



British Rowing Limited

Minutes of a held on Monday 8th July at 09:00 Reading

Present:

Alastair Marks	AM	CEO
Mark Davies	MD	Chair
Clare Briegal	CB	Nominated Director
Kate O'Sullivan	KOS	Deputy Chair
Liz Behnke (online)	LB	SID
Peter Milhofer	PM	Independent Director
Seb Walker	SW	Nominated Director
Tina Kokkinos	TK	Independent Director
Nick Hubble	NH	Chair of the Sports Committee

In attendance

Rebecca West	RW	EA – Minute Taker
Louise Kingsley	LK	Director of Performance

Apologies:

Moe Sbihi	MS	Athlete Director
Karena Vleck	KV	Independent Director
Sarah Davies	SD	Home Nations Nominated Director

Minute No

Item

Action

INTRODUCTION

1 Welcome and Apologies

MD welcomed everyone to the meeting, commenting on what a great week Henley had been even if a bit wet and windy. MD congratulated LB on her Limeculture award.

2 Declarations of Interest

Declarations of interest were received from TK who had written a number of papers within the Board Pack.

There was a brief discussion as to what needed to be included in the declarations of interest. SW and CB raised that they had some missing declarations on the sheet.

Action: RW to review declarations of interest and ensure it is correct.

3 Minutes from meetings held on:

Monday 18th March = *approved*

Following an amendment in the finance section, they were approved

4. Action Tracker

AM explained that the items were either on the agenda for today's meeting to discuss or had been deferred to September.

BUSINESS UPDATES

5. CEO Update

AM updated the Board on various key activities since the last Board meeting, which are not included in the main agenda. These included Club Affiliations, Stakeholder Management, System Master Planning Update, Paris Support Plans, GBRT Activation, Partnerships and Events.

There was a discussion around the Club Championship and how the event was progressing in the final weeks. AM explained that there are a record level of juniors. KOS explained that she had entered some juniors into club categories, so it would be interesting to analyse after the event to see how many senior club events have juniors in them.

Action: AM / JL to analyse how many juniors have entered senior club events

AM also highlighted to the Board that he and the Safeguarding team have been dealing with a higher volume of club grievances than normal. It was highlighted that regions should be being empowered to deal with these sorts of cases, rather than them coming to British Rowing. LB emphasised that the safeguarding reporting system can also log grievances as well, which would help the team to establish any trends materialising.

Action: AM to work with BG about logging grievance cases in the safeguarding system to establish trends

Action: An agenda item on the increasing number of club grievance cases to be added to the the next risk & Integrity agenda for review

LK JOINED THE MEETING FOR THE PERFORMANCE UPDATE

6. Performance Update

LK joined the meeting, to give the Board an update on how the Performance Directorate is tracking in the lead up to Paris, as well as explaining to the Board what the rest of the 2025 season schedule looks like.

The Board thanked LK for her presentation to them which gave them reassurances that they felt that the team was progressing well.

6.1 GB Selectors Panels Proposal

In previous cycles the GBRT Selection Policy has run for an Olympiad, concluding in the Summer of the Olympic and Paralympic Games. However, the Board was asked if they supported a 12 month extension to the current Selection Policy and External Selectors to ensure a better period of review. Going forward the cycle would therefore run for four

years starting and ending the year after the Olympic Games, not from Olympics to Olympics.

Decision: The Board Approved

6.2 GBRT Selectors Policy

The Board were asked to approve the British Rowing Selection Policy for 2025

Decision: The Board Approved

LK LEFT THE MEETING

7 23/24 OKR Review and Proposed 24/25 OKR's

The Board was asked to provide feedback on the 23/24 OKR's and to note the direction of travel for the proposed future OKR's for the remainder of the 24/25 Financial Year.

AM explained to the Board that there had been good progress in 7 areas, with those areas all meeting their OKR's. However, 13 of the OKR's have not been met, and that is either due to one of three reasons:

- 1) The OKR is not met due to not meeting the target set
- 2) The OKR is not fully met as written although some good progress made
- 3) The OKR was not tracked

The Board felt that owners should be put next to each OKR so everyone is aware of who is accountable for that OKR.

Action: Owners to be put next to each OKR

AM acknowledged that the step change in membership has not happened as of yet, however the planned summer activation will help to progress the membership numbers and greater support for membership marketing should start to address that.

There was a conversation about membership numbers, and how wider rowing community participation activity could be captured in order to have a truer picture of the number of people who have got involved in the sport. (for example through programmes run by Love Rowing).

LB raised her concerns about the current staff culture. AM agreed there is work to do in this area and that support is required to help him to address this. CB confirmed that this is a key area she will be working with NJ as part of the People, Culture and Nominations Committee.

8 Safeguarding Report

AM talked to this paper. He reassured the Board that there is lots of work happening within this area to improve the service we provide, and LB confirmed this.

LB raised a question around DBS Checks, in the paper, it talks about two systems for DBS's and LB asked why British Rowing was using 2 systems.

A question was raised around the action of a safeguarding audit being carried out. It was explained that this was an ask within the budget.

Action: AM to work with BG around why two systems are being used for DBS.

FINANCE

19 Finance and Treasury Committee

Paper 19, the Finance and Treasury Committee Report was discussed ahead of the Finance Papers.

The Chair of the Finance and Treasury Committee updated the Board on the end of year audit process and some of the challenges being faced by the Finance Team in implementing the new finance system and preparing the EOY numbers. It was highlighted that some additional support to increase the capacity in the team is required.

9 End of Year 2023/24

AM summarised this paper in the meeting, explaining to the Board that this paper provides a summary of the financial position and performance of British Rowing for the Financial year 2023-2024.

There was an ask from the Board to have more clarity on the deferred income, knowing what the opening position is, versus the closing position so they could have a clear understanding of what the movement has been, especially around deferred grants over the cycle.

Action: CC to provide clarity on deferred income movement over a cycle.

10 Budget Overview 24/25 and Investment Proposals

This paper set out the position for the unrestricted budget for 2024/25 FY including a request for further investment to support key objectives. The Board agreed that for two years we had delivered a balanced budget for Business as Usual activity, following restructure and a period of stabilisation after a number of years running with a structural deficit, but that membership income alone was not sufficient to continue to develop the sport.

The investment required would be taken from existing reserves and investment income to drive transformational changes in the business that should generate a significant return.

The Board was supportive of the proposed investments and the planned spend coming from available reserves. It was agreed that spend, especially on areas of digital development would be phased and sequenced to ensure that the return and impact of the changes are realised.

Decision: The Board Approved

GOVERNANCE

11 Transgender & Non Binary Competition Policy Annual review

In July 2023 the British Rowing Board approved an updated Transgender and Non Binary Competition Policy. As agreed at the time it was implemented the policy was reviewed within 12 months

The policy had been reviewed by the P,C&N committee prior to the Board meeting and the Committee had recommended its approval.

AM explained that since the policy was implemented, one new piece of IOC-funded research had been published, and a legal case involving a Transgender Swimmer in the US had come to a conclusion in a way which appeared to reduce British Rowing's risk of litigation. No change to the current policy and that it should be reviewed again in 12 months. Should World rowing make any changes to its policies the policy could be reviewed sooner than that if required.

AM also updated the Board that he is continuing to discuss the creation of a working group with Lonon Otters focussed on better supporting the LGBTQ community in rowing.

Decision: The Board Approved the recommendation for no change and a 12-month review

12 British Rowing Governance Reform

AM shared a presentation with the Board on the Governance Reform proposals, outlining an approach for communicating the proposed changes.

The Board discussed the presentation in detail with individual views and opinions being shared. A plan for communication and timings were agreed.

Decision agreed:

- An update to key stakeholders to be sent out following the meeting
- A virtual meeting to be scheduled for early August to present the proposals

Action: AM to send an update to key stakeholders by the end of week commencing 8/7 and for final proposals for final Board review to be prepared

13 Board Future ways of working

As part of the governance reform work a Board calendar overview has been agreed. This paper was submitted to the Board for final approval.

Decision: The Board Approved

14 Board TORS

Following a number of discussions the final Board Terms of Reference were presented to the Board for final approval.

It was raised that two aspects needed to be added in so it was clear, these are:

- The agenda is agreed in advance with the chair
- Only the chairs can call addition meetings

Decision: The Board Approved

15 Board Succession Planning Recommendations

This paper provides a summary of key Board roles that are coming to the end of their tenure and recommends the approach to selecting their replacements.

Decision: The Board Approved

16 Affiliations and Resignations

The Board is required by the Articles to approve Affiliations and to note Resignations Of Associated Organisations. The Board was also asked to approve the addition of tours as an affiliated event.

Decision: The Board Approved

17 Approval of new INED Term Renewals – TK and PM

On 31 March 2024 both Tina Kokkinos and Peter Milhofer, Independent Non Executive Directors of British Rowing came to the end of their first Term on the British Rowing Board.

Both individuals would like to continue to serve on the Board for a further term and the Board is was requested to ratify their extension for a further four years

Decision: The Board Approved

BOARD SUB-COMMITTEES

18 Risk and Integrity Committee

19 Finance and Audit Committee

20 People, Culture and Nominations Committee

CB highlighted to the Board that the Committee had decided that CB would be the Board Sponsor for EDI.

21 AOB

There were no AOB submitted to the Chair

KEY

D = DISCUSSION, A = APPROVAL, N = NOTING