

Council Meeting

Item 6.2 - Internal Review

Review Process & Timelines

June 2016

- Allegations related to bullying and a 'culture of fear'
- Internal Review announced
- Terms of Reference approved

July 2016

- Project Board announced
- Online survey designed
- First/Preliminary interviews conducted

August & September 2016

- Online survey launched and completed
- Formal interviews conducted

October 2016

- Focus Groups conducted
- Analysis of data
- Themes identified
- Further formal interviews conducted

November 2016

- Drafting of Final Report

December 2016

- Final Report submitted

January 2017

- Board acceptance of Report

The Terms of Reference

The purpose of the Internal Review is to make recommendations to the Board of British Rowing related to the ongoing development of British Rowing's High Performance programme, and specifically:

- to ascertain the current culture of the High Performance programme and assess how this is reflected through the leadership of rowers, coaches and support staff;
- to consider how the culture is perceived by rowers, coaches, support staff and the organisation, and the impact this has on the effectiveness of the High Performance programme and on the sport more widely; and
- to ensure that British Rowing demonstrates the highest ethical, professional and sport governance standards in delivering success at Olympic, Paralympic and international level.

The Recommendations

The IR identified eight specific areas that need to be addressed in order for Great Britain to retain it's position as a leading rowing nation:

- Metrics
- Succession planning
- Coaching
- Athlete induction and exit process
- The personnel dimension
- Leadership and followership
- Balance
- Communications plan

Implementation Process & Timelines

February 2017

- Board agreement of implementation plans
- Establish Working Group

March 2017

- Agreed Implementation Action Plan

April 2017

- Work-streams in place
- Include staff, externals, rowers
- Report to Working Group

May to August 2017

- Work-stream activity
- Outputs submitted to Working Group for approval
- Relevant approval from Board

September 2017

- Update to Board

December 2017

- New framework in place

Council Meeting

Item 7.1 - Sport England & Staffing Update

Sport England Investment Decisions

Sport	2013-17			2017-21			£ change	% change
	Participation	Talent	2014-17 Total	Participation	Talent	2017-21 Total		
Weightlifting	£0.8	£0.2	£1.0	£2.20	TBC	£2.20	£1.2	120.0
Goalball	£0.6	£0.2	£0.8	£1.28	£0.20	£1.48	£0.7	85.5
Fencing	£1.5	£0.1	£1.6	£1.70	£0.50	£2.20	£0.6	37.5
Wheelchair Rugby	£0.9	£0.3	£1.2	£1.45	TBC	£1.45	£0.3	20.8
Taekwondo		£1.2	£1.2		£1.42	£1.42	£0.2	17.9
Handball	£1.1	£0.1	£1.2	£1.27	£0.15	£1.42	£0.2	17.9
Shooting	£0.9	£0.2	£1.1	£0.70	£0.59	£1.29	£0.2	17.3
Boccia	£1.0	£0.3	£1.3	£1.15	£0.35	£1.50	£0.2	15.4
Wrestling	£0.7	£0.2	£0.9	£0.79	£0.16	£0.95	£0.1	5.9
Movement and Dance	£1.9		£1.9	£1.76		£1.76	-£0.1	-7.2
Basketball	£5.3	£1.5	£6.8	£4.73	£1.00	£5.73	-£1.1	-15.7
Lacrosse	£3.0	£0.4	£3.4	£2.40	£0.41	£2.81	-£0.6	-17.2
Bowls	£2.0		£2.0	£1.63		£1.63	-£0.4	-18.5
Judo	£4.6	£1.5	£6.1	£3.75	£1.08	£4.83	-£1.3	-20.9
Rowing	£6.3	£1.9	£8.2	£4.10	£2.35	£6.45	-£1.8	-21.3
Waterskiing	£1.2	£0.5	£1.7	£1.13	£0.19	£1.32	-£0.4	-22.3
Table Tennis	£10.7	£0.3	£11.0	£6.79	£1.50	£8.29	-£2.7	-24.6
Hockey	£9.9	£2.1	£12.0	£7.00	£2.03	£9.03	-£3.0	-24.8
Triathlon	£5.3	£2.2	£7.5	£3.54	£2.04	£5.58	-£1.9	-25.6
Gymnastics	£10.8	£1.0	£11.8	£6.83	£1.50	£8.33	-£3.5	-29.4
Snowsport	£1.3	£0.2	£1.5	£0.85	£0.20	£1.05	-£0.5	-30.0
Sailing	£5.8	£3.5	£9.3	£3.22	£3.15	£6.37	-£2.9	-31.5
Canoeing	£7.0	£3.2	£10.2	£3.85	£3.00	£6.85	-£3.4	-32.8
Netball	£16.8	£8.5	£25.3	£10.50	£6.40	£16.90	-£8.4	-33.2
Modern Pentathlon	£0.3	£0.6	£0.9	TBC	£0.60	£0.60	-£0.3	-33.3
Golf	£9.7	£3.3	£13.0	£6.23	£2.25	£8.48	-£4.5	-34.8
Rounders	£2.2		£2.2	£1.43		£1.43	-£0.8	-35.2
Rugby Union	£15.2	£4.8	£20.0	£10.00	£2.60	£12.60	-£7.4	-37.0

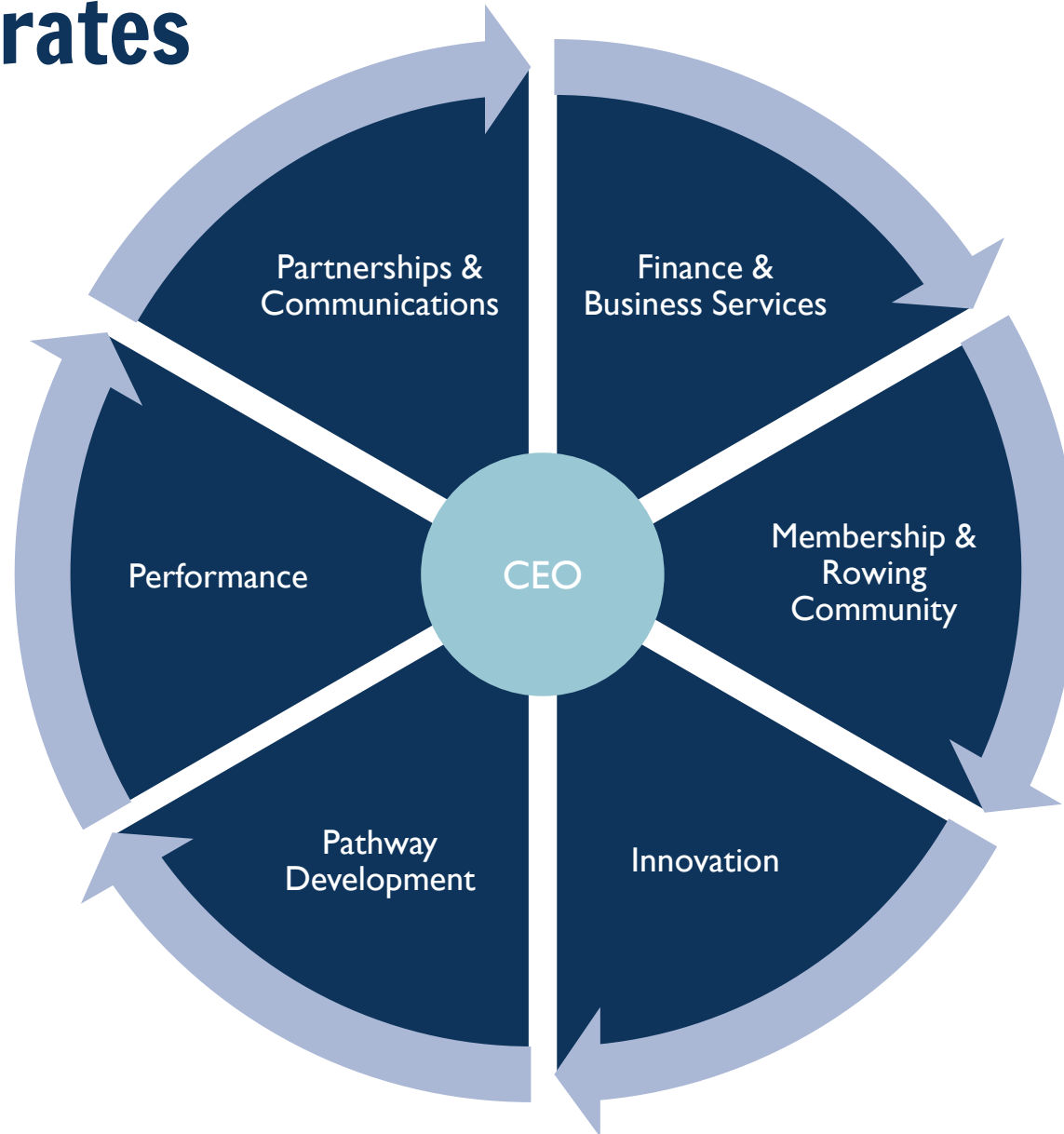
Sport England Investment Decision

Investment 2017-2021	Core Market	Talent	Mass Market	Children & Young People	Total
	£2,900,000	£2,350,000	£1,000,000	£200,000	£6,450,000
%age from 2013-17	-39%	0%	156%	-2%	

Sport England Investment Commentary

- Original request from Sport England was for a 25% increase in investment, including field staff
- Like-for-like investment from Sport England is down 40% compared to 2013
- Sport England see the future of NGBs mostly as governing bodies, NOT participation development bodies
- Sport England will not allow their investment to be spent on back office staff and functions.
- Mass Market funding has to be spent on Mass Market projects.
- Funding from UK Sport cannot be spent on the grassroots side of the sport, however we are reviewing which services can be more efficiently shared across the two
- We cannot maintain our current Sport England-funded headcount and absorb a 40% cut in budget
- We also need to create a headcount and operational model in all teams that can survive future cuts in four years' time

Staff Directorates

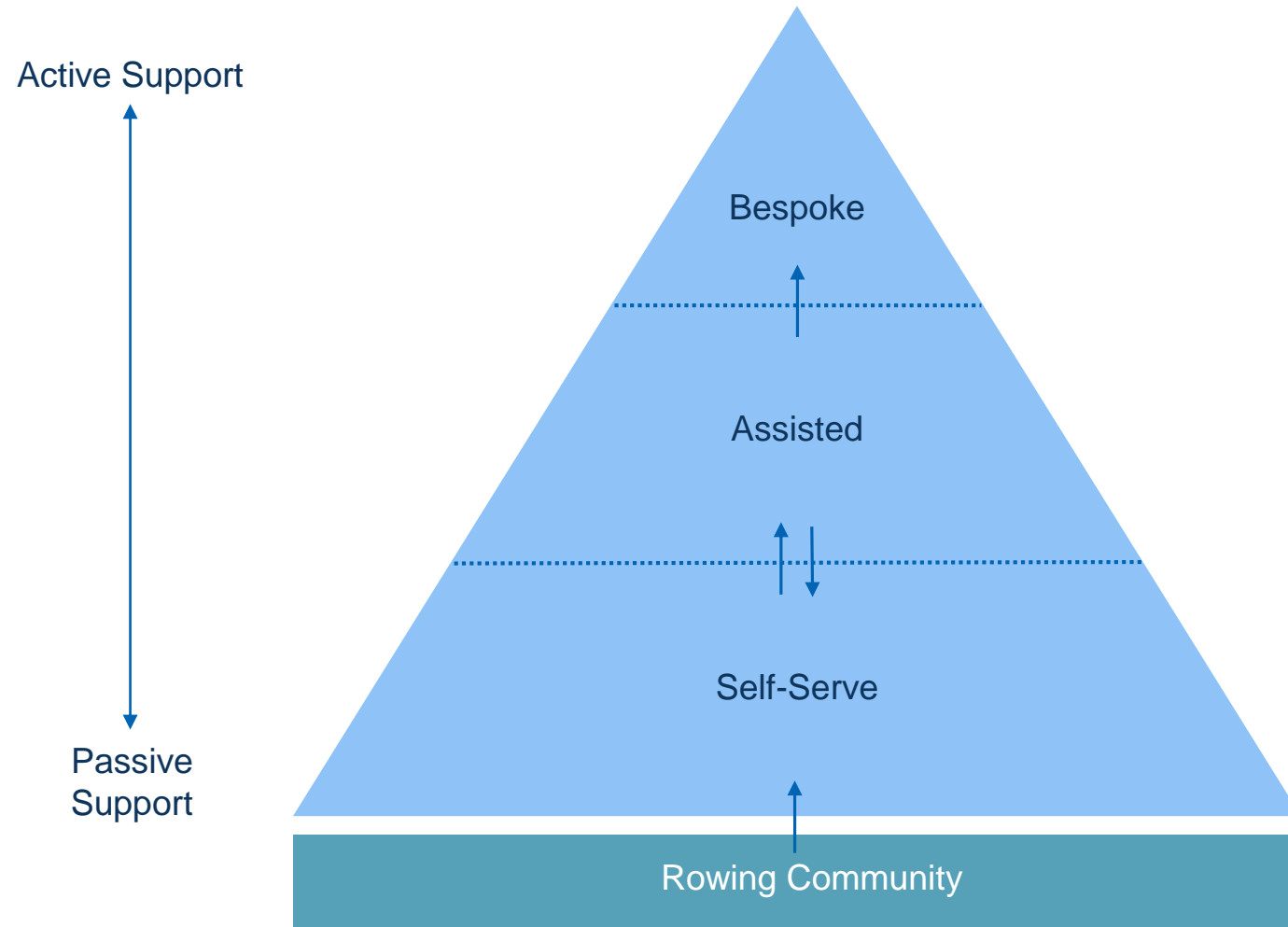


Staffing Restructure

- Creation of 5.5 FTE new posts
- Removal of 11.2 existing posts from British Rowing's current structure
- Creation of two (2) new roles, Indoor Rowing Community and Content Executive and Indoor Rowing Business Development Executive
- Creation of three (3) new Community Support Manager roles to report to the Head of Community Development and support development and implementation of the 'Good Club Model'
- 4 vacant posts not filled
- Impact across the business

Community Support model and products

Community Support Model



Community Support Products

British Rowing ClubHub Portal

- A club, membership and data management system for the entire rowing community.
- Will reduce the administrative overhead of managing membership on volunteers.
- Will allow for more advanced management of members at NGB level.
- 35 clubs involved in face-to-face consultation with British Rowing staff.
- System requirements documented, RFP currently with potential suppliers.

British Rowing ClubHub Guide

- A real-world guide on how to effectively and efficiently run a rowing club.
- Will provide an accessible, self-serve knowledge base for the rowing community.
- Will provide a means to document and share existing best practice.
- Project team now in place with community consultation sessions planned.
- Agreement in principle with major governing body to share content, learnings and partners.

Community Support Managers

- Team of three, funded by Sport England, reporting to Paul Lorenzato, (Head of Community Development.)
- Will project-manage delivery of the ClubHub Guide, including working with the rowing community to identify areas of guidance required.
- Will assist in development and roll-out of ClubHub Portal project.
- Will develop a new model of electronic, telephone-based and face-to-face support and drive adoption of it by the rowing community.
- Will provide an agreed level of support to senior volunteers, including Regional Rowing Councils.
- Will be home workers with some travel.