

**APPROVED MINUTES**  
Approved at 3 October 2022 Board Meeting



**Meeting**                    **BOARD**

**Location**                British Rowing HQ, 6 Lower Mall, Hammersmith, W6

**Date / Time**            Monday 25 July 2022

**Present:**                Mark Davies (MD) (Chair)  
                                 Alastair Marks (AM)  
                                 Kate O’Sullivan (KOS)  
                                 Liz Behnke (LB)  
                                 Nick Hubble (NH)  
                                 Simon Reeves (SR)  
                                 Karena Vleck (KV)  
                                 Martin Claxton (MC)  
                                 Peter Milhofer (PM)  
                                 Tina Kokkinos (TK)  
                                 Laura Lion (LL)

**Apologies:**             Karena Vleck (KV)  
                                 Genevieve Collett (Minute Secretary)

1	<p><b>CHAIR’S INTRODUCTION</b></p> <p>Mark Davies (MD) welcomed the Board to the meeting which was held in person at British Rowing’s HQ in Hammersmith.</p>
2	<p><b>APOLOGIES FOR ABSENCE</b> and quorum</p> <p>The meeting was quorate. There were apologies for absence from Karena Vleck and Genevieve Collett.</p>
3	<p><b>DECLARATIONS OF INTEREST</b></p> <p>There were no new declarations of interest from the Board, but various amendments were needed on the Master Summary to bring it fully up to date. It was agreed that the relevant Board members would contact AM directly with the changes.</p> <p><b>Action:</b> AM to bring an updated Declarations of Interest Master Summary to the next meeting.</p>
4	<p><b>APPROVAL OF MINUTES</b> from the previous Board Meeting on 23 May 2022.</p> <p>The minutes of the above meeting were noted and approved by the Board subject to Tina Kokkinos (TK) providing a revised finance update and an amendment to the Chester Le Street section (KOS was not a Trustee).</p> <p><b>Action:</b> Finance update section to be updated and the amendment made to Chester Le Street Section.</p>
5	<p><b>MATTERS ARISING</b> (not otherwise covered on the agenda)</p>

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	<p>All matters on the action tracker were completed apart from the following:</p> <p><b>Action:</b> ED&amp;I should be a standing item and a clear plan to be brought to the next meeting.</p> <p><b>Action:</b> Press book on the World Coastal Championships needs further clarity of what coverage has been secured, where and when.</p>	<p>AM</p> <p>AM</p>
<b>6</b>	<b>DISCUSSION ITEMS</b>	
<p>6.1.</p>	<p><b>CEO UPDATE (including verbal updates on ED&amp;I planning, risk register and safeguarding)</b></p> <p>AM gave an overview of what progress had been made since becoming a permanent CEO on April 1. He noted that the restructure was complete and recruitment for the new roles was well underway.</p> <ul style="list-style-type: none"> <li>• An interim FD would shortly be in place from July 28.</li> <li>• Community plans were being developed directly with committee leads. Overall, positive activity was taking place with growing Rowing as a sport both online, indoor and on the website. A particular focus in the coming months would be to optimise the opportunity of the Worlds Coastals in Saundersfoot and the National Coaching week in September.</li> <li>• Performances at an international level for the GB Rowing teams have been progressing well with excellent results across the World Cups and Junior World Championships.</li> <li>• Regular engagement with UK Sport and Sport England was underway and a progress report to UKS based on discussions with them earlier in the year was discussed and recommended.</li> <li>• AM noted that the results of the Performance Culture Health Check (UK Sport) had been received and a briefing note to the board would follow.</li> <li>• AM highlighted that there was more work to do on key policies and the governance handbook needs updating.</li> <li>• In addition there have been some challenges with the delivery of kit for teams from BR's new supplier and these are being discussed a remedied.</li> </ul> <p><b>Action:</b> AM to come back to the group with an update on the kit supplier issues once remedied.</p> <p><b>Action:</b> A letter from the CEO to go to the CEO of UK Sport outlining the steps taken to date this year.</p>	<p>AM</p> <p>AM</p>

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6.2	<p><b>FINANCE UPDATE</b></p> <p>TK noted that the portfolio had held firm but had gone down by just under 3% which was deemed positive and expected. A clearer engagement process with Killik was now in place. It was recognised that the level of financial reporting can still be improved, and new staffing appointments will help with this. PM noted that a UK Sport inflationary allowance would be beneficial in line with increasing costs of operation, but it was recognised that this is a wider sport issue for all. A discussion was also had on reforecasting the budget post restructure and to revisit proposals to give eligible colleagues inflationary cost of living increases.</p> <p><b>Action:</b> Decision to be made via Nomcom on whether an inflationary/cost of living wage increases as soon as possible</p>	AM
6.2.1	<p><b>Other Committees Update:</b></p> <p>NH gave an update on the Sport Committee and noted that whilst sub-committee meetings are ongoing that a longer face to face meeting in the autumn would be beneficial.</p> <p>Safeguarding committee meeting - update from LSO on cases and time at Caversham.</p> <p><b>Actions:</b></p> <p>The Chair requested minutes from each meeting and key summary of progress and or minutes as a standing item going forward.</p>	Committee Chairs
6.3	<p><b>VALUE OF MAJOR EVENTS</b></p> <p>The Board discussed the value of major events and its appetite for bidding for future event hosting opportunities. The paper tabled sought to restate the previously approved Major events strategy for BR and to discuss if the focus of the strategy was still relevant.</p> <p>The Board agreed that the strategy is fit for purpose and the value of hosting large events was beyond just financial returns despite historical losses from previous events and likely losses associated with the World Coastal Championships being forecast.</p> <p>A further discussion was had as to BR's capacity to run large events with a small in house infrastructure and that a sustainable delivery model should be looked at further.</p> <p><b>Decision:</b> It was agreed that the strategy was fit for purpose and that bidding or future major events was desirable.</p>	

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	<p><b>Action:</b> Update the strategy to reflect the focus of events beyond financial performance and a focus on a more sustainable delivery model going forwards.</p>	AM/Events Team
6.4	<p><b>WHYTE REVIEW OVERVIEW</b></p> <p>AM introduced his overview paper noting that this was a critical area for review in light of British Rowing. It was recommended that the Board read the whole Whyte Review to understand the key issues facing gymnastics and how they might relate to the sport of rowing. Given this is such a key area of focus it was agreed that greater time should be dedicated to reviewing the report and its implications.</p> <p><b>Action:</b> It was agreed that the report would be further reviewed by the BR Safeguarding Committee and an interim report on key implications and possible actions brought to the October Board meeting</p>	LL/LB
6.5	<p><b>SPORT ENGLAND FUTURE SUBMISSION</b></p> <p>AM introduced this paper as a direction of travel document to align all of British Rowing’s resources behind a national plan to be delivered across the regions. Its aim was to collaborate with community expertise to create opportunities for anyone to be involved in the sport of Rowing. The submission focused on the need to build on finding great people and clubs to achieve this aim. The next step would be to look at the specific plans that will help the organisation deliver this and the key outcomes.</p> <p>The direction of travel was supported by the board noting that there was a need to rationalise Indoor Rowing activity as part of the future plans and how investment in education would be critical to future success. How we work with partners such as Love Rowing and learn from the work of others would also be key.</p> <p><b>Actions:</b> the Executive teams to progress detailed plans and targets for presentation and approval at the next board meeting.</p>	AM
6.6	<p><b>SUCCESSION PLANNING</b></p> <p>6.6.1 A discussion was had about the need to start the election process for LL’s replacement as her term is due to expire in October. SR and KV would also be up for re-election in October. It was also discussed that LL currently also plays a key role in providing athlete liaison for the team at Caversham and that this is a role that needs to be considered as part of her replacement’s recruitment.</p> <p>6.6.2 It was discussed and agreed that there was a need to look at the term end dates of all Board members as there is a risk that many changes could take place all at once on the board. A skills matrix was reviewed and discussed as to what skills would be useful on the Board</p>	

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	<p>in the future. For both nominated and independent members of the Board. It was discussed and agreed that the Articles currently state that the terms for elected and non-elected terms are different and should be reviewed. Other potential changes to the Articles were also discussed and it was agreed that a sub group of the board would be created to discuss those for both immediate presentation at the forthcoming AGM and other potential changes beyond that.</p> <p><b>Decision:</b> It was agreed that LL role replacement may not be able to take on the duty of care role and that it should be separated in the future.</p> <p><b>Decision:</b> It was agreed LB would take over Safeguarding Committee once LL leaves the Board.</p> <p><b>Action:</b> Send around a full and up to date schedule of committees.</p> <p><b>Action:</b> To add Safeguarding into skills matrix.</p> <p><b>Action:</b> To update KOS's term.</p> <p><b>Action:</b> The recruitment for LL's replacement and SR re-election to go out as soon as possible.</p> <p><b>Action:</b> KV to be ratified for a new term by Nomcom.</p> <p><b>Action:</b> Small committee about articles changes - chair tbc.</p> <p><b>Action:</b> November AGM date to be decided.</p>	<p>AM AM AM AM  Nomco  Board AM</p>
6.7	<p><b>BOARD GOVERNANCE PROCESSES UPDATE</b></p> <p>The purpose of this paper was to discuss and establish better ways of working that avoid Board members being brought into conflicts with either volunteers or executive staff.</p> <p><b>Decision:</b> The paper was agreed and approved by the Board.</p> <p><b>Action:</b> The Board Code of Conduct to be updated, recirculated and signed asap.</p> <p><b>Action:</b> NH to send AM changes to contracts.</p>	<p>AM</p>
7	<p><b>ITEMS REQUIRING BOARD APPROVAL</b></p>	
7.1	<p><b>LOVE ROWING SUPPORT PROPOSALS</b></p> <p>A full discussion was held on the proposals for supporting the charitable foundation Love Rowing. SR expressed concerns that there was still no clear business plan in place. The Board expressed their individual thoughts on how the charities historical legacy costs could be mitigated. It was also discussed that a new MOU with the charity would be created with clear objectives and support in place including a BR board member to sit as a trustee on the Charity Board of Trustees.</p> <p><b>Decision:</b> It was agreed that BR would look to remove the burden of £52k of legacy events costs.</p>	

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	<p>It was also agreed that £100k of loans owing to BR would be deferred for 5 years without interest being accrued.</p> <p>It was agreed that the salary of the charity's Foundation Director would be donated by BR on a one year rolling basis.</p> <p><b>Action:</b> CEO to write to LR confirming the recommended changes and to develop a new working agreement with the charity in the weeks ahead.</p>	AM
7.2	<p><b>RESIGNATIONS &amp; AFFILIATIONS</b></p> <p>7.2 affiliations and resignations. A reporting anomaly in 17/18 was noted.</p> <p>All approved – Radford contingent on regional approval.</p> <p><b>Decision:</b> All Resignations and Affiliations were approved.</p>	
7.2	<p><b>CHESTER LE STREET FINAL RECOMMENDATIONS</b></p> <p>A discussion was had about further concerns being raised around the governance of the club following the Board's decision in May to continue to affiliate the club due to progress made. KOS who has been party to some of the conversations with volunteers about the club left the room due to any perceived conflict.</p> <p><b>Decision:</b> It was agreed that the recommendation in the paper to temporarily suspend the club's affiliation. The club would be approached with regards to some form of mediation led by BR to try to help the club move forward, Howden's to be notified.</p> <p><b>Action:</b> CLSARC to be informed of this decision.</p>	JT/RN
8 8.0	<p><b>ANY OTHER BUSINESS</b></p> <p><b>Future Board dates and venues</b></p> <p>It was agreed that future board dates would be a mixture of virtual and face to face in 2023 and that there were operationally focused meetings and strategically focused meetings.</p> <p><b>Action:</b> A list to be circulated and calendar invites to be sent out.</p>	AM
	<p><b>The Board noted the following papers:</b></p> <p>A1. Consolidated Report A2. Policy Schedule B1. Sport Committee Update</p>	
9	<p><b>DATE OF NEXT MEETING – 3 October 2022</b></p>	