

THE COUNCIL OF BRITISH ROWING - MINUTES OF AN ORDINARY MEETING OF COUNCIL held on Saturday 28th November, 2015 at the Cutlers' Hall, Warwick Lane, London EC4M 7BR.

PRESENT AND APOLOGIES

BOARD

A. Phelps, 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	Present
J. Vickers	Independent Director	Present

NON-VOTING MEMBERS

Dame Di Ellis, DBE	Honorary President	Present
M. Brandon-Bravo OBE	Hon. Life Vice President	Apologies
M.D. Williams	Hon. Life Vice President	Present
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	Present
N. Hubble	East Regional Representative	Present
G. Nicholls	East Midlands Chairman	Present
M. Laing	North Chairman	Apologies
B. Mills	North Regional Representative	Apologies
C. Edwards	North West Chairman	Apologies
J.C. Davies	North West Regional Representative	Present
M. Humphrys	Thames Chairman	Apologies
A. Weekes	Thames Regional Representative TU-1	Present
J. Lee	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	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	Present
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
P. Randolph	Minute Secretary	Present

ALSO ATTENDED

R. Cassidy	(substitute) for C. Harrison (TL-7)	Present
G. Coates	(substitute) for Chairman Yorkshire	Present
C. Curtis	(substitute) for Chairman Northern Region & (substitute) for B. Millns Northern Region	Present
P. Knowles	(substitute) for J. Lee (TU-2)	Present
B. Mitchell	(substitute) for L. Dillon (TL-5)	Present
M. Orzel	(substitute) for Chairman Thames Region	Present
A. Reynolds	(substitute) for K. Phillips (TU-3)	Present

1. CHAIRMAN'S WELCOME

The Chairman welcomed all to the meeting, including a number of substitutes (noted above). She wished to commend the actions of three people who had recently saved lives on the water. Gerry Lea, 'Air Ambulance Paramedic of the Year' for his life-saving intervention at Wallingford in May when he rescued a man who had become critically unwell in the water; retired fireman, Larry Armstrong of Poole ARC, for his swift action in administering CPR and saving the life of a crew member, and Will Smith, medical student and cox at Stratford-upon-Avon Boat Club who also performed CPR, saving the life of a single sculler.

Council joined the Chairman in congratulating Helen Glover and Heather Stanning, the 2015 winners of FISA's prestigious Crew of the Year award.

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

M.D. Williams : FISA Executive

Pecuniary

P. Clements : Director, rowTIME Ltd

A. Crawford : Assessor, Sport Resolutions

G. Harris : Coach Educator

G. Nicholls : Assessor

S. Worley : Coach Educator

4. MINUTES

The minutes of the meeting held on Saturday 3rd October, 2015 were agreed to be an accurate record and signed.

4.1 MATTERS ARISING

There were none.

4.2 CEO UPDATE

The CEO's briefing covered three areas; an update on the recent Anti-Doping Rule Violations, the Modernisation Project and regional input to the Strategic Plan.

Anti-Doping Rule Violations: Council received some background to the recent violations which had come to light during the Ghent Regatta, and the processes that had followed. The drugs taken had not been performance-enhancing and the athletes concerned had withdrawn from competition voluntarily before sanctions had been imposed. The CEO was following this up to ensure that neither rower had competed from the date of their backdated ban. He said that consideration will be given to carrying out a case study with UKAD to raise awareness amongst younger rowers and their parents. The U23 rowers had been identified as a group that was high risk and stimulants were known to be used during exam periods. The CEO had also been in discussions with BUCS who worked very closely with UKAD.

The CEO said that British Rowing would continue to work actively with its partners to tackle education amongst rowers. Every rower should assume that they would be tested and understand how to stay clean. He had discussed with UKAD the possibility of a contribution to a regular article in Rowing & Regatta. He confirmed that it would be a matter for UKAD to decide if they wished to test more rowers at domestic events.

The Chairman asked Regional Chairmen to feedback any comments on the quality of the information workshops delivered by British Rowing's Education & Training team to C. Hetherington, Head of Education & Training.

Plans for cascading the education programme to events such as the National Schools Regatta would be addressed at a meeting of the Anti-Doping Advisory Panel in January, and the panel would also consider whether it would be of any benefit to fund additional testing at domestic events.

The Chairman thanked staff for their time in dealing with this matter.

Modernisation: Earlier in the year the Board had agreed the principles of modernisation, together with the hiring of new skills and expertise to support the new structure. The Board had agreed that funding from the reserve could be used to upskill the organisation. As had been presented to Council previously it was the intention to return to the existing head count and level of spending if the organisation did not achieve new income streams. The role of Director of Pathway Development had been advertised internally and it was hoped that an internal candidate might be appointed by the end of the year, meaning that the new senior team would be in place for 2016. The Modernisation Project did mean that the organisation would look different and the realignment of staff was designed to introduce new skills so that British Rowing was financially sustainable and had relevance to the sport. The CEO was now close to finalising the business plan.

He would look at Pathway Development alongside anti-doping and integrity, ensuring that there was cohesion across these areas. An opportunity had arisen to accelerate plans to upgrade and integrate the IT platforms across the organisation. A proposal would be presented to the next meeting of the Board.

Council asked if this would have an impact on plans to upgrade BROE. The CEO said that there had been delays but that they were not all attributable to staffing. A. Reynolds believed that British Rowing's credibility rested on the ability to deliver a good service at grass roots level. The CEO said that he was aware and that his team was spending a good deal of time to ensure that the sport could be proud of the finished product. It was preferable to delay than to attempt to launch a product that was not fit for purpose.

Regional input to Strategic Plan: The Director of Membership and Rowing Community had now been in post for six weeks and it was important for him to understand the challenges for Regions and their priorities. The CEO invited the Regional Chairmen or their representatives to give feedback on what was working at a regional level and what could be improved. The two questions posed had been;

- What activity and/or programme of your Regional Council has the greatest impact on the successful delivery of our first Strategic Objective – “Grow the number of people in rowing”?

- What is the single biggest challenge that your Regional Council has in fulfilling its part in the delivery of this first Strategic Objective?

Comments were received as follows;

WAGS: The clubs are both the greatest strengths and weaknesses. The region had some excellent new facilities but the impact and benefits to the organisation were not clear.

East: The Regional Council struggled to have an impact on expansion of rowing in the region. The biggest single issue for clubs was the lack of volunteer capacity. A survey of clubs revealed that they would prioritise coaching support. The region will invest some of its reserves to support club coaches over the next few years which the RRC believed would support clubs to grow their own membership. There was however a lack of resource in terms of both people and equipment and the Chairman of the RRC did not believe there was the capacity to do much more than was already being done in the short term.

North West: One of the biggest strengths had been the consistency of input from the region's British Rowing development officer, their support was immeasurable and one of the biggest drivers for growth in the region. One challenge was to engage with people and encourage them to attend and support their regional council meetings, so that it was not always the same group. The physical capacity of the clubs was also a barrier.

N. Palios said that attracting new volunteers was a concern for all sports. The FA was running a Football Futures leadership and volunteering programme that aimed to provide a pathway for young leaders in order to develop a skilled football workforce. This might be a model of interest to rowing.

East Midlands: Good coaching was vital; there should be bursaries for coaching courses to encourage uptake. Cost was a barrier but the outcome was increased confidence, a good experience and improved retention. Another barrier was inertia and complacency within a number of clubs simply that did not see the value of change or growth.

West: The Chairman endorsed the view of the North West. There was a void in the age of volunteers and they were overloaded. However, the competition structure run by WEARA was lively and a good atmosphere encouraged participation. The West region provided WEARA with umpires whilst WEARA managed the calendar.

Wessex: A challenge was the small and overworked group of people who wore too many hats. The region subsidised coach education by 50% but it used to have a source of income from that which ceased when the training was organised centrally. A staff member in the region was of enormous value, particularly in opening doors to local authorities who did not wish to work with volunteers. A strength was the quality of the volunteers that the region did have and the number of hats they were prepared to wear.

Thames: A. Reynolds said it was important to review the membership of the organisation and councils could help to promote the value of the Silver membership for volunteers. F. Ljubicic said that a general apathy amongst rowers was compounded by a lack of visibility of the regions. A young person was more likely to volunteer for British Rowing than the region as they were not aware of the structure. C. Eales agreed, the athletes did not know that there were regional councils and he believed there was much more that could be done to communicate a regional presence locally, particularly through social media channels. R. Cassidy added that Thames was a huge region and a good coach could make a significant difference to the success of a club. He believed that club coaches would welcome more mentoring, possibly by retired athletes visiting the regions as ambassadors and inspiring role models.

Yorkshire: The CEO said that he had received feedback prior to the meeting from the Chairman of the Yorkshire Region.

C. Anton questioned whether the regional structure was suitable for the modern age. G. Harris said that Council had visited the question some years ago but it could be worth looking again at what benefits there might be in coming into line with Sport England boundaries.

The HRSA said that the parents of juniors were an untapped group. A. Reynolds proposed a family membership. B. Mitchell said that the British Rowing development officers always seemed to be fire-fighting and thought that it would be helpful to have regular, planned visits to clubs. In the North West clubs offered free membership for the parents of junior rowers. A. Blit said the East benefited from a very active and helpful Area Manager who always attended meetings but a criticism would be that their input lacked a more strategic view. To be effective the Strategic Plan needed to inspire at local level and he did not believe that rowers understood what British Rowing did for them. Key objectives should be to attract more volunteers, and imbue staff with a greater inspiration and sense of direction.

R. Mallett said that the communications staff should not overlook the power of the club noticeboard as a communication tool; flowcharts, pictures, regular updates.

Northern: In the North C. Curtis said there was a slightly different story as the region generated its own income and re-invested it. A programme for participation had been developed to suit the needs of local people. The NRC ran successful long distance sculling series with its own points-based system and a Sunday League as a pathway for those graduating from Explore Rowing courses. The council also organised social events which generated income. The Great Tyne Row had become a fixture in the calendar and was well supported. Funds were reinvested to coaching and supporting events. Durham Regatta generated an income stream that went back to the university clubs. The region paid for the membership of its umpires on condition that they worked at its local regattas. A huge challenge for the volunteers was the organisation of such a busy programme.

C. Anton said it would be useful to know if British Rowing had any data about the impact of its field staff in the regions.

Despite some disparity and different ways of working in the regions the Chairman said that there appeared to be some excellent work being done to improve facilities but also some real challenges for all around lack of visibility, and difficulties in attracting new volunteers. P. Hornsey had listened to all that had been said and the feedback would inform his work over the coming months. Some felt that there would be more impact if information was circulated to club captains or chairmen, rather than to club secretaries as was the case at the moment. Enhanced communication between British Rowing and its Members was clearly vitally important as the Strategic Plan was rolled out.

The Chairman thanked all for their feedback. If there were any points arising after the meeting she asked the regions to continue to feedback to her, the CEO or P. Hornsey.

5. MATTERS FOR DECISION

5.1 RULES OF BRITISH ROWING

SVGAP Terms of Reference: Revised wording for the membership for the Safeguarding Vulnerable Groups Advisory Panel was approved as follows:

- ~~†. **Membership** The membership of the panel will include the Lead Officer(s) for safeguarding children and vulnerable adults; Safeguarding Case Officer; Development Director; Head of Education & Training; Chief Coach (juniors and U23s); Lead Coach (juniors); Start Programme Manager; Coach Educator; Safeguarding Officers for Scotland and Wales; a representative from the Junior Rowing Committee. The panel may from time to time call upon external expert advice in auditing its procedures and improving its policies.~~

Membership: *The membership of the panel will include a Board member (Chairman of the Panel); Chief Operating Officer or Lead Safeguarding Officer, Welsh Rowing; Lead Safeguarding Officer, Scottish*

Rowing: a minimum of three members of British Rowing staff as identified by the Chief Executive Officer as having key responsibility for the dissemination and application of safeguarding practices. The panel may from time to time call upon external expert advice in auditing its procedures and improving its policies.

To be included in the Rules of British Rowing 2016.

5.2 SPORT COMMITTEE

A. Crawford introduced three items for Council's approval.

Rules of Racing 2016 / 2017

Council noted that the Rules introduced provision for the move to a Personal Ranking Index and that sections had been included to allow events the flexibility to begin the transition between the points system and the ranking system. Council asked for clarification on the following:-

7a – 2.3.9: P. Clements confirmed that the revision removed the requirement for a competitor to take their British Rowing licence to an event. However, rowers must take some form of identification, such as a driving licence or passport, in order to verify their identity.

12b – 4.1.2: P. Clements refer back to the panel with regard to the loss of novice status if a rower won a junior event.

F. Ljubicic queried Rule 1.1.4 which stated that no member of a British Rowing club could compete in any rowing race or event other than one that is subject to the British Rowing Rules of Racing or those of a body recognised by British Rowing or FISA. The Chairman said that this rule had recently been questioned and would be addressed as part of a wider review of British Rowing's rules and guidance. In practice the National Competition Committee was keen to open up events to a wide audience.

14 – 5.2.3: D. Biddulph asked how the 'closing of entries' was to be defined, with particular reference to substitutions. P. Clements said that the intention was that close of entries meant the published date on the event poster. A. Crawford would refer back to T. Walton, to ensure that this was clear in Rules.

10a – 3.2.1: P. Clements said it was the intention that all club rowers would be able to view and check their personal ranking index and that it would be visible on their personal record.

Subject to clarification of the loss of novice status for junior rowers, and closure of entries the Rules of Racing were approved. It was confirmed that the revised Rules of Racing came into effect on 1st April 2016.

Calendar of Events 2016 / 2017

There were inevitably some clashes in such a full calendar and members were asked to contact C. Llewellyn outside the meeting if there were queries. A. Crawford confirmed that it was the intention to provide a calendar that ran three years in advance.

The calendar of events for the coming season was approved subject to some final amendments.

Deputy Chairman of the Sport Committee

N. Hubble left the room during this item. One nomination had been received by the deadline, for N. Hubble, proposed by A. Blit and seconded by M. Humphrys. Council approved his appointment unanimously.

5.3 APPOINTMENTS

Chairman of the British Rowing Championships: In line with the terms of reference of the British Rowing Championships Committee the Board agreed to nominate J. Harlow for the role of

Chairman of the Committee.

Council unanimously approved the appointment.

5.4 AFFILIATIONS & REGISTRATIONS

Council noted and approved the following affiliations:

Earith Sculling Centre (E) - ERT

The required documentation had been seen and approved by the Chairman of the East Regional Rowing Council.

Las Vegas Institute of Sport Boat Club – (WAGS) - LVI

The required documentation had been seen and approved by the Chairman of the WAGS Regional Rowing Council.

New Club Affiliations approved by the Board on 2nd November:

Harper Adams University Rowing Club – (WM) - HAU

The required documentation had been seen and approved by the Chairman of the West Midlands Regional Rowing Council.

Liverpool John Moores University RC – (NW) - LJM

The required documentation had been seen and approved by the Chairman of the North West Regional Rowing Council.

Change of Name approved by the Board:

Teesside University Rowing Club – a name change to ‘Teesside University Boat Club’

To note:

Hammersmith Women’s & Junior Head (TL-6) would cease to be affiliated as a separate event and would run in conjunction with Hammersmith Head.

Marlow Regatta (TU-3) to move from a two day to a one day event for the foreseeable future.

6. REPORTS & INFORMATION

6.1 CEO AND BOARD REPORT

The CEO told Council that in general the Comprehensive Spending Review had been favourably received by sport. UK Sport had received a 29% increase in funding and UK Anti-Doping had received a 7% increase, with little change for Sport England. There was a downside in that local authorities were to receive less funding and staff would keep a watching brief to gauge what impact this might have locally.

Project Tokyo – British Rowing was on track to put forward a robust application ahead of the deadline in February.

Agenda 2020 – The International Steering Group had fed into the Federation’s submission which was due by the end of November. Decisions would be made by FISA in 2017 at the Congress following Rio 2016.

Competition Project – Training materials were being drawn together. A. Blit asked for more communication about the progress of the project and suggested a regular feature in Rowing & Regatta. He was also concerned that as an event organiser he had not received the original communication about the changes. P. Clements said that there was a communication plan in place which was to be rolled out over the coming months.

Website redevelopment – The upgrade was close to completion. The user experience was key

and staff would continue to update and refine the site so feedback should be on-going and would be welcomed.

Membership – the figures for October showed a 1% growth and one of P. Hornsey’s tasks was to conduct a thorough review of the current programme. C. Eales said that a survey of clubs in Wessex had been conducted and that the region had also employed someone to canvas athletes at events to gather information about what rowers wanted. A. Reynolds said that there was no obvious route for volunteers to join British Rowing as members.

International – C. Anton asked if the Olympic trials could be open to the public.

Management Accounts – Council was asked to note the management accounts for the six months to 30th September 2015.

The Director of Finance & Business Services was asked about the year to date positive variance in event affiliation income. She said that this was due to the seasonality of the income and if it would be more helpful, next year she would phase the budget so that it was in line with the expected timing of the income stream. Following a question about the high costs of postage, telephone, printing and stationery, she explained that this budget line also included the cost of printing and postage related to membership renewal.

6.2 SPORT COMMITTEE REPORT

The SC Chairman drew Council’s attention to Item 3 of the report. The committee had discussed how it planned to work in the future to align the work of its constituent committees with the Strategic Plan and the five Strategic Objectives. It intended to work more closely with British Rowing staff to identify its overall priorities and produce an action plan.

Rules and Guidance: During the year there had been a number of appeals which had served to highlight a lack of consistency across various sectors of the sport. A working group would be set up to review the British Rowing Rules and the Rules of Racing, together with other key guidance. The aim was to report back to Council in time for adoption in April 2017.

British Rowing Championships: It was planned to set up a more strategic and over-arching group for these key events which had now expanded to include the British Rowing Indoor Championships. The group would have greater staff input and this piece of work was in hand.

Umpiring: The Chairman of the National Umpiring Committee had provided the SC with some alarming statistics. Whilst the number of events in the calendar was increasing year on year the recruitment of volunteers was falling significantly behind. Once again staff involvement would be welcomed to develop a national umpiring scheme. The CEO said he saw this falling under the work of the Director of Pathway Development. A. Crawford said that if any of the Regional Chairmen, or their representatives, would like to feedback on particular challenges or barriers to recruitment in the regions they should contact either him or D. Smith.

Council also noted the minutes of the last meeting, included for their reference at Appendix I to the report.

6.3 NATIONAL OLYMPIC REPORT

The report of the National Olympic Committee meeting held on 20th October 2015, at the adidas Headquarters, Stockport was noted. A. Phelps was congratulated on her appointment to the Board of the British Olympic Association.

6.4 COMMONWEALTH GAMES ENGLAND REPORT

The Chairman’s report from the AGM of Commonwealth Games England which had taken place on 14th October 2015 in London was noted.

6.5 REGIONAL ELECTIONS TO COUNCIL

The following Council appointments were confirmed.

Chris Callow	Eastern Representative	to 31.12.2018 (Second term)
Mike Laing	Chairman Northern Region	to 31.12.2018 (Second term)
Chris Edwards	Chairman North West Region	to 31.12.2018 (Second term)
Peter Knowles	Thames TU-2	to 31.12.2018 (Second term)
Filip Ljubicic	Thames TL-5	to 31.12.2018 (Second term)
Luke Dillon	Thames TL-6	to 31.12.2018 (Second term)
Phil Clements	WAGS Chairman	to 31.12.2018 (Second term)
Andrew Cawood	Yorkshire Chairman	to 31.12.2018 (Second term)

In addition, following Laura Lion's election to the Board on 3rd October, there had been an immediate vacancy for the TU-3 representative which had been filled by K. Phillips.

Karon Phillips	Thames TU-3	to 31.12.2016 (First term)
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6.6 NATIONAL COMMITTEE MEMBERSHIP

There were a number of amendments to the national committee memberships tabled at the meeting. An updated list would be circulated with the minutes, with final sign off required at the February Council meeting.

6.7 MINUTES OF THE AGM 2015

The draft minutes of the Annual General Meeting held on 3rd October, 2015 had been circulated for information. The Chairman asked members to feedback any amendments to P. Randolph.

7. ANY OTHER BUSINESS

Safety: In response to a concern expressed by one Regional Chairman that safety appeared to be slipping down the NGB's list of priorities, the HRSA said that a meeting would be taking place with G. Harris and A. Crawford before the end of the year to review safety and the HRSA's role on the Sport Committee.

8. DATE OF NEXT MEETING

The next meeting of Council would be held on Saturday 20th February, 2016 in the Di Ellis Room, 6 Lower Mall, London W6 9DJ at 12 noon.

The meeting ended at 12.10pm