

Meeting **BOARD**

Location Online (Google Meets)

Date / Time Monday 03 October 2022 - 12:30

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)

1.	<p>CHAIR'S INTRODUCTION</p> <p>The Chair welcomed the Board to the meeting, which was held online.</p> <p>MD highlighted to the board that the World Championships had happened after the last Board meeting. Britain came top of the medal table with seven golds, one silver and four bronzes.</p> <p>The Board congratulated Louise and the squad for the wonderful results.</p>	
2.	<p>APOLOGIES FOR the ABSENCE and quorum</p> <p>The meeting was recorded as quorate. There were no apologies of absence.</p>	
3.	<p>DECLARATIONS OF INTEREST</p> <p>There were no new declarations of interest from the Board.</p>	
4.	<p>APPROVAL OF MINUTES from the previous Board Meeting (previously circulated)</p> <p>KOS informed the group – that 'amateur' needed to be added when referring to Chester-Le-Street Amateur Rowing Club to avoid confusion.</p> <p>The minutes of the above meeting was noted and</p>	

	approved by the Board.	
5.	<p>MATTERS ARISING (not otherwise covered on the Agenda)</p> <p>Action: The reserve policy will be updated at the next meeting.</p> <p>Action: KV to be re-ratified through Nomcom</p> <p>Action: AM to have a meeting with Sally - UKS update letter</p> <p>MD briefed the Board on the discussion that has been happening regarding the standing British Rowing has taken on transgender. There is are no legal concerns suggested at the moment. A review will take place in 12 months on the policy as agreed when the Policy was approved, and the Board saw no reason to change those timelines.</p>	TK AM/M D
DISCUSSION ITEMS		
6.	<p>CEO UPDATE</p> <p>AM gave an overview of what has happened since the last board meeting.</p> <ul style="list-style-type: none"> • The coaching week went well. All live events were oversubscribed. The feedback was positive. There have been 150 sign-ups for the free assistant coach course. • AM praised the team’s hard work to ensure that the appropriate protocols and communication were met and sent out following the Queen's passing. • CLSARC challenges are being discussed, and progress is being made. • There have been good ongoing conversations happening with all of the stakeholders. MD and AM are working hard to create a strong relationship within World Rowing. To note, Ben Pritchard is now on the Athlete Commission. • In terms of World Coastal and Beach Sprints event in Saundersfoot, the team is increasingly stretched due to illness, additional resources have been agreed to 	

	<p>support, and World Rowing are happy with the number of entries. The PR campaign is growing.</p> <ul style="list-style-type: none"> • AM made the Board aware of the pension tax overclaim, which he is working with L&G to conclude and ensure that employees do not feel the impact. <p>AM made a few announcements regarding the following positions:</p> <ul style="list-style-type: none"> • Chris Conway will join as COO at the end of the year. • The Youth Engagement Manager started end of September. • The Executive Assistant will start on the 4 October. • Head of Insight and Strategy will start the week commencing the 10 October. <p>Head of Membership will start at the end of the year</p>	
7.	<p>2021/22 EOY AUDITED ACCOUNTS</p> <p>PM highlighted that he had been much more involved with the auditors and finance team through the audit process than normal, but always with AM present, and that he does not expect to play the same role in future years so that independence can be maintained.</p> <p>PM presented a summary report on the year-end accounts and it was explained that there a specific reserve which covers Caversham's depreciation. The lease for Caversham ends soon and BR needs to agree on its strategy to extend the lease The situation on tax needs to be reexamined and potentially there are opportunities to restructure between legal entities to ensure tax efficiency.</p> <p>PM highlighted that he felt it was essential to revisit the related parties' disclosure.</p> <p>Decision: The End of Year Accounts have been approved by the Board on the understanding that MD/TK/PM will have a further call to sign off.</p> <p>Action: Finance Committee to review the suggested actions from ARC in relation to follow up and opportunities as a result of the annual</p>	

	<p>statutory accounts audit and associated processes.</p> <p>Action: MD/TK/PM to have a meeting to sign off the accounts.</p>	
<p>8.</p>	<p>AGM PREPARATION – ARTICLES CHANGES</p> <p>A discussion around how to approach revising articles that might be outdated in the modern world saw consensus around the concept that some of our Articles need updating. There were differing views regarding what constituted apparent changes that should be put to the membership at the forthcoming AGM for them to have a direct say on and what required more excellent analysis and thought. There were different views on whether an external consultant was needed and the pace at which change could be successfully introduced. Five guiding principles were presented and discussed, and there were differing views on some of these guiding principles. The Board agreed to act on non-material updates and changes with a view to discussing more changes following the AGM.</p> <p>Action: AM will prepare suggested Article changes and circulate them to the Board to review. These will then be submitted to the November 2022 AGM for approval.</p>	
<p>9.</p>	<p>WHYTE REVIEW UPDATE</p> <p>LB discussed the update British Rowing had in response to the findings of the Whyte Review. She felt that the most significant issue was around the culture and the culture that rowing should adopt. Communication is essential to establish a positive culture.</p> <p>A meeting took place last week with the Safeguarding Committee to discuss various actions and priorities. It was suggested that the three priorities were:</p> <ol style="list-style-type: none"> 1) Examining why people don't report concerns 2) To rebrand the Welfare Office's role and make it more attractive for individuals. 3) Improve communication around safeguarding the clubs. <p>It was highlighted that raising awareness could be is</p>	

	<p>more important as a priority than education given the current status of BR. Also it was suggested that it would be beneficial to have a discussion at Board about culture, which can be fed across the organisation and clubs. The Board acknowledged that the role of the Regional Welfare Office is a challenging position to recruit if they are not paid.</p> <p>Action: Culture to be added to the Board agenda for the next meeting to enable the board to lead on it.</p>	
10.	<p>EQUALITY, DIVERSITY & INCLUSION PLANS.</p> <p>This is a paper to be noted</p> <p>Decision: The Board agreed that if surveys are carried out, they need to be clear about what information is trying to be understood from them.</p>	
ITEMS REQUIRING BOARD APPROVAL		
11.	<p>SPORT ENGLAND SUBMISSION</p> <p>Progress has been made; however, the financials need to be fully scoped. The focus is on building aligned networks, ensuring we build around great people in our sport, particularly coaches and clubs and working with different partners to enable others to grow. The aim is to create a more holistic approach to athlete development and keep people in the sport for longer. BR is looking at creating a scholarship fund for those most challenged to stay in the sport.</p> <p>Decision: The Board agreed that they were happy with the direction of travel.</p> <p>Action: AM is to take the paper to Finance and Risk and Audit Committee before returning to the Board for approval.</p>	
12.	<p>BR MEMBERSHIP PROPOSALS FINAL</p> <p>The aim is to create a better, more flexible, and valuable membership.</p> <p>Therefore, a model looking at a free membership that is content driven, with the option of a freemium upgrade to buy into the content is under development. Market research has been carried</p>	

	<p>out to determine what people want and need, focussing on the value proposition and enabling them to engage. The proposal continues to move towards a more flexible membership for everyone.</p> <p>Several potential pricing models are being explored to strike the right balance between value for money and flexibility.</p> <p>The Board discussed the strategic aim of these membership changes, bearing in mind feedback from the Regional Chairs' Forum that we should not necessarily be cutting the membership cost. It was acknowledged that if the aim were to continue in the vein that we have been for some in for years, if not decades (that is, of achieving membership growth of 1-3% a year and fishing in a more limited pool of people), then the idea of cutting the price of membership would be foolish as this would not achieve our strategic, transformational goals of growing the membership (cf. 100,000 targets). However, the Board acknowledged that it is our agreed-stated aim to break out of that construct and to aim for a step-change increase in membership. This means attempting to target a broader pool i.e. 900,000 who responded to the Sport England Active Lives survey identifying themselves as 'rowers' who do not have BR membership. The aim, by offering a flexible product and a cheap entry-level, is to attract interest from this audience - which means a lower basic membership cost and day licences for those who want them.</p> <p>Decision: The Board agreed to continue with the direction of travel but sought to launch on 1 April rather than 1 January.</p> <p>Action: AM to review the financial model, including the affiliation and day membership. AM is to bring a paper to the next board meeting.</p>	
13.	<p>RESIGNATIONS AND AFFILIATIONS</p> <p>Decision: All Resignations and Affiliations were approved.</p>	
14.	<p>AOB</p> <p>AM will focus on the strategic targets and objectives agreed when delivering his report at each meeting.</p>	

	<p>PM raised that British Rowing is starting to produce good content, but there needs to be a thought about how to re-engage members in the future. Therefore having a different approach to communications. This will be looked at by the Executive including what different and additional channels and methods can increase distribution.</p> <p>This was LL's last Board meeting. MD thanked LL for seven great years, explaining how she made a massive difference to the sport.</p>	
15.	<p>DATE OF NEXT MEETING: Monday, 28 November 2022 - 12:30-16:30</p>	