

THE COUNCIL OF BRITISH ROWING - MINUTES OF AN ORDINARY MEETING OF COUNCIL held at 1.30pm on Tuesday 7th June 2016 at Regent's University, Inner Circle, Regent's Park, London NW1 4NS.

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	Apologies
L. Lion	Council Director	Present
J. Hinnigan	Independent Director	Present
A. Johnson	Council Director	Present
F. McAnena	Independent Director	Present
N. Palios	Independent Director	Apologies
J. Vickers	Independent Director	Apologies

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	Apologies

*CEO is a non-voting member of Council

REGIONAL CHAIRMEN AND REPRESENTATIVES

A. Blit	East Chairman	Apologies
C. Callow	East Regional Representative	Present
N. Hubble	East Regional Representative	Present
G. Nicholls	East Midlands Chairman	Present
M. Laing	North Chairman	Apologies
B. Millns	North Regional Representative	Apologies
C. Edwards	North West Chairman	Apologies
J.C. Davies	North West Regional Representative	Present
M. Humphrys	Thames Chairman	Present
A. Weekes	Thames Regional Representative TU-1	Present
Peter Knowles	Thames Regional Representative TU-2	Present
K. Phillips	Thames Regional Representative TU-3	Present
D. Biddulph	Thames Regional Representative TU-4	Present
F. Ljubicic	Thames Regional Representative TL-5	Present
L. Dillon	Thames Regional Representative TL-6	Apologies
C. Harrison	Thames Regional Representative TL-7	Apologies
M. Teale	Thames Regional Representative TSE-8	Present
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	Apologies

BRITISH ROWING STAFF

P. Hornsey	Director of Membership & Rowing Community	Present
H. Mosienko	Director of Finance & Business Services	Present
H. Rowbotham	Director of Innovation	Present
P. Randolph	Minute Secretary	Present

ALSO ATTENDED

R. Cassidy	(substitute) for M. Teale TSE-8
G. Coates	(substitute) for Chairman Yorkshire RRC
C. Curtis	(substitute) for Chairman Northern RRC & B. Millns
O. Kimberley	(substitute) for L. Dillon TL-6
S. Lawrence	(substitute) for Chairman East RRC
V.J. Perry	(substitute) for Chairman West RRC

1. CHAIRMAN'S WELCOME

Council opened the meeting by recording its very best wishes to all the 'Team GB' rowers who would represent the sport at the Olympic and Paralympic Games in Rio.

The meeting also joined the Chairman in paying tribute to Ron Needs who had recently died aged 90 years and who had been unstinting in his support, dedication and contribution to the GB Rowing Team and to women's rowing. A memorial service would be held at St Mary's Church in Henley on 21st June.

In the light of potential discussions later in the meeting the Chairman asked Council to keep the fundamental principles of Safeguarding and Protecting Children to mind, namely; the welfare of the child is paramount; the need to receive information, record and report; the need to respect confidentiality and share information on a needs to know basis only.

The Chairman advised that the All Parliamentary Party Rowing Group (APPRG) had been reconstituted by Mark Ramsdale, following the sad demise of Robin Hulf. He was keen to make this a proactive group and to that end rowers, clubs and supporters were being invited to take part. Information had been circulated to Council by email and it was hoped that clubs might consider lobbying their MP's to become part of the group. A letter was to be drafted and would be circulated. www.parliamentaryrowing.org/join.

It was noted that some MPs might be Presidents of rowing clubs and that the APPRG had been extremely helpful to British Rowing in the past, an example being support for the building of the finishing tower at Dorney Lake.

The Chairman thanked all the volunteers and rowers whose participation in supporting women's rowing and in promoting the public vote had resulted in British Rowing being voted [best National Governing Body](#) by Women in Sport.

Internationally, the Team was congratulated for its success in Lucerne, despite sickness and some very challenging conditions. TeamGB would be announced on 9th June at the River & Rowing Museum in Henley.

Nationally, A. Phelps wished the Masters Championships every success on 11th and 12th June at the NWSC. She thanked M. Humphrys, standing down from his role as Chairman of the Junior Inter-Regional Regatta, for his huge contribution to the success of this Regatta. N. Reilly O'Donnell had told Council at the last meeting that he saw competing for his region

at the JIRR as a milestone in his junior rowing career. Under M. Humphrys' stewardship the event had flourished, encouraging young people to take part, not only as competitors but also as volunteers.

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

P. Clements : Director, rowTIME Ltd

G. Harris : Coach Educator

F. Ljubicic: ErgStick and Rowe.rs

G. Nicholls : Assessor

S. Worley : Coach Educator

4. MINUTES

The minutes of the meeting held on Saturday 20th February 2016 were agreed to be an accurate record and signed.

4.1 MATTERS ARISING

Financial Matters: O. Kimberley asked the Finance Committee to give consideration to his view that Financial Matters should be given greater priority on the Council agenda. He felt that Council should be able to scrutinise the balance sheet and basic information was required in order for that to be done.

O. Kimberley also suggested that, given the importance of sponsorship to the future of the company's finances, a presentation at the AGM on the current sponsorship strategy would be welcomed.

The Chairman of the Finance Committee advised that the committee worked closely with the Audit & Risk Committee to regularly review all financial matters.

The CEO added that K. Baillie, Director of Partnerships and Communications, had been extremely active over the last six months and reports were made to the Board regularly on the status of potential partners. He was also ensuring that the current sponsors were being well managed. In terms of the general funding, the organisation was currently operating on an 18 months basis. In terms of public funding, a submission had been made to UK Sport and we were awaiting details of the submission process from Sport England. The CEO agreed to report back on the sponsorship strategy and principles to the next Council meeting.

National Water Sport Centre: In response to an expression of concern about the sport's vulnerability with regard to the NWSC, the CEO advised that he was in conversation with SERC. A user agreement was still in draft and SERCo were looking at a five-year commitment to use of the site. He believed that the company was trying to engage with the sport, particularly with regard to safety on the water.

Partnership Principles: The ban on religious companies was noted to be a standard clause.

5. MATTERS FOR DECISION

5.1 TERMS OF REFERENCE

5.1 a) Anti-Doping & Integrity Advisory Panel

Integrity was agreed to be an important factor in this area and following a recent meeting, the Panel felt it was appropriate to include integrity into the terms of reference. The duplication in the draft regarding membership would be corrected. The Chairman of the Medical Advisory Panel would be a member and would appoint a representative to attend if he was not able to. It would also be clarified that the Chief Medical Officer was the GB Rowing Team's CMO.

It was noted that the World Anti-Doping Code applied to all involved in the sport whether they be coaches, parents or helpers. This had been the case since 2003 and the Code had remained largely the same since then. British Rowing's public funding relied on compliance with the Code.

The CEO confirmed that Therapeutic Use Exemptions (TUE's) could be applied for retrospectively for those outside the defined testing pools and pointed those who wished to check requirements to the UKAD website.

With regard to the circulation of training materials G. Harris said he believed that restrictions on the accessibility of the slides were imposed to ensure that the message could not be altered. The CEO said that he would follow up and discuss the delivery of the anti-doping messages with the Director of Pathway Development.

The revised terms of reference were approved unanimously.

5.1 b) Events Committee

A. Crawford said that the involvement of staff at British Rowing Championships Events had been welcomed. The new terms of reference were for a committee that would broaden the scope of the current British Rowing Championships committees and allow for better coordination between the organising committees of British Rowing events.

It was understood that the running of events relied almost exclusively on volunteers; their input should not be underestimated and must not be undervalued. However the additional support of staff members would benefit the events, and particularly related to off the water activities. There were economies of scale that could be made centrally, and a positive impact on marketing and branding had already been felt at some events.

Council expressed concern about the proposed membership of the Committee and the balance between staff and volunteers. It was agreed that the membership should be amended to include the Chairman (or their representative) of each Organising Committee. With this amendment the new terms of reference were approved unanimously.

5.2 POLICY REVIEW

Supplement Policy

There were some minor amendments to the policy which were approved unanimously.

5.3 OTHER SPORT COMMITTEE MATTERS

NCC Appointment: The National Competition Committee had recommended Tim Walton for the role of Chairman of that committee. This had been supported by Sport Committee and the appointment was approved.

Council joined A. Crawford in expressing thanks to F. Dennis for her excellent Chairmanship of the Committee for more than twelve years.

Variation to the Rules of Racing: There was a discussion about the regulation of events that fall outside the British Rowing calendar. A. Crawford explained that whilst the Board had expressed support for a variation to the Rules of Racing in order to support innovation, this was a matter for Council to decide.

N. Hubble gave some background to Formula Rowing, an organisation with a new racing format, who had asked for clarification from British Rowing with regard to Rule of Racing I-1-4 and the participation of members in their proposed series of events.

This query had led to a debate about Rule I-1-4. In an increasingly commercial environment, the NGB could not afford to ignore new formats or the potential impact on both sponsorship and government funding.

The Chairman of the Sport Committee was asked why British Rowing would not wish Formula Rowing to be a 'recognised body'. He replied that it had been felt not to be in the spirit of the Rules.

The Northern Region had concerns about the impact of this new event on the local regattas and income streams, and said there were wider concerns about safety.

It was acknowledged that restricting innovative ideas could create a difficulty for the sport. This situation also highlighted that the sport was currently imposing restrictions on its membership. There were many nuances to consider. If British Rowing wished to grow its event base it would have to be increasingly sensitive to the wishes of its membership and more agile in its ability to respond to such situations as they arose.

Despite reservations and after further discussion it was agreed to allow as a one-off decision with the proviso that steps should be taken to ensure that the event was being run safely.

Vote: 19 in support of allowing the event to take place / 4 against.

A proposal about the future of the Rule to be brought back to Council in due course.

5.4 AFFILIATIONS & RESIGNATIONS

The following club affiliations were approved by Council:

Wimbledon High School Boat Club (TL-6) WHS The required documentation had been approved by the Chairman of the Thames Regional Rowing Council.

Tewkesbury School Rowing Club (WM) TWB – (previously affiliated 2012/13). The required documentation had been approved by the Chairman of the West Midlands

Regional Rowing Council.

It was noted that, although Tewkesbury was in Gloucestershire, the club was being affiliated to the West Midlands.

Council noted the following affiliations which had been approved by the Board on 17th May:

The Cardinal Vaughan Memorial School BC (TL-6) CVS
Scarborough Amateur Rowing Club (Y) SCA
South Woodham Ferrers Yacht Club (E) SWF .

Southampton University Medical School BC (Wx & SE Coast) SUM
Windermere Rowing Club (NW) WDM

There had been two changes of name which were also noted.

B-ROW (WM) BSR – to ‘B-Row: Rowing & Canoeing in Birmingham’.
Leeds Beckett Carnegie Boat Club (Y) - to Leeds Beckett University Rowing Club LBU
(change of Boat ID).

The following clubs had ceased to be affiliated:

The Hornets BC (E) HON
Halliford School BC (TU 4) HLF
Tiffin Associates RC (TU 4) TFP
Nephthys Boat Club (TU 1) NEP

It was also noted that the National Competition Committee had approved the ‘The Junior Sculling Regatta’ which had been held on 30th May, 2016.

6. DISCUSSION

Ready for Rio

P. Hornsey, Director of Membership & Rowing Community presented an activation plan for clubs to use if they wished to. A new Toolkit had just been published with the intention of centralising resources.

C. Callow advised that the Eastern Region had been looking at how they would respond to an increase in demand following the Olympic Games. The Region had invested in a new website and would be setting up taster sessions which they aimed to manage centrally.

P. Hornsey said that there had been no shortage of ideas and the sport had to be realistic about what could be achieved in the timeframe. Plans to enhance member benefits and make them more contemporary were ongoing.

Dame Di Ellis said that the sport’s efforts to encourage a more diverse membership might be enhanced by involving clubs with a strong BAME membership to take part in press taster days.

Sporting Equals would be able to support with a list of people in the various areas, if required.

P. Hornsey said that British Rowing must aim to point those enthused by the Olympic and Paralympic Games to clubs that wished to welcome new members and offer taster days or learn to row courses. The aim was to achieve sustainable growth and ensure that everyone had a good experience of rowing. There was no point involving clubs that were not willing or able to sustain an increased membership.

Ideally the Olympic Games would result in a 10% increase in membership, but 5% throughout the year would be a better result. The best way to achieve the goals of the Strategic Plan was to support clubs and help them to spread the word to their own communities.

The CEO said that a number of initiatives were being pursued, including indoor rowing. His team was looking at ways to expand rowing's offer and were working hard in that area.

The infrastructure survey would in due course provide further information about the physical capacity of clubs, and it had to be remembered that volunteer capacity was another vital factor in the delivery and retention of new members.

Charter for Sports Governance

The CEO covered headline points from UK Sport and Sport England's new Charter for Governance. With regard to the size and gender balance of the Board, British Rowing had made good progress and the biographies available on the website demonstrated the breadth of skills and expertise coupled with knowledge of the sport. It was noted that adherence to the Charter would become a key factor for stakeholders and funding partners.

The Independent Director roles had been advertised and a democratic process followed and Council positions had also been contested. L. Lion said that, having been voted on to the Board, she had been pleased to experience for herself the Board's commitment to the sport. She believed that the Independent Directors did a fantastic job and brought a range of skills to the governance.

Questions for Regional Representatives

With regard to diversity, P. Hornsey had invited feedback from the Regions on how British Rowing might support clubs to grow the Black, Asian and Minority Ethnic (BAME) participation. He said that 3% of British Rowing members were currently from BAME groups. The sport was very diverse in terms of gender and age but must address ways to grow ethnicity and other diversity.

The following points were made; to examine and learn from examples such as the growth of grass roots cricket in Yorkshire, to look at pathways for volunteers, to support clubs in areas of ethnic diversity to attract and welcome members of their local community who may feel that rowing is not for them.

Helen Rowbotham, Director of Innovation, gave background to the work that was already underway by members of her team to establish a baseline for our current position, and which was taking into account staff, high performance rowers, the broader governance structure, clubs and membership. She said this was a challenging project and thanked Council members for their input and asked them to contact her, particularly with regard to case studies and work already carried out.

A. Phelps advised that she had been invited to visit the Ismaili Centre which saw rowing as an opportunity to progress and give young people additional skills for later life. She said

that there were communities that she felt sure would like to be approached and who might be grateful for the contact.

Under the new Charter clubs may be required to say what steps they are taking to address diversity. However, it was acknowledged that some areas of the country are less diverse than others and it was important to recognise what diversity meant in our own communities.

P. Hornsey said he would be very willing to take further comments outside the meeting and asked if an informal meeting for Regional Chairmen might be helpful.

7. REPORTS & INFORMATION

7.1 CEO BOARD REPORT

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

Management Accounts

H. Mosienko, Director of Finance & Business Services, advised that the annual audit was in the process of being closed and therefore there would inevitably be some variations to the figures circulated. Questions were invited.

H. Mosienko advised that underspend on the salaried staff largely related to the High Performance programme. On the core side the budget was based on the re-structuring which had taken longer than planned, with the result that some costs were not included in this financial year.

M. Brandon-Bravo was concerned that a figure of £6-7,000 for the Nottingham International Regatta was not shown. H. Mosienko confirmed that it was in the reserves.

Both IT and professional fees had been a significant spend during the year. A server failure had resulted in a requirement to upgrade and replace equipment.

There was a discussion about rising costs. H. Mosienko said that the accounts included free-lance staff and training costs. In response to a question about the membership magazine, the CEO advised that Rowing & Regatta had re-tendered for a new advertising agency. The magazine was seen to be important to the membership but it was an area that would be kept under review.

Dame Di Ellis asked how the sport could protect its major asset, the HQ property in Hammersmith. She suggested that R. Lester should be approached for legal advice. The CEO would follow up.

Competition Review

The CEO was pleased to report that there had been some positive progress. The IT situation had improved and Regattas were volunteering to trial the system. The communication with events and members had also been accelerated. The intention was to create a race management system rather than simply an entry system.

Sport England Strategy 2016 – 2021

The CEO covered the headline points from the new strategy 'Towards an Active Nation'. He said that Sport England intended to continue to invest in the core markets. There

would be increased investment in volunteering which highlighted the need for the sport to focus on this area.

20% of the funding was to be invested in Innovation, this was an area where British Rowing was already building its team and he believed that this would stand the sport in good stead. Sport England was interested in funding successful organisations that were not run by the NGBs. The Active People Survey would be replaced by an Active Lives Survey. It was important to remember that the sport had a Strategic Plan and should not respond by embarking on knee-jerk reactions. The existing Strategic Plan must be the focus for British Rowing and the sport should continue to pursue its target activities, partners, stakeholder roles, and financial planning.

Sport England was likely to publicise its investment guidance in September and therefore it may be necessary to submit British Rowing's application for funding before the next meeting of Council. However, an update will be provided at the next Council meeting regardless of what progress has been made. The CEO urged Council to contact members of the Directors' Team if they had an area to which they would like to contribute.

The Chairman added that there would be a separate amount of money set aside by Sport England to fund other projects during the cycle unlike in previous cycles.

Nominations Committee

Council noted the membership of the Nominations Panel with J. Hinnigan replacing F. McAnena for the purposes of making recommendations regarding two of the Independent Director appointments: M. Laing, A. Blit and J. Hinnigan

RowSafe

The revised policy would be presented to the Safety Committee on 17th September which was be the first stage of the approval process. The Committee's recommendations would be fed back to the Sport Committee and from there to Board and Council. There were some substantive changes proposed. The draft was being circulated to the Regional Safety Advisers and Regional Chairmen were asked to liaise with their safety advisers as soon as possible, particularly in the light of the tight deadlines.

Henley Rowing Club

The CEO gave some headline points about matters at the club following a series of allegations raised in March. The CEO, Chairman and Chairman of TRRC had recently met with representatives of the club. A review of British Rowing procedures would take place to ensure that they are robust. However, it was noted that the CPSU had visited British Rowing in the past week and given the procedures a green light.

The safeguarding of every child in the sport was vital and steps would be taken to extend the reach of the training offered. As many people as possible must understand the impact of failing to carry out the correct procedures.

There was discussion about the cost to attend Safeguarding training and the CEO said that he would follow this up.

7.2 SPORT COMMITTEE REPORT

Council received the report and questions were invited.

The Masters Calculation Tool was still work in progress and it was suggested that it would be helpful to publish it on the British Rowing website once completed.

D. Biddulph said he believed that the Rules of Racing should be covered in training for coaches.

It was noted that an excellent summary document had been produced by R. Mortimer.

A. Crawford would follow up to see if it could be made more widely available.

Dame Di Ellis was supported by Council in thanking S. Worley, Hon. Rowing Safety Adviser, for all the work that had gone into the Incident Analysis document. It was agreed to be a very helpful document.

Concerns about the staging of the Junior Scullery event at Dorney Lake were noted.

A. Crawford said that this would have to be addressed as the sport moves forward. The Competition Committee would need to review and to take into account the need to have events in different areas the country.

The rise in numbers of events was agreed to be a good problem to have but there was a resulting impact on the workload of the volunteers that must be addressed.

7.3 MATTERS FOR THE ANNUAL GENERAL MEETING

Council agreed that M. Humphrys' proposal regarding Board appointments should go forward to the Annual General Meeting to be voted on there. This involved an amendment to paragraph 14 of the Articles of Association

7.4 NATIONAL PARALYMPIC REPORT

Council received a brief report from the CEO on matters discussed at the British Paralympic Association General meeting and the National Paralympic Committee meeting held on 4th May 2016.

7.5 NATIONAL OLYMPIC COMMITTEE REPORT

Council noted the Chairman's report on matters discussed at the National Olympic Committee meeting on 28th April, 2016.

7.6 EUROPEAN GENERAL ASSEMBLY REPORT

The General Assembly was held in Brandenburg Germany, on 7th May 2016, and was attended by

A. Phelps and Sir David Tanner. The matters covered were noted.

8. ANY OTHER BUSINESS

There was none.

9. DATE OF NEXT MEETING

The next meeting of Council would be held on Saturday 1st October 2016. Venue to be confirmed.