Report truly reflects all of the work that we do and suggested that if any further information needs to be circulated, it will go out to members.

**Alex Edwards (AE)** asked how volunteers will be supported in the next 12 months, given the coaching scheme has started to become more expensive for volunteers, particularly in light of the standards of deployment. He noted that the barriers for volunteers appear to be increasing.

JC deferred the question to Lee Pooley, Director of Coaching & Qualifications.

LP shared that a club and coaching bursary would continue into 2024, and hopefully into 2025 to support the Standards of Deployment project. He confirmed that British Canoeing are reviewing the pathways to potentially remove the pre-requisites and to enable free access to eLearning and risk management for Clubs.

AM re-emphasised how volunteers are the bedrock of any organisation and that he wanted to help and support them as best we can. He stated that £80k had been invested into a coaching bursary scheme in 2022 that had continued into 2023.

JC assured members that the Board would be mindful of clarity, simplicity and cost in the review of coaching education.

AE questioned how members' views are currently represented given that there is currently no SUP Committee and the English Forum and Regional Committees are not active.

JC emphasised that this is precisely why we need a constitutional review. He explained that as the newly recognised joint governing body for SUP, the process of forming a SUP committee may have to be a little different than if we were the sole NGB for SUP. He assured that both of these items were a high priority. He advised that the Board expected to receive an update on the constitutional review at its meeting in September.

**Stephen Young (SY)** asked whether there were structures in place to support volunteer coaches as there appears to be no support in the regions at all.

JC acknowledged the important question sharing that at the moment, there was no immediate answer. He assured members that the Board would be alert to these issues and would encourage the sport to deliver at the grass roots level.

SY noted that in the report under Ambition 2 the membership target was 125k by 2026, whereas in the slide presentation, a 3 year window had been stipulated.











**Andrew Good (AG)** noted that there is a huge lack of juniors in clubs. He asked whether there was a plan to address this, given it is an Olympic year and there may be an uptake in participation. He stated that clubs are folding due to a lack of volunteers.

AM thanked AG for the question and assured him that there is a plan in place. AM reported that British Canoeing are trying to encourage young people to join clubs and to provide entry level competitions. He shared that we will continue to support the coaching bursaries. He noted that this is a common problem shared across most sports, partly due to a change in Sport England strategy whereby investment is no longer prioritised by region. AM confirmed that British Canoeing would be creating a new Volunteer Strategy as a matter of urgency.

**lain Campbell** asked why GB freestyle appears to be operating independently from the British Canoeing Freestyle Committee, with no cohesive messages.

AM shared that we rely on our Discipline Committees and volunteers to help grow and develop each individual paddle sport. He reported that we invest £200k into our disciplines each year and work with them to produce development plans and strategies. AM assured members that we do not favour any particular discipline, although we have a naturally closer relationship with the Olympic and Paralympic Programmes due to the funding arrangements through UK Sport.

The Chair opened the voting for the motion to adopt the Annual Report 2023.

Votes for: 65 (87.84%) Votes against: 9 (12.16%)

Abstentions: 5

The Annual Report was adopted by Ordinary Resolution.

## 7. To approve the appointment of James Miller, Director nominated to the Board of British Canoeing by The Scottish Canoe Association.

JC relayed apologies on behalf of JM for not being able to attend the meeting due to a prior work commitment. JC shared a statement received in advance from JM that outlined his passion and commitment to the organisation and our sport.

JC explained that the Board were pleased to receive a nomination from the SCA in September 2023 and subsequently appointed JM early. In so doing, his appointment now requires a majority of 75% of the vote.

The Chair opened the voting for motion 7.

Votes for: 75 (97.40%) Votes against: 2 (2.6%)

Abstentions: 3

The appointment was approved by Special Resolution. The Chair congratulated James Miller on his appointment to the Board.











#### 8. To re-appoint Martine Kushner, Independent Director, to the Board of British Canoeing.

JC confirmed that MK had served on the Board for the last four years and had been a highly valued Director, also serving as Chair of the Governance Committee, a member of the Nominations Committee and Board Champion for Anti-Doping and Safety and Welfare.

JC invited MK to say a few words.

MK paid tribute to the staff who have assisted her over the last 4 years in post, particularly Nancy Squires, Director of Governance and the Governance team. MK emphasised that the Governance Committee continues to analyse risk and consider organisational culture. She affirmed that it is her belief that a high level of welfare is strongly embedded within the whole British Canoeing system which is a credit to all. She also noted the Committee are cognisant of the challenges faced round the Standards of Deployment work, particularly the tension between acknowledging experience and the need for formal regulation. MK thanked the membership for the past 4 years and looked forward to continuing her work over the next 4, subject to the members vote.

The Chair opened the voting for motion 8.

Votes for: 66 (90.41%) Votes against: 7 (9.59%)

Abstentions: 4

The appointment was approved by Ordinary Resolution. The Chair congratulated Martine Kushner on her re-appointment to the Board.

#### 9. To approve the proposed amendments to the Articles of Association

JC referred to the proposed change to the Articles of Association as set out in the papers circulated in advance. He explained that the changes proposed are to the objects section of the Articles, which describe the purpose of the organisation. He noted that the previous drafting would have potential to limit the growth of the support we provide members from emerging disciplines, such as with the support we are providing to those members interested in SUP. He explained that the proposed changes simplify the purpose of the organisation. He also alleviated any concerns from members in Scotland, Wales and Northern Ireland that these changes indicate an overreach of our geographical reach, stating that we remain committed to the UK Agreement.

The Chair invited questions from members.

**Martin McGrath (MM)** asked whether in light of the rebrand, the proposed wording in Paragraph 3.2 of the revised Articles actually reflects the community that we are now representing, and should not the word "canoeing" be replaced by "paddling".

JC acknowledged that the first stage was to simplify the objects as a priority, with further work required to look at the Articles for consistency and contemporary language, to align to the new trading name, Paddle UK. He explained that the correct interpretation for now was that











the use of the word "canoeing" references any form of paddling, explained in the definition. JC invited members to work with us on the inclusive language in any revised set of Articles.

MM thanked the Chair for his response.

**Jim Rossiter, Vice President** expressed concern that activities such as dragon boat racing and Va'a boats on the sea are not excluded in the revised definition of Paragraph 3.1 "any activity which may involve paddling a craft propelled by a paddle".

JC emphasised that British Canoeing is not an NGB declaring that it will govern anyone else, but neither are we excluding working with other NGBs should they wish to approach us.

The Chair opened the voting for motion 9.

Votes for: 61 (88.41%) Votes against: 8 (11.59%)

Abstentions: 8

The motion was passed by Special Resolution.

#### 10. Acknowledgements

The Chair in closing the meeting, thanked everyone for their attendance and contribution and for their continued work as part of British Canoeing. He noted that he was now moving into his final year as Chair and that the process to appoint a new Chair would commence shortly. JC especially thanked the British Canoeing Board for their time and commitment over the past year, noting that they too are volunteers who are valued enormously. He then invited members to remain on the call if they wished to partake in the branding session.









