

THE COUNCIL OF BRITISH ROWING - MINUTES OF AN ORDINARY MEETING OF COUNCIL held on Saturday 3rd October, 2015 at the Queen's Hotel, City Square, Leeds LS1 1PJ.

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	Present
M. Stallard	Chairman, Sport Committee	Present
A. Crawford	Deputy Chairman, Sport Committee	Present
P. Hill	Athlete Director	Apologies
M. Blandford-Baker	Council Director	Present
J. Hinnigan	Independent Director	Present
A. Johnson	Council Director	Present
F. McAnena	Independent Director	Apologies
N. Palios	Independent Director	Present
J. Vickers	Independent Director	Present

NON-VOTING MEMBERS

Dame Di Ellis, DBE	Honorary President	Apologies
M. Brandon-Bravo OBE	Hon. Life Vice President	Apologies
M.D. Williams	Hon. Life Vice President	Present
D. Brace	Substitute for Chairman Welsh Rowing	Present
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	Present
B. Millns	North Regional Representative	Present
C. Edwards	North West Chairman	Present
J.C. Davies	North West Regional Representative	Present
M. Humphrys	Thames Chairman	Present
A. Weekes	Thames Regional Representative TU-1	Present
J. Lee	Thames Regional Representative TU-2	Present
L. Lion	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	Apologies
C. Anton	West Midlands Representative	Present
A. Cawood	Yorkshire Chairman	Present

BRITISH ROWING STAFF

H. Mosienko	Finance Director	Present
B. Wyatt	Communications Director	Present
P. Randolph	Minute Secretary	Present
P. Hornsey	Director of Rowing & Community	Present
A. Meegan	Facilities Consultant	Present
S. Dickie	Youth & Community Manager	Present

ALSO ATTENDED

K. Adams	(substitute) for Luke Dillon TL-6	
M. Orzel	(substitute) for Laura Lion TU-3	Present
S. Palmer	(Observer)	Present
		Present

1. CHAIRMAN'S WELCOME AND INTRODUCTIONS

Recorded at the AGM and copied here for reference.

The Chairman asked Council to join her in remembering the great number of people that the rowing community had lost during the last 12 months, some more well-known than others but all of whom had contributed uniquely to the richness of the sport in their own way as athletes, umpires, journalists and officials at all levels:

Sir Adrian Cadbury – Leander & Birmingham Rowing Club, Mike Kennedy – Spitfire Boat Club, Leander & Life Vice-President Thames Region, John Fitzmaurice – Thames Rowing Club, Kevin Whyman – Royal Air Force Rowing Club & Cambridge University Cox, Bill Clarke – GB Rowing Team Manager 1970s & Kingston Rowing Club, John Northridge – Bewl Bridge Rowing Club, Mr A Paterson – London Rowing Club, Mr M Leach – Kingston Grammar School Veterans Boat Club, Janet Blogg – Maidenhead Rowing Club, Chris Gates – Cygnet Rowing Club, Dick Thompson – Walton Rowing Club, Hugh Bashaarat – Marlow Rowing Club, Ian Barr Godman – Tees Rowing Club, Timothy Wildbore – Isle of Ely Rowing Club, Dick Pryce-Jones – Isle of Ely Rowing Club, Mortlake, Anglian & Alpha Boat Club, Cambridge University Boat Club (April), David Macklin – Exeter Rowing Club & former Olympian, Peter Sly – Cygnet Rowing Club, Sheila Barrett – Grosvenor Rowing Club, Michael Hill – London Rowing Club & Latymer Upper School Boat Club, Nigel Smtih – London Rowing Club., Dan Topolski – Oxford University, Bill Grant – Durham Rowing Club, Felix Badcock – Stratford upon Avon Boat Club, Leander & Thames Rowing Club, Denis Dovey – London Rowing Club, Ray Painter – Leander, ARA Divisional Representative, Jim MacRitchie – Scottish ARA, Desmond Hampton – London Rowing Club, John Cox – Thames Traditional Boat Society (founding member), Roger Pope – National Provincial Bank Rowing Club, Christopher Davidge – Leander & Former British Rowing President, David John Veale – Sims boat-makers, Maurice Stanbridge – Star Club, Don Maddox – Ironbridge Rowing Club.

The last twelve months had seen considerable change within the organisation and across the sport more widely. Some of this change and uncertainty, particularly externally, is still to settle down. The Chairman reminded all that there was a major Government review of the country's sport strategies that would undoubtedly have an impact on rowing. On the global sporting stage the International Olympic Committee and the International Paralympic Committee had both been reviewing their programmes and delivering new strategies to cope with the challenges they faced. With the arrival of the Chief Executive Officer, Andy Parkinson, in January British Rowing has been able to refine and review its long-term strategy and share that with Council and the wider sport. As a result British Rowing was already a more nimble and adaptable organisation, able to identify and respond to opportunities.

During the year the regional staff have continued to deliver against our goals, as agreed with Sport England, and working with our clubs and partners we have seen good growth in participation year on year. The statistics look very good. A relatively dry winter and good summer meant few events

suffered cancellations and there was a rise in the number of competitors at British Junior and Senior Championships, as well as the seemingly unstoppable rise of Masters rowing.

Schools rowing had gone from strength to strength: National Schools last year had a record 4,300 entries. Racing at the Junior Inter Regional regatta continued to raise its standard and was always a joy to attend. British universities had a record year at EUSA topping the table and bringing home gold medals in both men's and women's eights for the first time. The first televised women's boat race on the tideway drew 4.8m viewers.

All in all the sport was in a healthy state in Britain. The inaugural British Rowing Indoor Championships were a great addition to the calendar and were held at the iconic Olympic Velodrome with an entry of 1300 athletes from across the whole spectrum of the sport, Olympians and world champions, school children, university students, injured servicemen and para-rowers, men, women lightweight and openweight, young and old, performed in front of over 1000 noisy spectators. The event even trended on Twitter for a short while.

Many clubs report that they are bursting at the seams and struggling to keep up with the demand for coaching, equipment and membership at both extremes of the age range (37% of our members are aged 16-25) and with Rio less than a year away we are looking at a fresh wave of interest. This was a good place to be if together the Board, the Council and our clubs could encourage and facilitate sustainable growth, physically and financially; increasing the capacity of clubs in every part of the country, and retaining newcomers to our sport in the face of academic and work pressures, financial constraints and competition from other activities. The sport had to be flexible, innovative and bold in facing these challenges if it was to retain its position in the British sporting landscape. Identifying, empowering and supporting new and existing volunteers must be a priority for the future.

It was not just the stats that were encouraging; clubs and events around the country that the Chairman had visited were incredibly positive: people were enjoying their rowing experience and social media reflected a thriving, welcoming community. She said that the hashtag #whywerow was one of her favourites. One of many highlights was the launch of the Gateshead Community Rowing club and their new boat, the Harry Clasper, built in the local shopping centre and now regularly used by local children, injured servicemen, and keen rowers.

The national team had ended another phenomenal season. The amazing system, resources and most importantly the people that underpinned this success should not be under-valued or underestimated. Our coaches and athletes were the best in the world.

The results at the World Championships in Aiguebelette did not alone serve to illustrate the team's best ever performance in one of the toughest years for Olympic and Paralympic qualification. Every crew performed to expectation, and beyond. They were fantastic ambassadors on and off the water and deserved the full support of everyone in rowing. Alongside this there had been unprecedented success at Junior Worlds and the Chairman said she could not pass up the opportunity to mention the JM4x winning gold, a great U23 championships, Coupe regatta and total domination at the GB-France match which was further proof of the huge investment into the sport made by those involved with juniors at schools and clubs.

The Chairman was immensely proud of the work that staff and members delivered, both here and overseas to support and promote rowing in an open and inclusive environment. The work carried out to support and encourage ethnic minorities was developing but undoubtedly needed more investment and good steps were being made to get a more even gender balance amongst junior rowers. It was now important to keep them engaged and bring them up through the sport.

The Chairman thanked the Board for its diligence and challenge, the Council and Standing Committees for their advice and guidance and for often having to juggle so many hats. She thanked the sport's fantastic and dedicated staff who ran the back office, delivered at the coal face and abandoned home and family life for long periods to travel up and down the country and across the world. Particular thanks were given to British Rowing's partners, UK Sport and Sport England, the

National Lottery, which had transformed sport in the UK, the Rowing Foundation, Henley Stewards' Charitable Trust, Help for Heroes, Row2Recovery, London Youth Rowing, the BOA and BPA; all rowing's commercial partners and delivery partners across coastal communities, Scottish Rowing and Welsh Rowing.

2. **APOLOGIES FOR ABSENCE**

Noted and recorded above.

3. **DECLARATIONS OF INTEREST**

Non pecuniary

G. Harris : Coupe de la Jeunesse President

A. Phelps : BPA Vice Chairman

Pecuniary

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 20th September, 2014 were agreed to be an accurate record and signed.

4.1 **MATTERS ARISING**

8.1 Brand Identity Guidance: Aspects of the application of the British Rowing guidelines had been queried at the Council meeting in June. The CEO advised that there would be a response once the Director of Partnerships was in post and had been able to review the guidance and the concerns.

4.2 **CEO UPDATE**

The CEO reported that his visits to the regions had been extremely useful for him and he hoped for them too.

The Strategic Plan for 2015 – 2024 was ambitious and, with the support of the Board, a phased approach to modernisation was underway. P. Hornsey was at the meeting prior to taking up his role as the new Director of Membership & Rowing Community on 12th October. The new Director of Partnerships would also join British Rowing in October, with both appointments bringing a mix of exciting new skills and expertise to the senior management team.

The CEO had been challenged by the Board to set a clear picture before them of the benefits of the new functions. He said that the membership programme had to be strengthened, untapped markets identified and commercially the sport must seek out new partnerships. As part of a five-year business model a full review of assets had just commenced. Activation of commercial partnerships would be tackled and partners sought who could offer help in areas that would be of real benefit to the organisation, such as technology.

With regard to the appointment of a Director of Innovation, British Rowing did not have the capacity to deliver on a number of levels without innovation; new formats were needed and income had to be generated. The sport had a successful Coach Education programme for an example, with excellent content, but an outdated format for delivery given its time-poor demographic.

There must be clear pathways for rowers, coaches, umpires and committees and a model of working that supports clubs and regions. British Rowing needed to encourage a lifelong commitment to the sport and inspire a new generation of rowers and volunteers, and would be taking a closer look at how that could be done.

The CEO said that he did not as yet have all the answers but once the team was in place he would be asking the senior management team to look at how support could be improved across the sport. The re-organisation was challenging and the Strategic Plan was appropriately ambitious but it was

anticipated that all sporting bodies would have to face a challenging environment following Rio 2016.

M. Laing asked how the CEO planned to improve support for the Regions. A. Parkinson said he believed that staff at HQ could improve their understanding of the challenges faced by the regions and to help them to do that his challenge to the Regional Chairmen was to ask them to provide feedback.

B. Millns welcomed a programme of pathway development that embraced all areas of the sport and not just the high performance sector.

A. Cawood said he believed it was important to have British Rowing staff working in the Regions and that those staff were the best advertisement for British Rowing. He felt that the loss of any such support would have a negative impact on growth in the Regions.

5. MATTERS FOR DECISION

5.1 VOTING AT GENERAL MEETINGS

Voting arrangements at General Meetings had been raised by two clubs at the 2014 AGM and C. Anton was thanked for his work in following this up. After discussion Council confirmed that it did not wish to alter the current system at this stage, but consideration of the issues raised, which included looking to European voting models, would be built in to the new membership offer, along with enhanced communication about representation to rowers and all other stakeholders.

It was generally agreed that the meaning of 'Member' as defined in the Articles almost certainly led to confusion among rowers, but that finding another way of referring to either the 'Members', or the 'members', ie the wider membership of registered individuals was not immediately obvious.

5.2 AFFILIATIONS & REGISTRATIONS

Council noted and supported the following:

Affiliations approved by the Board on 8th September:

Bentham Boat Club – (TL-5) BNT

The objectives of the club were to provide facilities for and promote participation of University College London Alumni. The required documentation had been seen and approved by the Chairman of the Thames Regional Rowing Council.

Alban Academy Boat Club – (Eastern) ALA

The objectives were to provide pupils in Years 7 and 8 with the opportunity to experience rowing using ergo machines and to provide pupils in Year 8 with the opportunity to experience rowing on water. The required documentation has been submitted by the Deputy Headteacher of the school, and seen and approved by the Chairman of the Eastern Regional Rowing Council.

New Affiliated Event:

The Severn Mile Head (WMids) September

Approved for inclusion in the Calendar by the National Competition Committee.

Ceasing Affiliation:

The following clubs had unpaid subscriptions from 1st April 2015. Therefore in line with Article 9 (c), as payment had not been received by 3rd October 2015, it was agreed that they should be removed from the list of Affiliated Members:

- Hinchley Wood BC (TU-4)
- Meles BC (WAGS)

James Allen's Girls' School Boat Club (TL-7) had also ceased affiliation with pupils continuing the sport at nearby clubs.

6. REPORTS

6.1 CEO AND BOARD REPORT

The CEO's report was comprehensive but he drew Council's attention to the following;

Membership – numbers remained healthy, if flat-lining at the moment, and there were opportunities to grow.

The Indoor Rowing Strategy – had been circulated and aimed to set out a coherent plan for work in this area. It had been drawn up following consultation with a number of stakeholders and would be incorporated into British Rowing's overall business plan.

International Racing Review – the success of the national team was documented by the Performance Director in his detailed report which included the clubs of the athletes.

Women in Rowing – Council was asked to circulate the paper 'Improving Women's Experience in Rowing' as widely as possible.

Website redevelopment – The British Rowing website was being updated. A great deal of work had gone into streamlining the content and Council was urged to log on to the Beta version at the Conference and provide feedback now, whilst changes could still be made.

Management Accounts – Council was asked to note the management accounts for the three months to 30th June 2015, together with the revised full year forecast. The budget had been revised because of some significant changes during this transition period. It was noted that the variance in the budget for the High Performance programme was a matter of timing. The Finance Director pointed out that the cost for the redecoration of HQ referred to essential repair work to the external walls of the building.

Arising from the report: A Blit accepted that rowing continued to make progress in achieving a gender balance at entry level, however he asked the Board to look at diversity in the broadest sense and take steps to develop this area. The CEO said this would also be an area for the Director of Membership & Community to work on; the sport must attract new rowers, retaining those it already had and create good pathways for all.

A. Cawood raised a point relating to proposals in R. Mayglothling's Review of Coaching & Coach Education Programme. He was advised that plans to introduce a new Sessional Coach Award were intended to ensure that there was a first step in coaching that provided a clear pathway for instructors if they wished to progress to a club coach. This award was to be piloted in the Autumn with a view to introducing in the spring of 2016. He would follow up his queries in more detail with R. Mayglothling and C. Hetherington.

Council members were invited to test the RowActiv software which was being demonstrated by PureGym staff on the indoor rowing machines at the Conference.

6.2 SPORT COMMITTEE REPORT

In the light of the earlier discussion M. Stallard was pleased to report that three of the standing committees were currently chaired by women and he hoped his successor would see this number rise in the future.

The CEO gave a brief update on the status of the Competition Review which was moving forward with more testing of the online systems and data collection taking place in December. Rowers and event organisers had been told of the changes and the way in which this may have an impact on their racing status in the future. British Rowing staff were working with the Competition Review Group and the CEO asked all to continue to feedback on how this could be shaped. A. Cawood asked when the approval of Council would be given for the proposed changes. The Chairman said that from memory Council had given the review group a mandate to take the matter forward at an

earlier meeting (Council meeting 18/6/15)¹. It was noted that in parallel to communications on the website, Club Stream and emails to event organisers, specific notification to Council should also be sent to ensure that all were informed and aware of developments.

A Crawford wished to record his personal thanks to M. Stallard for his considerable work in establishing and developing the work of this committee since its inception three years ago. It was also noted that S. Darnbrough was standing down as secretary of the National Competition Committee and he was thanked for his input over many years.

6.3 INTERNATIONAL MATTERS

Agenda 2020 - Internationally British Rowing continued to work closely with FISA to address the IOC's Agenda 2020. A response to FISA would be discussed by the Board in November and members were referred to 'Equality for Tokyo', an excellent article by Martin Cross in Rowing & Regatta. At Tokyo 2020 there would be seven male and seven female boat classes and, alongside the sport's commitment to gender equality, a drive to increase popularity through innovation and enhanced televisuality was key to its presence on the world stage. These were areas of vital importance to rowing to ensure its place in the Olympic Games. The Regions were asked to feed back any proposals with regard to the FISA congress report to the Chairman or CEO by 23rd October.

FISA Rule Changes – Federations had been asked to respond to FISA on the following matters by 30th November; Principles of a Rowing Event Programme, the Statutes, the Rules and Regulations. If any members wished to send feedback to the Chairman or the CEO they were asked to do so as soon as possible.

FISA Congress

Council noted the report from the FISA Ordinary Congress held in Chambéry, France on 7th September 2015.

Commonwealth Rowing Association

The notes of the meeting held in Aiguebelette, France on 5th September were noted.

Coupe de la Jeunesse

A report from the Coupe de la Jeunesse delegates meeting held on 1st August 2015 in Szeged Hungary was received from R. Dennis.

European Rowing Management Board

The Chairman's report from the 2015 General Assembly of European National Rowing Federations held in Poznan, 30th May 2015 was noted.

7. INFORMATION

7.1 MEETING DATES 2016

The proposed schedule of Council meetings for 2016 was noted and approved.

7.2 BOARD APPOINTMENTS

Senior Independent Director

Council noted that the Board had approved the decision of the Independent Directors to appoint F. McAnena as the Senior Independent Director.

Athlete Director

Four candidates, two female and two male, had been proposed by the national team. Following an

¹ Council Minutes of 18th June 2014 state "That the NCC Competition Review Working Group, in conjunction with the staff of British Rowing, be given a mandate to develop the new Competition Structure, Ranking Index and Rower Passport, in accordance with that outlined in the National Competition Review Report [..]".

election on 7th September the new Athlete Director was confirmed as N. Reilly O'Donnell. Council joined the Chairman in recording thanks to P. Hill for his input during his three-year term.

8. ELECTIONS

Council Elected Directors

Three nominations had been received and therefore an election would be held at the end of the meeting. L. Lion and A. Johnson were the successful candidates.

Sport Committee Chairman

Matt Stallard, as the incumbent Chairman, was eligible to stand for a further term but had indicated that he would like to stand down. Two nominations had been received for the position, and following a secret ballot A. Crawford was elected for a three year term of office.

In line with the revised Articles the position of Deputy Chairman of the Sport Committee ceased to be a Director of British Rowing from the October 2015 Council meeting, reducing the number of Board Directors of British Rowing from 13 to 12. Nominations for this role would be sought prior to the November meeting and, if necessary, an election would be held then.

Standing Committee Chairmen

The terms of office for the following Chairmen were due for renewal and Council approved the following re-appointments.

National Coaching Committee: Kate O'Sullivan, National Competition Committee : Fiona Dennis, Recreational Rowing Committee : John Turnbull, Junior Rowing Committee : Mike Martin, National Umpiring Committee : Dan Smith.

Council Representatives

The terms of office for a number of Council Representatives were due to come to an end and Council was reminded that the Company Secretary must be notified of the outcome of elections no later than 30th November, 2015.

9. ANY OTHER BUSINESS

Canal & River Trust: There had been a productive meeting with the Chairman. The Trust had said it would welcome river users of all persuasions at their local user group meetings <https://canalrivertrust.org.uk/about-us/governance/national-advisory-groups>. Regions were urged to encourage attendance to represent the interests of rowers.

Royal Albert Dock Trust: The Deputy Chairman reported on developments at the Royal Albert Docks where investment had been secured to drive participation in East London. A full report would be made to Council in November.

Safety Guidance: The Thames Regional Rowing Council was congratulated on its new safety guidance, essential reading for all rowing or training on the Tidal Thames. Copies had been distributed to all clubs on the Tideway. Both the PLA and Holme Pierrepont now required all launch drivers to have accreditation.

Freshers' Handbook: The Yorkshire Region had produced a Freshers Handbook. A. Cawood said the booklet had been very well received by the universities in his region and thanked British Rowing for its input.

Medal of Honour: The 2015 Medal of Honour was awarded to Greg Gregory-Jones, for his outstanding service and huge contribution to many areas of the sport over a period of 40 years.

Volunteer and COTY Awards: The annual Volunteer Awards Lunch would take place in London on Saturday 28th November, immediately after the next Council meeting.

The Flood Expo: Council was informed about the exhibition on 14th and 15th October, which was free to attend.

10. DATE OF NEXT MEETING

The next meeting of Council would be held on Saturday 28th November 2015 at the Cutlers' Hall Warwick Lane, London EC4M 7BR at 10.00am.

The meeting ended at 12 noon.