

MINUTES

Approved at 21 March 2022 Board Meeting



Meeting **BOARD**

Location Online (Google Meet)

Date / Time Monday 24 January 2022

Present: Mark Davies (MD) (Chair)
Kate O’Sullivan (KOS)
Liz Behnke (LB)
Nick Hubble (NH)
Laura Lion (LL)
Simon Reeves (SR)
Karena Vleck (KV)
Martin Claxton (MC)
Peter Milhofer (PM)
Tina Kokkinos (TK)
Alastair Marks (AM) (Interim CEO)

In attendance: Tatiana Doncaster (TD), Susan Lightman (SL), Genevieve Collett (GC, Minute Secretary)
For item 6.1: Sally Munday (SM) Kate Baker (KB) Simon Morton (SMo) from UK Sport

1	CHAIR’S INTRODUCTION Mark Davies (MD) welcomed the Board to the meeting.	
2	APOLOGIES FOR ABSENCE and quorum The meeting was quorate. There were no apologies for absence.	
3	DECLARATIONS OF INTEREST There were no new declarations of interest from the Board.	
4	APPROVAL OF MINUTES from the previous Board Meeting on 24 November 2021. The minutes of the above meeting were noted and approved by the Board.	
5	MATTERS ARISING (not otherwise covered on the agenda) All matters on the action tracker were completed apart from: a) the selection of an Athlete Director for the Board panel. Decision: Susan Lightman (SL) will circulate a paper setting out plans for this to include consideration of the Athlete Director role being filled by a recently retired athlete to minimise conflicts of interest. Action: Recruit and appoint a new Athlete director to the Board.	SL

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	<p>b) Review the Diversity and Inclusion Survey Findings and agree on a future approach.</p> <p>Decision: The Board would return to the Survey findings in March 2022 when they had clarity of strategy going forward, to ensure greater impact.</p>	All
6	DISCUSSION ITEMS	
6.1	<p>UK Sport Conditions Discussion (with UK Sport in attendance)</p> <p>The Chair welcomed Sally Munday (CEO) Simon Morton (Deputy CEO) and Kate Baker (Director of Performance) from UK Sport to this part of the meeting.</p> <p>A full and constructive discussion was had on the challenges for the sport over the past cycle leading up to and beyond the Tokyo Olympic and Paralympic Games.</p> <p>Several follow up meetings and discussions were agreed.</p> <p>Action: AM to follow up on some issues raised and meetings to be set.</p>	
6.2	<p>FINANCE UPDATE</p> <p>6.2.1 Finance Committee Report</p> <p>Tina Kokkinos (TK) thanked members of the Finance Committee for their additional input over the last two months to deal with the information gaps and confirmed that there was now a financial calendar in place that was more sequenced.</p> <p>It was noted that the sponsorship deal with Nike had now gone through but that it would be helpful to show the breakdown of the financial clauses.</p> <p>Action: AM to work with Kenny Baillie to produce a Nike deal follow up paper to illustrate audit trail and mitigations.</p> <p>A discussion was held on the progress of the coaching and education programme. AM confirmed a meeting was in place with himself, Sarah Harris, and Rachel Hooper to determine the scope and future direction for the growth of the programme which was fundamental to the growth of the sport.</p> <p>Action: A paper on coaching to come to the next board to include education.</p> <p>6.2.2 Reserve Policy</p> <p>Decision: The Reserve Policy was approved by the Board, and it was agreed that it would be reviewed in six months' time.</p> <p>Action: FC to review the Reserve Policy with specific reference to PM request to recommend an approach for the Hammersmith and Investments and come back in 6 months.</p>	<p>AM</p> <p>AM</p> <p>SL</p>

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<p style="text-align: center;">6.2.3</p>	<p>Finance Committee TOR</p> <p>A discussion was held on whether the Terms of Reference should have the word financial added to point 5.1.6 – to ‘monitor the <i>financial</i> importance’. This was put to a vote and the motion to leave the Terms of Reference unchanged was carried through 4 to 1 (with 5 abstentions.</p> <p>Decision: The Finance Committee Terms of Reference was approved by the Board. (MD and TK to discuss offline the wording within the membership papers further).</p>	<p style="text-align: center;">TK</p>
<p style="text-align: center;">6.2.4</p>	<p>World Rowing Coastal Championships & Beach Sprint Finals 2022 – Update</p> <p>The Board noted and appreciated the clarity of the paper produced by Rachel Dulai. Currently, the Coastal Championships were £11K over budget but it was hoped that a sponsorship deal, yet to be forthcoming would mitigate this. AM noted that a sponsorship deal was likely to come late. It was agreed that a timeline on risk should be actioned and that by June 2022 any losses should be reflected on and then brought into next year’s budget if necessary. In any event, it should not be mixed in with the budget for other events but kept separate.</p> <p>Decision: An update to be brought to the June meeting.</p>	<p style="text-align: center;">AM</p>
<p style="text-align: center;">6.3</p>	<p>MEMBERSHIP & CLUB AFFILIATION UPDATE</p> <p>Nick Hubble (NH) shared that he would be happy to be involved with the club affiliations aspect and in turn the financial implications of funding (incentivising) the clubs to affiliate. It was agreed that NH would meet with AM to discuss. The Board broadly agreed that they were happy with the direction of travel in the update and were satisfied with the progress made so far.</p> <p>Action: An update paper to be brought to the March meeting.</p>	<p style="text-align: center;">AM</p>
<p style="text-align: center;">6.4</p>	<p>DIGITAL PLANS UPDATE</p> <p>The Board agreed that they were happy with the digital plans progression and mooted whether 50K as investment was too light. The Board considered whether the app could accommodate other interest groups within the British Rowing community, e.g., umpires and it was agreed that other platforms may be a better route for this.</p> <p>Action: An update paper to be brought to the March meeting.</p>	<p style="text-align: center;">AM</p>

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6.5	<p>RISK REGISTER DISCUSSION</p> <p>It was noted that business continuity as a risk was missing from the top line risks set out in this paper and it was agreed that it was.</p> <p>Action: That business continuity should be added.</p> <p>Decision: To authorise the Committee to consider detailed risks as in line with this paper.</p>	AM
6.6	<p>RESIGNATIONS & AFFILIATIONS</p> <p>The paper was noted and accepted.</p> <p>Decision: It was raised by MD and agreed by all that in terms of the articles it would be helpful to all if i) the affiliated clubs could be contextualised by a rolling average being given, ii) if a reason could be given for why a club was not re-affiliating.</p> <p>Action: Resignations and Affiliations paper to provide overall trend summary to show progress over time. This should be tabled at the next meeting.</p>	SL
7	ITEMS REQUIRING BOARD APPROVAL	
7.1	<p>CHESTER LE STREET NEXT STEPS</p> <p>The paper was noted by the Board.</p> <p>Decision: SL to bring a report on the Club's progress in complying with the recommendations with a recommendation for future conduct to the March 2022 Board meeting.</p>	SL
7.2	<p>PROPOSALS FOR INDEPENDENT BOARD REVIEWS</p> <p>A discussion was held on the timing of the Independent Board Review which was due to be completed by 31 March 2022. It was suggested that it might be helpful to delay this review by up to 6 months (until after the appointment of the new CEO).</p> <p>Decision: AM to ask UK sport to see British Rowing could delay board review for timings reasons above.</p> <p>A discussion was held on which company/website provider to use for the Board Effectiveness Questionnaire for the Independent Board Review</p> <p>Decision: AM, PM, and SL to discuss offline the two providers in more detail and to reach a decision on which provider to use based on merit between them.</p>	AM

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	<p>Action: Depending on response from UK Sport to above AM/SL/PM to assess and recommend consultant to carry out above work with appropriate timescale.</p>	AM/PM/SL
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8	ANY OTHER BUSINESS
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	<p>Water Safety Guidance Paper</p> <p>The paper proposed that in the interests of inclusivity being able to swim was not a requirement to participate in club rowing and that being able to float (reliant on a buoyancy aid) was a more effective way of ensuring survival.</p> <p>Decision: The Board agreed that it would not approve this recommendation change but that it should be further discussed by the Executive who should come back to the June Board meeting with a firm and unambiguous standpoint on the matter.</p> <p>Action: The matter would be taken on by the Executive to provide an update and would be brought back to the March Board meeting. (It was noted that Stephen Worley, the Chief Safety Officer, was attending the Audit and Risk Committee in February to speak further on this matter).</p> <p>Competition Calendar</p> <p>Decision: The Competition Calendar was approved by the Board. (NH and MH will address the issue raised by MC offline.).</p> <p>Going forward it was agreed a note would be made on Board papers to indicate whether they were publishable or not.</p> <p>Action: The Competition Calendar could be published on the BR Website. It should also be published on the roadmap domain (microsite) so that people could comment.</p> <p>Performance Restructure Update</p> <p>Decision: This paper was formally approved by the Board.</p> <p>Action: It was agreed that an updated version would be brought to the next Board meeting in March written by LL and AM.</p> <p>Priorities for the Executive Team</p> <p>Action: Board papers on key priorities tied to budget requests should be brought to the next Board Meeting These may include but not exhaustive to coaching, education, coastal, indoor, recreational, masters, membership, and a UK sport plan.</p>	<p>AM</p> <p>LL/AM</p> <p>AM</p>
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	<p>Senior Championships</p> <p>MC questioned why a date for the Senior Championships had not been identified.</p> <p>Action: The competition calendar to be updated to reflect both the off shores events along with corrected world events.</p>	NH
9.	<p>The Board noted the following papers:</p> <p>A1. Membership KPI Status Report – A.1 Part 2</p> <p>A2. Governance & Integrity Report</p> <p>B1. Audit & Risk Committee Minutes (no meeting in period)</p> <p>B2. Sport Committee Report (from 15.01.2022 meeting)</p>	
	<p>DATE OF NEXT MEETING – 24 March 2022, 12:30 by Google Meet</p>	