

THE COUNCIL OF BRITISH ROWING - MINUTES OF AN ORDINARY MEETING OF COUNCIL held at 1.30pm on Saturday 1st October, 2016 in the Montgomery Room, St. Paul's School, Lonsdale Road, London SW13 9JT

PRESENT AND APOLOGIES

BOARD

A. Phelps CBE, Chairman	Officer	Present
G. Harris, Deputy Chairman	Officer	Present
A. Parkinson	Chief Executive Officer*	Present
M. Morrice	President, Scottish Rowing	Apologies
A. Crawford	Chairman, Sport Committee	Present
N. Reilly O'Donnell	Athlete Director	Present
L. Lion	Council Director	Present
J. Hinnigan	Independent Director	Present
A. Johnson	Council Director	Apologies
F. McAnena	Independent Director	Present
N. Palios	Independent Director	Present
J. Vickers	Independent Director	Present

NON-VOTING MEMBERS

Dame Di Ellis, DBE	Honorary President	Present
M. Brandon-Bravo OBE	Hon. Life Vice President	Present
M.D. Williams	Hon. Life Vice President	Apologies
H. Brock	Chairman Welsh Rowing	Apologies
S. Worley	Hon. Rowing Safety Adviser	Present

*CEO is a non-voting member of Council

REGIONAL CHAIRMEN AND REPRESENTATIVES

A. Blit	East Chairman	Present
C. Callow	East Regional Representative	Apologies
N. Hubble	East Regional Representative	Present
G. Nicholls	East Midlands Chairman	Apologies
M. Laing	North Chairman	Present
B. Millns	North Regional Representative	Apologies
C. Edwards	North West Chairman	Present
J.C. Davies	North West Regional Representative	Present
M. Humphrys	Thames Chairman	Apologies
A. Weekes	Thames Regional Representative TU-1	Apologies
Peter Knowles	Thames Regional Representative TU-2	Apologies
K. Phillips	Thames Regional Representative TU-3	Apologies
D. Biddulph	Thames Regional Representative TU-4	Present
F. Ljubicic	Thames Regional Representative TL-5	Apologies
L. Dillon	Thames Regional Representative TL-6	Apologies
C. Harrison	Thames Regional Representative TL-7	Present
M. Teale	Thames Regional Representative TSE-8	Apologies
P. Clements	WAGS Chairman	Present
C. Eales	Wessex & South East Coast Chairman	Present
R. Mallett	West Chairman	Apologies
R. Bayliss	West Midlands Chairman	Present
C. Anton	West Midlands Representative	Present
A. Cawood	Yorkshire Chairman	Present

BRITISH ROWING STAFF

E. Carter	Head of Membership	Present
P. Hornsey	Director of Membership & Rowing Community	Present
P. Lorenzato	Head of Community Services	Present
R. Mayglothing	Director of Pathway Development	Present
H. Mosienko	Director of Finance & Business Services	Present
H. Rowbotham	Director of Innovation	Present
P. Randolph	Minute Secretary	Present

ALSO ATTENDED

K. Adams	(substitute) for L. Dillon TL-6
R. Cassidy	(substitute) for M. Teale TSE-8
J. Cotgrove	(substitute) for C. Callow ERRC
A.J. Evans	(substitute) for K. Phillips TU-3
N. Jackson	(substitute) for M. Humphrys Chairman RRC
J. Lee	(substitute) for P. Knowles TU-2
W. Mitchell	(substitute) for F. Ljubicic TU-5
A. Reynolds	(substitute) for A. Weekes TU-1
V.J. Perry	(substitute) for Chairman West RRC
T. Walton	(substitute) for Chairman East Midlands RRC
S. Woods	Dolphin RC

1. CHAIRMAN'S WELCOME

In addition to the Chairman's annual report which is included below for reference, A. Phelps thanked R. Bayliss for his many years of support, having served as Regional Chairman of the West Midlands RRC since 1992 and also as a key member of the National Umpiring Committee. Council also joined her in thanking M. Teale who was standing down as a Thames Regional Representative, and S. Dickie who had retired as an employee of British Rowing after nineteen years.

The Chairman asked Council to join her in remembering those that the rowing community had lost during the last 12 months, all of whom had made a significant contribution to the sport in their own way and at all levels:

Michael Arnold-Gilliatt (Cygnet and Leander), Christine Mary Barrow (Llandaff RC). John Beveridge (Cambridge University Womens BC, Molesey BC and Leander), Vivien Bloundele (Upper Thames RC), Matthew Cooper (), Beryl Crockford (St George's Ladies ARC, Lady Eleanor Holles BC and Leander). James Crowden (Cambridge University BC and Henley Steward), Kenneth Crutchlow (Thames RC and Ocean Rowing Society), Charlotte Easton (Vesta RC), Ronald Eggleton (Putney Town RC), Bob Elliott (Wallingford RC), Bill (W.H.) Findlay (Marlow RC and Regatta), Eve Gould (Weybridge Ladies ARC), Edward Hallam (CUBC and CUWBC), Andy Hill (Loughborough Boat Club), Robin Houghton (Leander and GB Supporters' Club), Robin Hulf (London RC and the All Parliamentary Party Rowing Group), Richard Hylton-Smith (Quintin and Leander), Amber Jackson (Southampton ARC), Russell Kernahan (Tyne Amateur RC), John Marks (Treasurer Cambridge University and CUWBC), Rosie Mitchell (Kingston RC), Ronald Needs (Quintin, Cambridge University Women's and Henley Steward), Keith Osborne (Royal Chester RC and Hon Editor of the British Rowing Almanack for 50 years), Stephen Palmer (Life Patron of British Rowing), Ailish Sheehan (Ireland and University of London BC), Brian Smyth (British Rowing Coaching Secretary), Brian Stephens (City of Bristol RC), Jim Thatcher (Eton Excelsior RC), Hugh Tubbs (Dart Totnes ARC).

Annual Report 2015 - 2016

'It is hard not to start by mentioning the success of our international crews at all levels, not just for their medal successes but also for being such amazing ambassadors for our organisation. I am immensely proud of each of them.

This first year of the cycle with Olympic and Paralympic Games is one where we have become rather used to celebrating unprecedented successes.

The depth and breadth of investment to get our team and the whole of ParalympicsGB and TeamGB to the Games has been one small part of a long journey and Rio was a challenging political and economic environment in which to do it.

In addition, our younger teams at Junior, U23, Senior World Championships, the Coupe de la Jeunesse and GB-France matches as well as the Home International's England Team, all put in stunning performances. Well done to each of our athletes with particular thanks to the National Lottery without whom this success would not have been possible.

I would also like to take this opportunity to recognise the support from the clubs and schools and their coaches across the country. This support has brought these athletes into the sport, taught and inspired them, and got them hooked. It was very moving to see the tributes paid by so many of our athletes to their original clubs in the lead up to Rio and afterwards.

In addition we must thank our GB coaches who have converted these talented and enthusiastic youngsters into finely-tuned athletes by meticulous preparation; and to their families, parents, siblings and spouses who have given up time with them and tracked them across the world to support them.

I would like to recognise the work of all the support staff and administrators and our two Team Leaders Sir David Tanner and Louise Kingsley for their superb leadership of these teams, as well as the BOA and BPA Chef de Missions, Mark England and Penny Briscoe, whose energy, overlays and planning were put to the test more than ever before.

I must also pay tribute to the superb media coverage, an area that is so important in promoting our sport. The BBC excelled at the Olympic Games and Channel 4 not only continued to break new ground in delivering its Paralympic coverage but also went out of its way to get cameras and bodies there, and to get broadcast permissions for the rowing to be covered live. Over one million people watched our para-rowers compete at Lagoa and top the table with a phenomenal three golds and bronze.

We should not however take any of this for granted. We need to keep moving forward and to keep challenging ourselves to be better and to do things differently. The environment both inside sport and where sport meets the outside world is continually evolving at an alarmingly rapid rate.

To thrive in this new environment we need to change the way we look at the world around us; continually evolving and re-inventing and influencing. Never before has sport been under such close scrutiny from funding partners, media and athletes and good governance has to be a focus. Never before have our values of teamwork, commitment and open to all been so important.

We have committed to growing our sport, across all disciplines, and we need to understand

how we can do that; where the people are coming from, and perhaps more importantly where they are heading. I am delighted that our clubs have some incredible new facilities across the length and breadth of the country this year, from Norwich and Lea RC to Stratford upon Avon; from Tyne ARC to Slough, Moseley BC and Putney High School, as well as others where there is a proven commitment to expand. Entries to Junior events continue to flourish with over 2,500 competitors each at the Schools' Head and the Scullery Head in one weekend alone.

During the year our standing committees have embarked on an ambitious review of their objectives and work plans. Volunteers and staff have been working together in an unprecedented way across the sport and with external partners continuing to develop the new Competition Structure: in the important area of water safety; in delivering national events and in supporting the delivery of coach education and training, amongst others.

Looking overseas our staff and volunteers continue to support the work of FISA in developing rowing, extending our international influence, across Africa and the Commonwealth and in support of the IOC's Agenda 2020 and the Commonwealth Games Federation's Transformation 2022.

In particular I would like to thank all our staff, based at Hammersmith, Bedford, Caversham and in satellite offices across the country, led by our CEO, Andy Parkinson, for their patience and loyalty during this period of re-structuring which will ensure we are fit for purpose, efficient and above all effective in supporting and facilitating the membership and partners to deliver against our five strategic objectives as one team.

Thank you to you our Council members for your continued work and advocacy at regional level, supporting clubs and events and providing advice and guidance on key decisions and direction, in addition to the many club and event roles many of you have.

I would like to thank the Board and those who have supported work of the Board committees for your diligence and challenge, and your commitment to making inclusion a key part of all our planning and investment.

Last, but certainly not least, thanks to those partners and stakeholders who support and invest in so many of these projects: UK Sport and Sport England, the National Lottery, the Rowing Foundation, The Stewards Charitable Trust, Help for Heroes, Row2Recovery, London Youth Rowing, the BOA and BPA, our commercial partners and those across the coastal and fixed seat rowing communities, as well as Scottish Rowing and Welsh Rowing.

In an extraordinary year for the sport four Medals of Honour were to be awarded to;

- Martin Humphrys, Chairman of the Thames Regional Rowing Council, in recognition of his long service to the development of the sport and the success of the Junior Inter-Regional Regatta.
- Ray Mallett, Chairman of the West Regional Rowing Council, in recognition of his long service and his work with WEARA and fixed seat rowing.
- Katherine Grainger CBE, British Rowing's most successful female athlete, ambassador, chancellor and Henley Steward.
- Maggie Netto, Assistant to the Performance Director, for her outstanding support to the high performance programme over a period of 20 years.

2. APOLOGIES FOR ABSENCE

Noted and recorded above.

3. DECLARATIONS OF INTEREST

Non pecuniary

Dame Di Ellis : Sporting Equals, British Olympic Foundation, Torch Trophy Trust

G. Harris : Coupe de la Jeunesse President

A. Phelps : BPA Vice Chairman, BOA Board

A. Crawford : Sport Resolutions

Pecuniary

R. Cassidy : Coach Educator and Assessor

P. Clements : Director, rowTIME Ltd

G. Harris : Coach Educator

G. Nicholls : Assessor

A. Phelps : Cycling Review (UK Sport)

S. Worley : Coach Educator

4. MINUTES

Subject to the following amendments, the minutes of the meeting held on Tuesday 7th June, 2016 were agreed to be an accurate record and signed.

7.1: Nottingham International Regatta reserves were £67,000 (and not £6-7,000 as noted).

5.3: F. Dennis to be recorded as Chairman of the National Competition Committee for 'many years' (and not 12 years as noted).

4.1 MATTERS ARISING

Rule I-1-4: T. Walton advised that the Rules Panel had reviewed the wording and a brief addition would be proposed to the National Competition Committee on 8th October.

Diversity Survey: The survey would be held open until the weekend and the CEO urged all members of Council to complete it if they had not already done so. The Chairman added that the work British Rowing had embarked on to improve diversity across the sport was timely, in the light of the new Governance Code due to be published in the near future.

All Parliamentary Party Rowing Group: The draft letter would be circulated to Council by email.

6 Lower Mall: The Chairman asked H. Mosienko to speak with J. Beard of Haysmacintyre with regard to protection of this asset.

4.2 CEO UPDATE

Participation: The summer had brought success at the Olympic and Paralympic Games as well as at domestic level with figures reflecting an increase in engagement. The clubs, their volunteers and members of British Rowing staff were to be congratulated for their hard work and commitment to ensuring that the outstanding results had a positive impact throughout the sport. Work to assess the impact was in hand and would be presented to Council in due course.

Modernisation Project: The third phase of the project, to review high performance, was now underway. An internal review had been set up, initially to respond to external

allegations, but it now seemed appropriate to wait for the recommendations arising from the review before embarking on any structural change. The final report from the independent Project Team was due at the end of November. Rowing was an extremely successful sport and the wish of all was to ensure that best practice was embedded at all levels.

Area Manager Roles: Following the appointment of P. Lorenzato as Head of Community Development, drafts of the revised job descriptions would be circulated to Regional Chairmen.

5. MATTERS FOR DECISION

5.1 RULES OF BRITISH ROWING

Amendments to the Rules of British Rowing, incorporating changes agreed at a previous Council meeting, were presented for approval. Some further amendments were noted;

- The cross-referencing and numbering of paragraphs 52 – 53 to be corrected.
- The Finance Committee Terms of Reference to be updated following the changes to the Articles agreed at the AGM, namely that Membership – Voting 13.3 should read;
- At least one of the members of Council elected elected by Council to the Board;
- Tracking error at Section J, paragraph 46.
- Remove all references to 'Ltd' as in British Rowing Ltd, for consistency.
- Correct all references to Anti-Doping.

M. Brandon-Bravo said there was a lack of clarity around the process outlined in the last two columns of the Disciplinary and Grievance flowchart. He undertook to follow this up with H. Mosienko outside the meeting.

The amendments were approved.

5.2 APPOINTMENTS

5.2a: Independent Directors

F. McAnena left the meeting for this item (N. Palios had already left)

J. Hinnigan explained the process followed by the Nominations Panel which he had described in detail in his briefing paper.

Council unanimously supported the re-appointment of F. McAnena and N. Palios, as Independent Board Directors for a second term of office, ending September 2019.

5.2b: FISA Delegates

Council approved three Delegates to attend the FISA Congress in Tokyo in February 2017, to be drawn from a pool of four; A. Phelps, J. Hedger, Sir David Tanner, A. Parkinson.

5.2c: Honorary President

Council unanimously supported the re-appointment of Dame Di Ellis for a further three year term of office as Honorary President.

5.3 SCHEDULE OF MEETING DATES 2017

The schedule of meetings was approved.

5.4 AFFILIATIONS & RESIGNATIONS

Change of Region:

Council noted that with the agreement of the Regional Chairmen involved, Yarm School was moving from the Northern Regional Rowing Council to the Yorkshire Regional Rowing Council.

Change of Status:

Following correspondence with the Chairman of the East Midlands Regional Rowing Council the proposal that Becket School should become an open club had been withdrawn. This would be discussed by the Region and be submitted to a future meeting, if appropriate.

Affiliations approved by the Board on 1st September:

Aldworthian Boat Club (TU 2) – ADL: The club will boat from Reading Blue Coat School. All documentation had been approved and signed by the Chairman of the Thames Regional Rowing Council. This new club replaces Blue Coat Boat Club which was formerly associated as a Dormant Club and has now ceased that affiliation.

Burlington Danes Academy (TL 6) – BUD: The club will boat from Fulham Reach Boat Club. All documentation had been approved signed by the Chairman of the Thames Regional Rowing Council.

A new competition was approved by the National Competition Committee on 15th July 2016. The inaugural Milton Keynes Regatta (Eastern) will run from September 2016.

Ceasing Affiliation:

Council noted that in line with Article 9 (c), and as payment had not been received by 1st October, Boar's Head BC (E) is to be removed from the list of Affiliated Members.

6. REPORTS

6.1 SPORT COMMITTEE REPORT

Further to the Report A. Crawford commented that despite some resistance to the inclusion of the Omnium event at the British Rowing Junior Championships it had been a successful and well received event.

Questions on the report were invited and the following noted;

Row Safe: The new version had been sent to all Regional Safety Advisers for wider consultation in their regions. It would be an item on the November Council meeting.

Coaching: A. Blit was please to see that improved communication within the coaching community had been identified as a priority area. The way in which courses were publicised was an on-going frustration. It was confirmed that there was currently no system of licensing or registering coaches. N. Jackson stated that he maintained a register of coaches in the Thames Region, from which he could remove coaches, but was unable to remove a licence as they did not have one. A. Crawford said that this would be addressed at a later date by the Sport Committee. He confirmed that the National Umpiring Committee's long standing issues with IT had now been addressed.

Council received a presentation, intended to stimulate debate on the relationship between the NGB and the Regions, particularly in the context of the ongoing modernisation project. A. Crawford asked for feedback on the role of the regional councils in informing the work of the Sport Committee. The Coaching Committee had spent much of the last year looking at how it could align its objectives with those of the Strategic Objectives. The Junior

Committee was also looking at their strategy. The Events Committee was working towards a four-year plan. The National Umpiring Committee aimed to provide online training for candidates. The Recreational Rowing Committee did a great deal of work around the country and would seek to communicate this more successfully. With a team of senior Directors now in place at HQ he would like to ensure that the committee priorities were communicated effectively and to the relevant staff members. He intended to share the Sport Committee's priorities with the CEO who would discuss with the Directors to see what could be delivered. The next funding cycle would focus on a high quality experience for members, the needs of the core market, and support for the clubs and volunteers who were so central to the delivery. At the moment the Sport Committee had no remit to link to the indoor rowing market, there were few links to the huge numbers of student rowers once they had left school, there almost no links to the fixed-seat rowers. All this must be addressed.

There were a number of questions arising. Should the Sport Committee be representing the whole sport? Should committees be regional or skills based? Were the two mutually exclusive? How would Regions be involved if there was a move to a skills-based committee membership? How could consistency across regions be achieved where some clubs engage better than others? Was the sport too dependent on the commitment of its representatives?

Feedback from Council included suggestions to include indoor and coastal representatives, better two-way communication facilitated by monthly newsletters, seeking ways to reach the clubs who did not engage, concerns that a skills-based committee would result in further regional disengagement.

A. Crawford said that the Sport Committee could produce a regular one-page update for circulation to all British Rowing Clubs and Events. An effective channel by which the governing body updated clubs on its actions was agreed to be an essential part of communicating what the NGB was doing for the sport, as well as providing a conduit for raising awareness of best practice.

The general feeling amongst those who served on Committees was that regional representatives already had specialist knowledge in their areas of expertise and that to make the roles skills-based would be polarising. The remit of the representatives could be outlined in the Regional terms of reference. There were different ways of working but many currently worked very well with their clubs and it would be helpful for all if best practice could be shared.

With regard to fixed-seat representation it was noted that there had been representatives on some Regional Councils for many years.

In Yorkshire there were a number of Water Sport Centres that had individual British Rowing members but who did not have representation on the YRRC as they were not affiliated clubs. A. Cawood would follow this up with P. Hornsey.

6.2 CEO BOARD REPORT

Council received a brief paper on matters arising since the last Board and Council meetings that were not covered elsewhere on the agenda.

Competition Framework: The new framework was progressing and currently undergoing more testing. The communication with individual members and clubs had been very active and positively received. Work would continue throughout the winter.

Membership Survey 2016: P. Hornsey and his team had reviewed the feedback and

were looking in to the recommendations made by members. The CEO would feedback data on the overall membership for Council in due course. The presentation of the data was currently under review and it was hoped that this would be in a more helpful format Council in future.

Questions on the report were invited.

A.J. Evans said it would be helpful to see more detail on the new structure proposed for the Competition Framework. P. Clements said that there was to be a presentation to the National Competition Committee on 8th October. The CEO said that there would be further detail for Council at the November meeting.

Olympic Games Report: The Performance Director's report was noted. There were no matters arising that had not been covered earlier in the meeting or at the AGM.

Sport England Update: Council received an update from P. Hornsey, Director of Membership and Rowing Community, on progress regarding British Rowing's forthcoming funding application to Sport England. A robust and insight-led submission was in development, driven by the aims of the sport's Strategic Plan, rowing's understanding of its core markets and its ability to influence in these areas. Alongside this Sport England had advised that there would be an opportunity to bid for funding to support volunteer programmes.

There was a huge landscape of rowers that featured in the core market and this was a prime focus. British Rowing's reach as a governing would be affected by the quality of its offer to key areas of the sport, such as indoor and fixed-seat rowing.

Council was asked to note that the funding pot was likely to be smaller and was likely to be target and project based.

Governance of Non-Core Markets

With regard to indoor rowing, research revealed a requirement for a trade association approach rather than that of a governing body. It was necessary to provide a voice for the sector, enabling advocacy, and this was an area that British Rowing was working on.

6.3 FINANCIAL MATTERS

Management Accounts

Council received the Management Accounts to 30th June 2016 and the revised full year forecast. The significant variances were noted many of which were due to phasing issues.

Partnership & Sponsorship Strategy

K. Baillie, Director of Partnerships & Communications, said there were three key strategic areas to consider; media, engagement, patronage. With this in mind it was necessary to recognise that British Rowing had relatively small assets to offer and that the sport did not have the focus of the media. Research had identified that wealth management companies were aligned with the values of Rowing and K. Baillie had been looking at companies in this area over the last eight months. It was important to establish what value was being looked for. Oakley had come on board over the summer and this was a meaningful benefit for British Rowing's members. Visit Sarasota County, the home of the 2017 World Championships and the only FISA standard approved lake in the USA, was supporting events. 'Live Rowing', a US based App company, was a partnership that formed part of the strategy for Indoor Rowing. In turn British Rowing needed to look at ways to support its

equipment manufacturers and with that in mind a new on-line shop had been launched through the website.

<http://britishrowing.orggroup.co.uk/>

It was noted that Rock the Boat would continue to sell kit on behalf of British Rowing at regattas and other events.

6.4 INTERNATIONAL MATTERS

FISA Congress Report

The Report was noted. C. Anton asked if there was concern about the proposal to relocate the rowing lake in Tokyo. The Chairman said that British Rowing worked closely with the International Federation and would support FISA in its representations to Tokyo.

Coupe de la Jeunesse Report

The report was noted. There were no matters arising.

National Olympic Committee Report

The report was noted. There were no matters arising.

National Federations' Conference Report

The Chairman gave a verbal update on matters discussed.

The main discussion had concerned the Olympic programme. FISA would have some say but the final decision would remain with the Board of the IOC. Other key topics discussed were lightweight crews and gender equality.

There had been a good deal of discussion between FISA and the IOC regarding the lightweight boat classes. The Chairman was confident that FISA would work as hard as it could to achieve the best for rowing across the world, however it must be recognised that this was not an easy battle to win. A recommendation had been made to the IOC that in future only combat sports and weight-lifting should have lightweight categories. It had been strongly argued that lightweight rowing was important to the sport in order to maintain universality.

The governance review group recommended a separate Anti-Doping Commission. There were also moves to improve female representation and to limit terms of office. There were proposed changes to the rules governing nationality, both for junior and senior rowers.

There was a proposal that coxswains would become gender neutral. The proposal that the average crew weight for lightweights should be removed would be opposed by British Rowing.

British Rowing supported the proposal to increase the Paralympic racing distance to 2000m. The change to the Advertising bye-laws was not universally supported and British Rowing would support moves to increase the area available.

C. Anton hoped that British Rowing would support the raising of the umpire retirement age to 70 years whilst still encouraging younger candidates to take up the training.

7. FOR INFORMATION

7.1 COUNCIL ELECTIONS

It had been noted earlier in the meeting that M. Teale of TSE-8 also intended to stand down. An election would take place for his successor whose first term of office would run until 31 December 2017.

8. ANY OTHER BUSINESS

PLA Requirement for Coaches: Paid coaches who drive a launch on tidal waters were now required to hold an RYA Level 2 Coaching Qualification. The Thames Region kept a register of coaches to enable them to comply with the PLA requirements. There were implications for educational sectors as teachers who coached in a volunteer capacity were also considered to be paid. A. Reynolds said he believed that British Rowing would need to become involved in order to educate clubs and coaches throughout the country and consider how it would support them as the scheme is rolled out more widely.

It was noted that the CEO, Deputy Chairman and Director of Membership & Community were to meet again with R. Parry, CEO of the Canal & River Trust and implications for the inland waterways would be raised at that meeting.

Commonwealth Bid: A recent media report suggested Birmingham may bid for the 2026 Commonwealth Games.

9. DATE OF NEXT MEETING

The next meeting of Council would be held at 1.00pm on Saturday 26th November, 2016.