



BRITISHROWING

CEO Review of 2018/19

12 October 2019

TEAMWORK | OPEN TO ALL | COMMITMENT



FORMAT

11.00

Registrations

11.30 to 13.00

**Strategic Objectives Update
Questions**

13.00 to 13.30

Lunch

13.30

Annual General Meeting

THE ROWING COMMUNITY

620,500

row twice a month outdoor and indoor

154,500

row twice a month on-water

31,000+

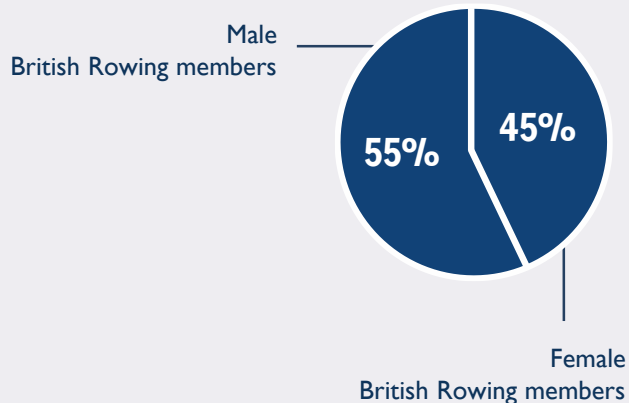
British Rowing members



93%

Of members would recommend a friend to try rowing

KEY STATS



25,000

People have successfully used our new online system to join or renew British Rowing membership since November 2018

576

Clubs affiliated to British Rowing

234

Competitions affiliated to British Rowing this year

10%

More entries to affiliated competitions over last 3 years

77%

More female members in the past 10 years

58%

Of members aged under 25

10+3

Crews qualified for the 2020 Tokyo Olympic and Paralympic Games

OUR STRATEGIC OBJECTIVES



**GROW THE NUMBER
OF PEOPLE IN
ROWING**

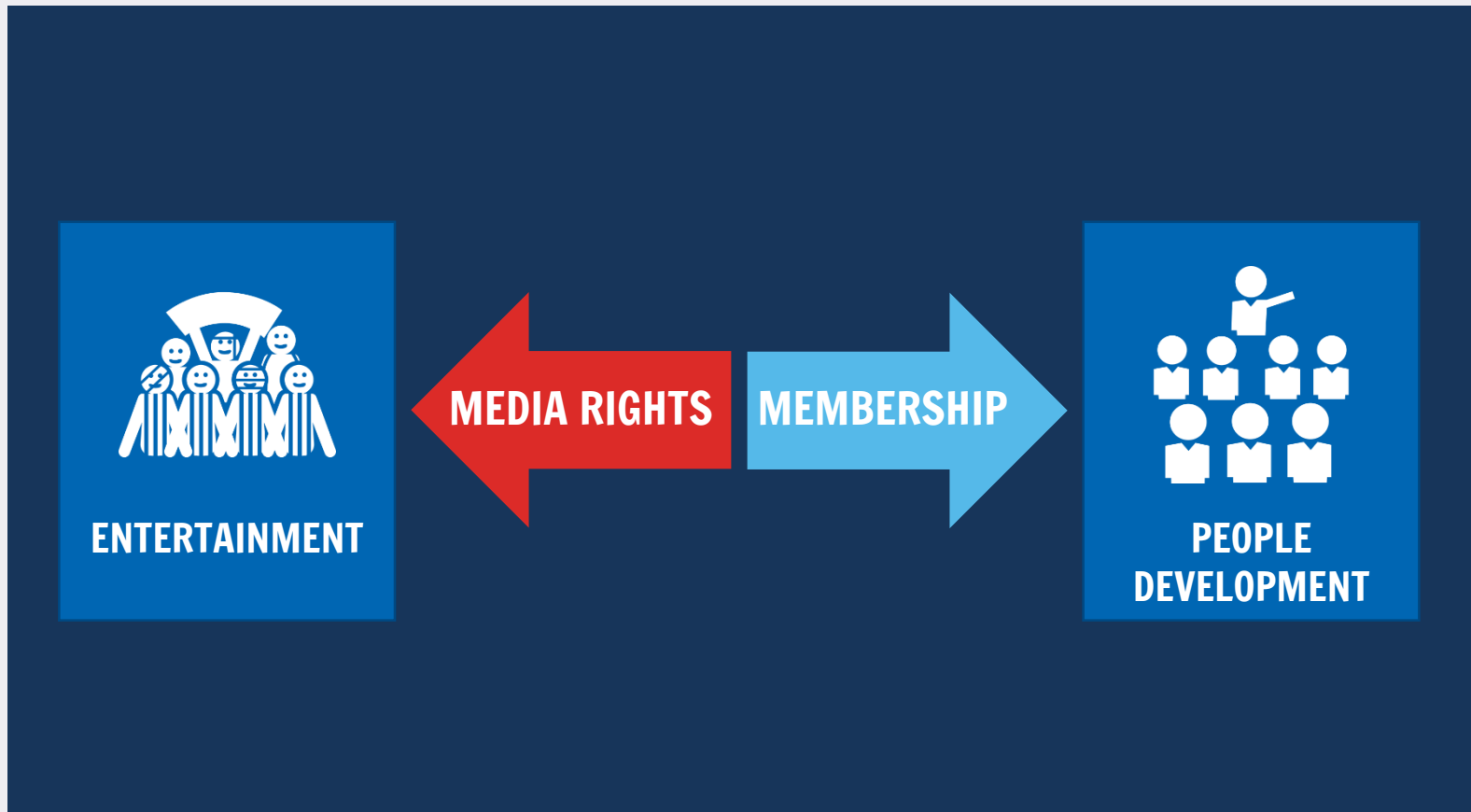
**MAXIMISE THE
VALUE OF
THE SPORT**

**PULL TOGETHER:
ONE TEAM WITH A
SHARED PURPOSE**

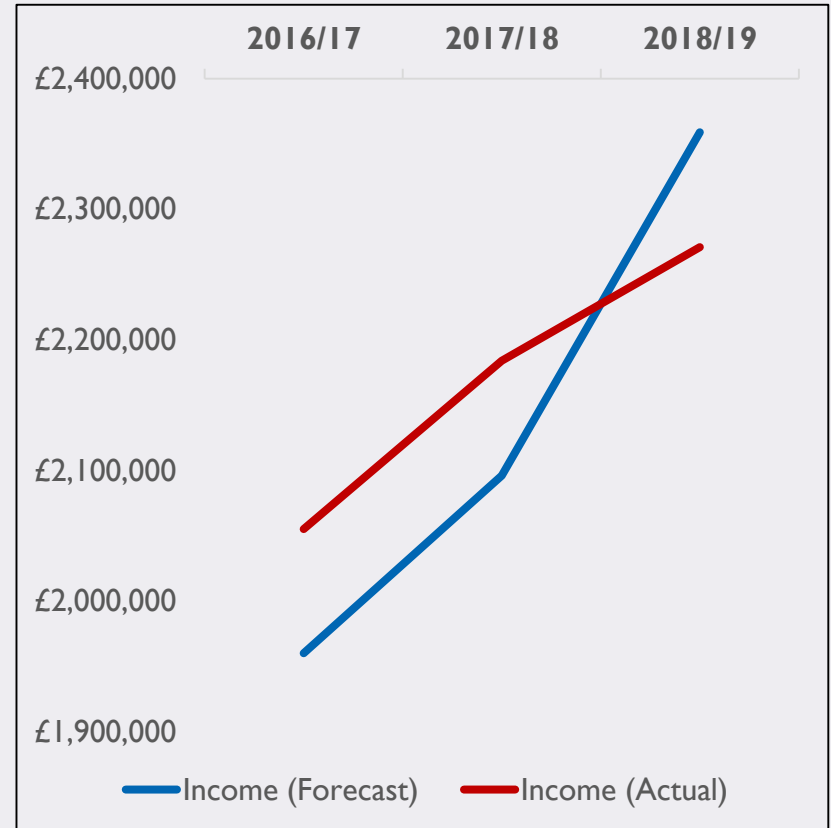
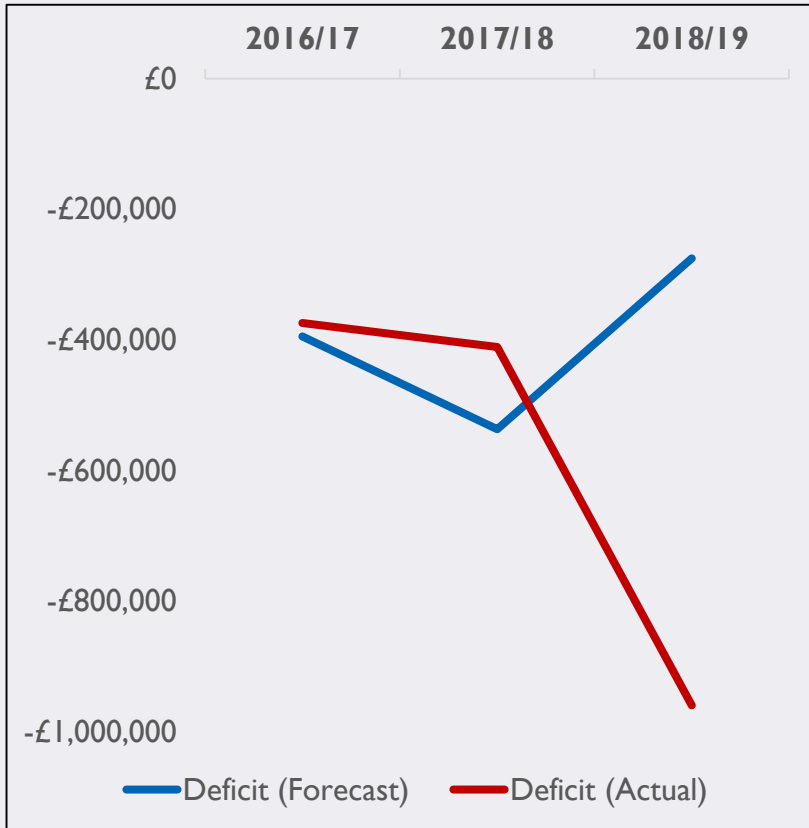
**BE THE LEADING
ROWING NATION AT
OLYMPICS &
PARALYMPICS**

**CREATE AND EMBED
PATHWAYS TO
DEVELOP TALENT**

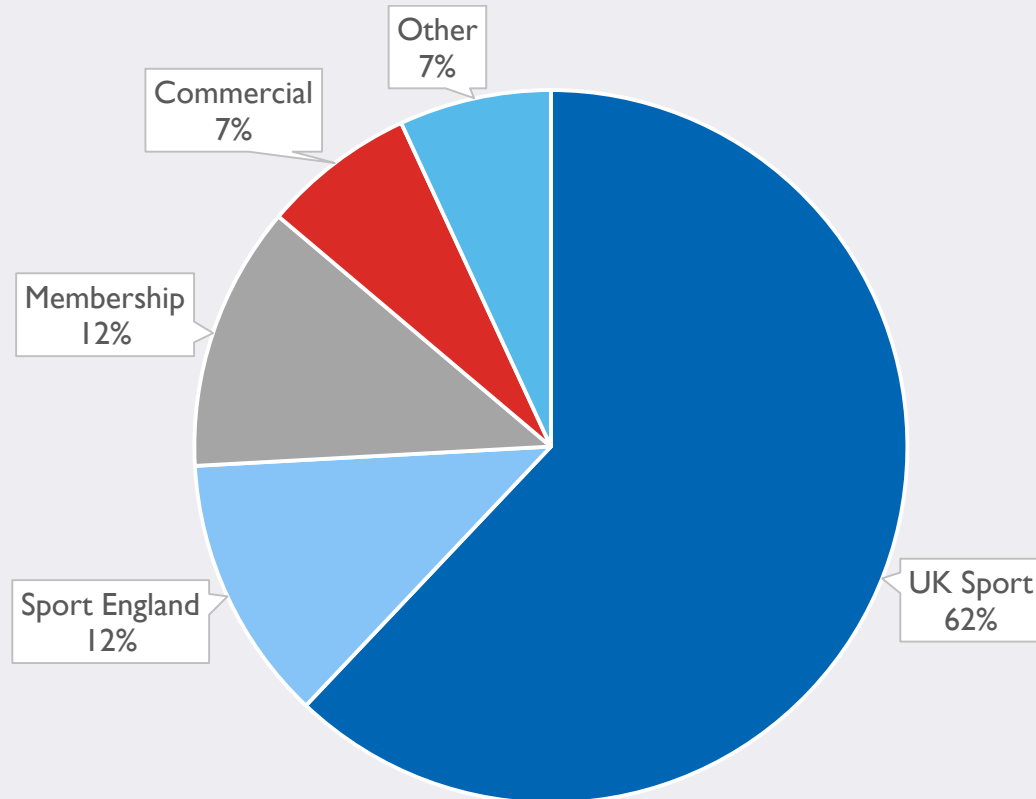
NGB BUSINESS MODEL



OUR FINANCES



OUR INCOME



together
we are
rowing



VISION & STRATEGY UPDATE

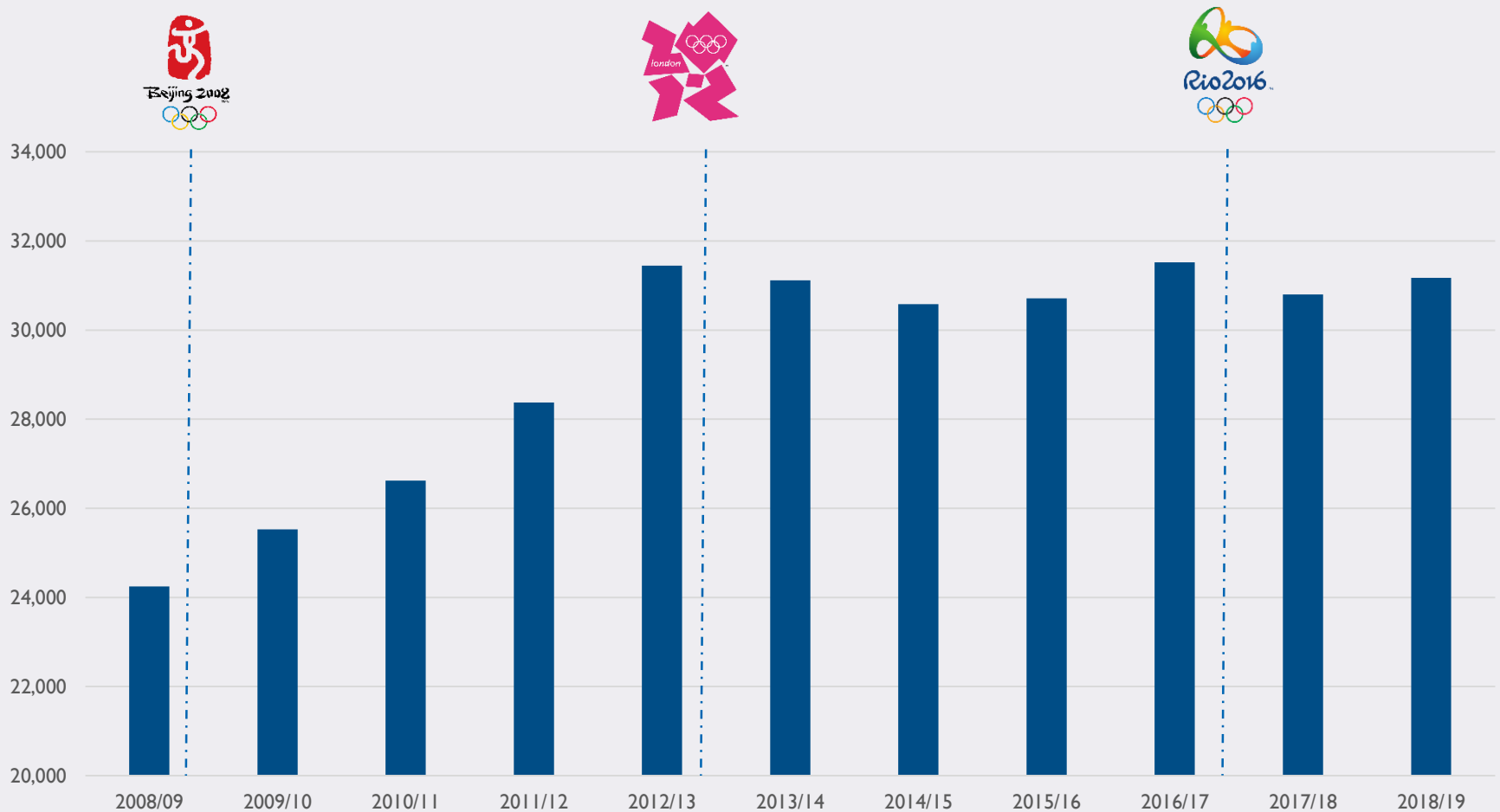
- Board & Directors' Team concluded a refresh and some changes to British Rowing Strategic Plan 2015-2024
- One page vision/strategy update drafted to be discussed with
 - Regional Chairs Forum
 - Sport Committee
 - Staff
- Draft update to be shared with senior volunteers and key stakeholders, as well as British Rowing members and affiliated clubs and feedback invited (via email, e-newsletter and social media)



GROW THE NUMBER OF PEOPLE IN ROWING

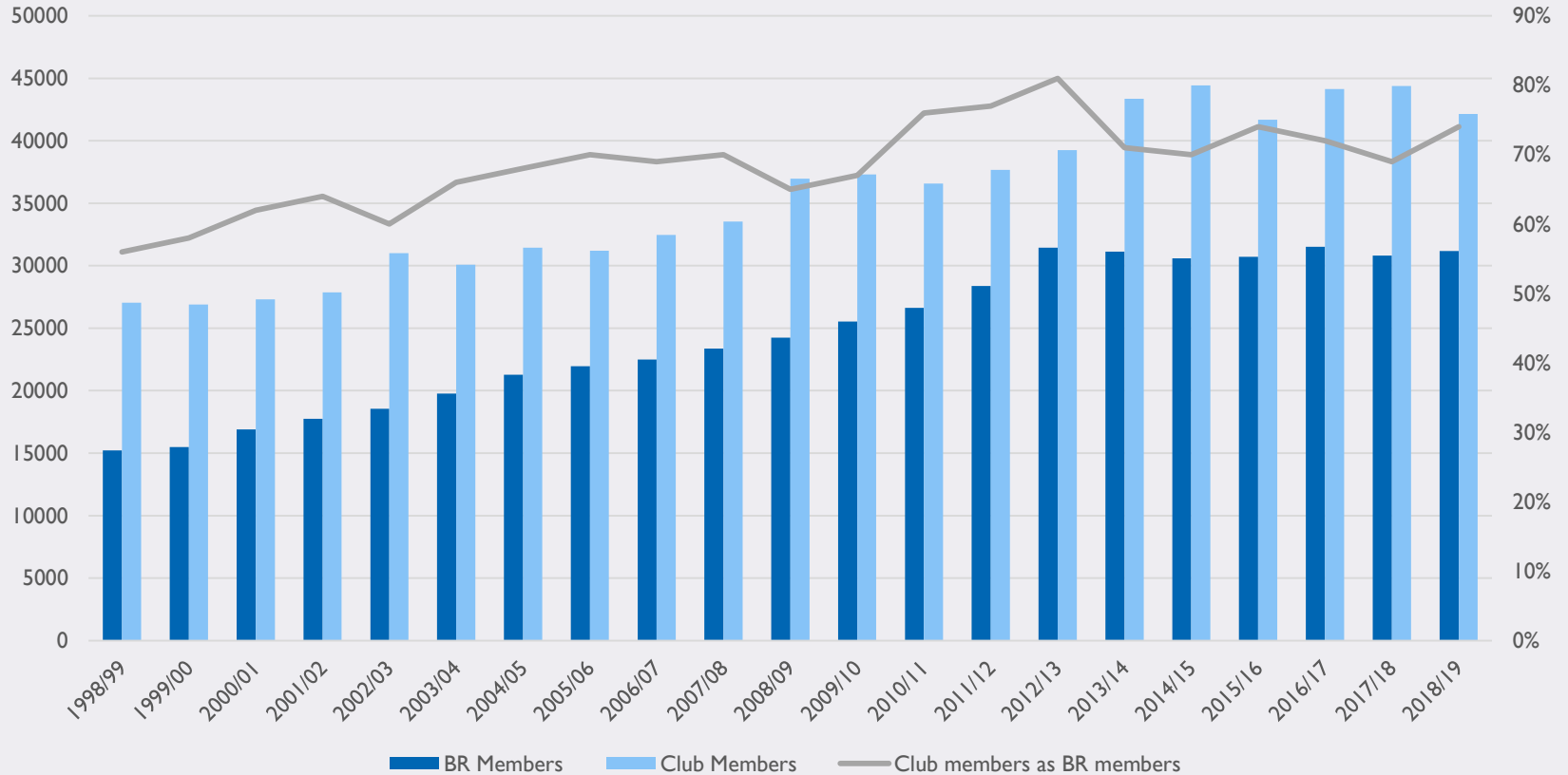


MEMBERSHIP TRENDS



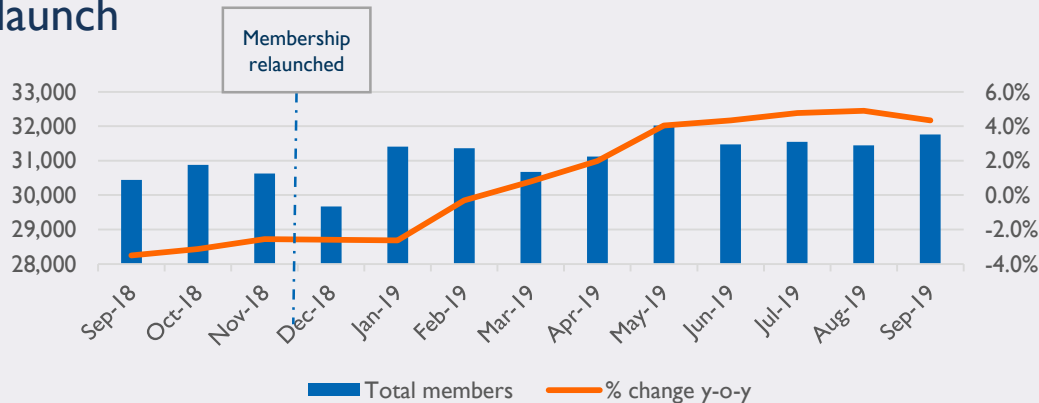
BRITISH ROWING AND CLUB MEMBERS

Declared Club Members v British Rowing Members













MEMBERSHIP OFFER

- Moved to new online membership management system
- Relaunched British Rowing membership framework in Nov 2018
- Updated categories to RACE, ROW, COACH and SUPPORT and launched new categories for Adaptive and Overseas rowers
- Refreshed member benefits and pack, including addition of Professional Indemnity Insurance for qualified coaches
- Achieved year-on-year growth in 7 of 10 months since launch



MEMBERSHIP OFFER

- Proud to be a British Rowing member? **56%**   **10%**
- Recommend a friend to become a British Rowing member? **60%**   **8%**
- Satisfied with the membership services British Rowing provides? **52%**   **12%**
- Satisfied that British Rowing membership is good value for money? **50%**   **16%**
- Happy with the service received from British Rowing staff? **74%**   **8%**

*Interim data from British Rowing Membership Survey 2019

25K
sign-ups via
new membership
system

5738
members helped
via email in last
6 months

c.2000
members helped
via phone in last
6 months

FRIEND OF BRITISH ROWING

- New category of British Rowing membership introduced
- Aimed at the community of current and former rowers that want to support British Rowing and safeguard the future of the sport
- Available to join now via britishrowing.org or by contacting the British Rowing Membership Services team

Benefits of being a Friend of British Rowing

- Stay connected to the sport you love
- Be part of a community of people who share a passion for rowing
- Make a financial contribution to support the grassroots of the sport
- Help develop and protect rowing for future generations to enjoy



together
we are
rowing

MARKET SEGMENTATION PROJECT

- Market segmentation exercise underway with Clearhound, led by Fiona McAnena, funded by Sport England
- Aimed at better understanding the existing and potential market, especially rowers and club volunteers who do not need a race licence
- Research includes focus groups and interviews with existing members, rowing non-members, and lapsed and former rowers
- Deliverables will include an overall concept and proposition statement for British Rowing membership, and recommendations about where and how to grow membership
- Propositions will be tested via a large-scale quantitative survey with the various target groups
- 12 week project, aimed to be completed by November Board meeting



together
we are
rowing

CLUBHUB PORTAL

- Designed for rowing clubs, aimed at helping make the process of managing membership easier, more efficient and secure
- Fully funded and supported by Sport England
- All clubs/schools now use ClubHub to:
 - Manage club information
 - Affiliate to British Rowing
 - Purchase EA boat licences
- British Rowing memberships and courses purchased through ClubHub
- Integration with online entry and finance systems
- Internal processes streamlined



CLUBHUB PORTAL

- Adopted by over 50 clubs already, including 7 of the top 10 biggest clubs
- £100k+ online payments taken by a number of clubs
- Successful ClubHub User Forum established
- Imminent enhancements include family memberships, customisable club welcome and renewal emails, customisable club fields and forms
- Speed of system improved by recent releases, but remains a key area of focus
- ClubHub Portal demo and Q&A with British Rowing staff scheduled for all upcoming Regional meetings



GO ROW INDOOR - MASS MARKET

- 308 Go Row Indoor Instructors now trained
- 140 Indoor Rowing Forum members
- 27,000+ subscribers of the GRI newsletter
- 14 Go Row Indoor Community Clubs signed up
- Multiple in-gym and national online challenges in 2018/19
- 7 workout videos now available including an adaptive version, original workout video has had 313,752 views
- Second launch of #SheRows campaign with over 55 focus
- Row The Distance Virtual medal offer launched 25 September
- Significant technology partner developments
- New indoor membership model in development



GO ROW INDOOR

Go Row Indoor Schools Online Platform

- Teacher/student resources - curriculum/ lifestyle focus & challenge system
- Meets Ofsted guidelines
- Due December 2019

School Games

- Over 11,000 individuals involved (2018-19) + 19 County Events supported
- YST School Games NGB of the year Shortlist
- School Games activation planned at BRIC 2019



GO ROW INDOOR

Colleges

- Indoor Rowing delivery now a key discipline in the AoC Sport World Skills Fitness Trainer & Inclusive Fitness Trainer Finals
- Fitness professional training workshop roll-out

Universities

- Continued University Indoor Rowing Series BUCS partnership (since 2010) – 1300+ 2018 competitors
- Go Row Indoor gym offer roll-out

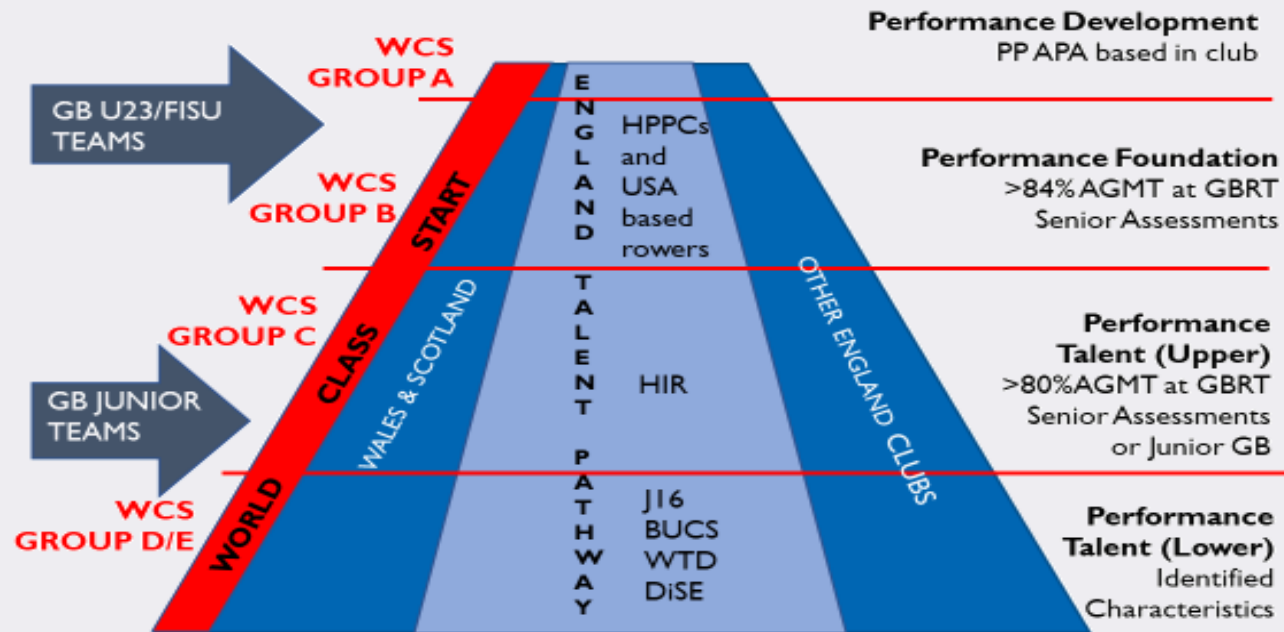


BE ONE OF THE LEADING ROWING NATIONS



PERFORMANCE PATHWAYS

England Talent Pathway moves into the Performance Directorate



PERFORMANCE TALENT

Providing support to expand the ambitions of talented rowers



England Team - HIR



Paralympic Pathway



BUCS Talent ID



J16 Camp



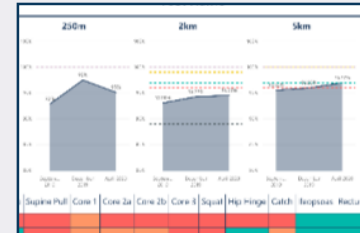
Women's Training Days



DiSE



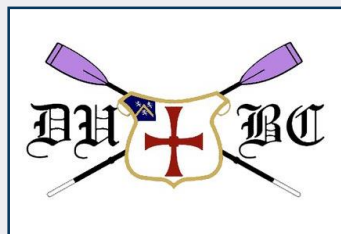
Rower Development Guide



Rower Reporting

PERFORMANCE FOUNDATION

Providing support to give talented rowers, coaches and support staff the best chance of progressing into the WCP, there are currently 8 HPPCs in England and Scotland



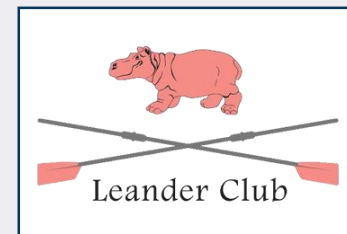
Durham University



Edinburgh University



Imperial College

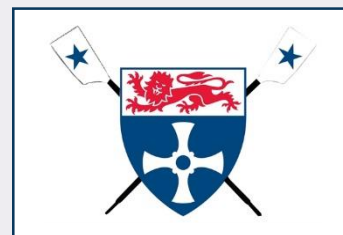


Leander Club

Leander Club



Molesey Boat Club



Newcastle University



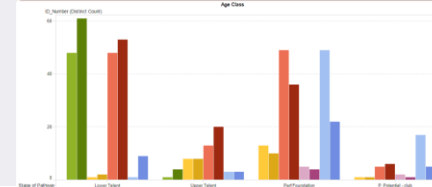
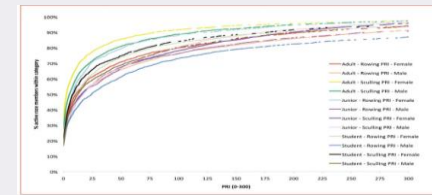
Oxford Brookes University



University of London

PERFORMANCE ANALYTICS

- Pathway athletes' data set normalised and incorporated into SAS data feed
- UK Sport pathway status reports auto generated based on latest data
- Additional investigation into pathway progress rates - year on year comparisons
- Plan to extend datasets to incorporate more testing results (in other datasets) and widen athlete group



THE TEAM IN ACTION

- Gavirate Para-rowing Regatta
- World Rowing Championships
- European Rowing Championships
- World Cup II and III
- Duisburg International Regatta
- World U23 Championships
- European U23 Championships
- World Junior Championships
- Coupe de la Jeunesse
- GB vs France match
- Munich Junior Regatta



GB ROWING TEAM IN 2019

Juniors

- Opportunity to 'test' Olympic and Paralympic venue and share with senior team
- Cohesive and collaborative coaching team

U23s

- Best ever result at a World Championships
- Cohesive athlete team coming together from clubs, British and USA universities
- A core group of athletes now multiple medallists at U23 will form core of the 2024 cycle



GB ROWING TEAM IN 2019

Olympic

- More 'first time' medallists
- Qualified 10 boats (equal top nation)
- Ongoing challenge is to convert medal performances

Paralympic

- 2 outstanding gold medals
- New P RI athlete challenging the podium
- Achieved leading Paralympic Rowing nation at the 2019 World Rowing Championships



GB ROWING TEAM RESULTS 2019



European Junior
Championships
(2 Entries)

World Junior
Championships
(9 Entries)

European U23
Championships
(6 Entries)

World U23
Championships
(14 Entries)

European
Championships
(16 Entries)

World
Championships
(19 Entries)

CONTINUING TO EVOLVE THE ENVIRONMENT

- One Chief Coach for Olympic programme
 - Create clarity in message and environment
- Combine Head of Sport Medicine and Head of Sport Science to create Head of Performance Support
 - Create clarity and alignment in delivery of services
- Appointment of 0.6 Performance Psychologist and 0.1 Clinical Psychologist
 - Help support a 'psychologically informed environment'



CONTINUING TO EVOLVE THE ENVIRONMENT

- Rower Rep Group
 - Create a larger rower rep group to enable
- Athlete Focus Groups
 - Independently lead, to enable all athletes to share experience and inform leadership team
- Staff Personal Development
 - Coach developers with WCPP experience engaged to support GBRT, HPPC and World Class Start
- Athlete Mentor Group
 - Support Performance Lifestyle in enabling programme athletes to THRIVE through the experience of ex athletes



GREAT BRITAIN BEACH SPRINTS TEAM

During the Summer the first Great Britain Beach Sprints Team was selected. This team of 4 rowers and 1 cox will compete for GB at the Inaugural World Beach Sprints Finals in Shenzhen, China in October 2019

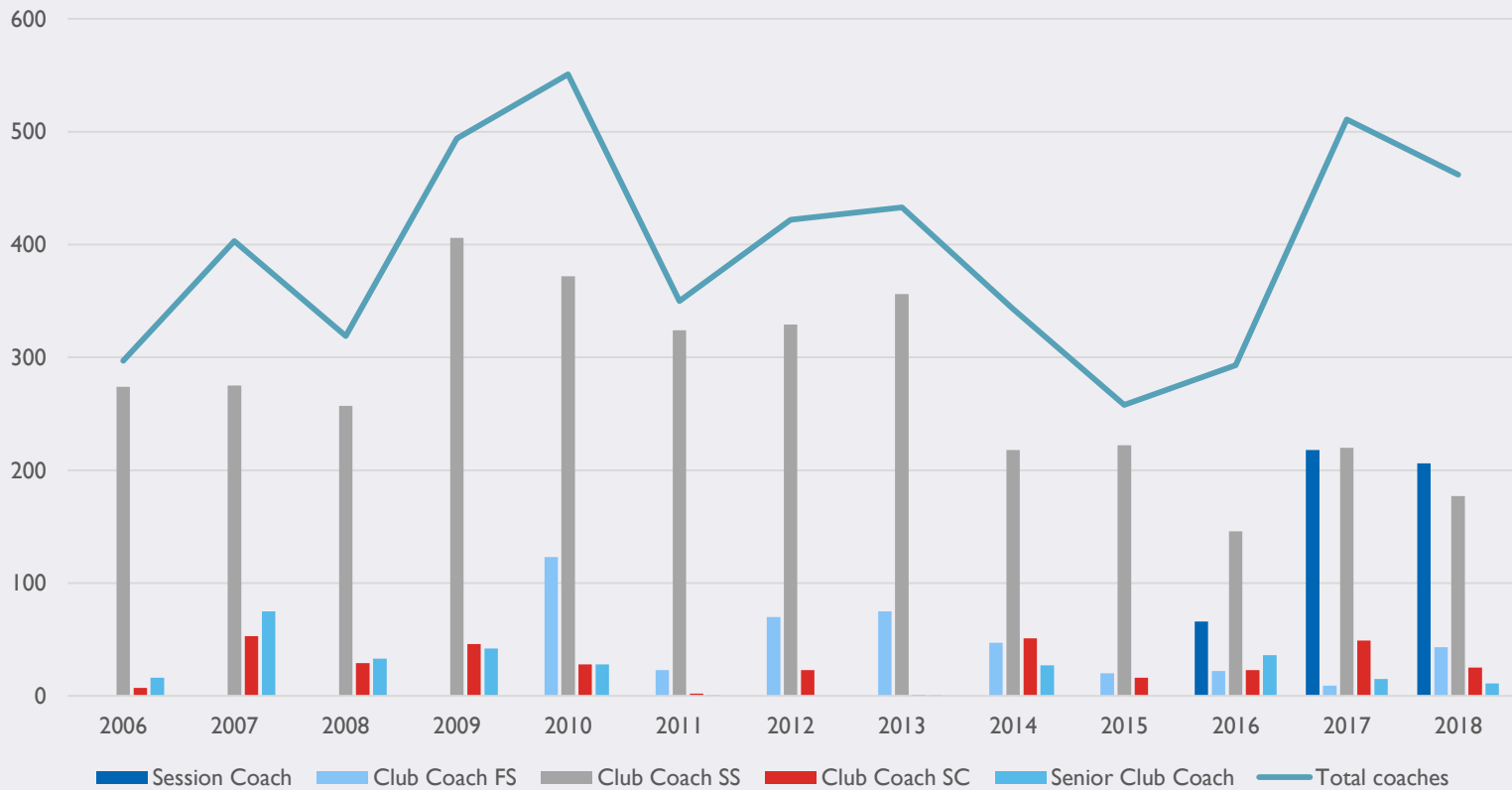


CREATE AND EMBED PATHWAYS



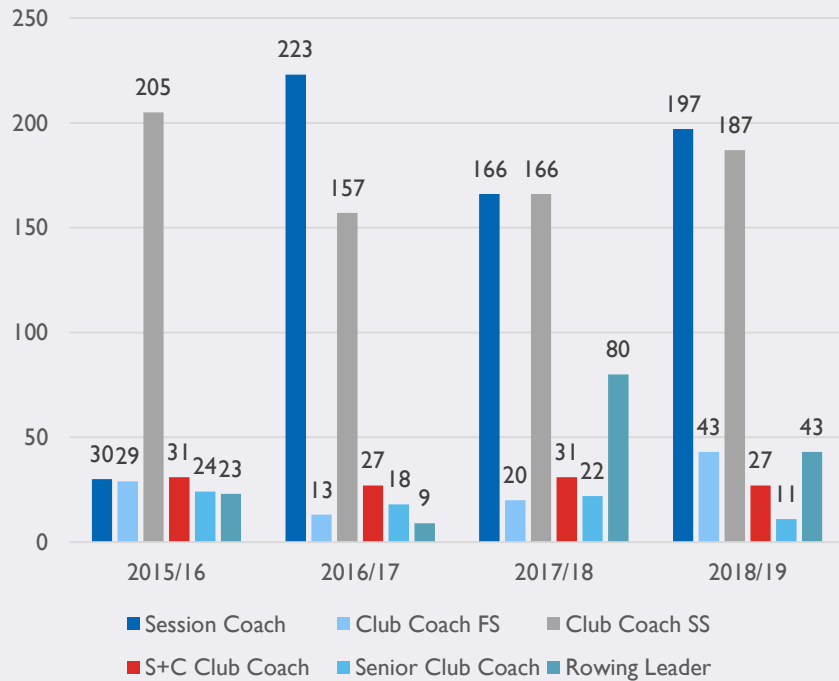
COACH EDUCATION TRENDS

British Rowing Coaches Trained - 2008 to 2018

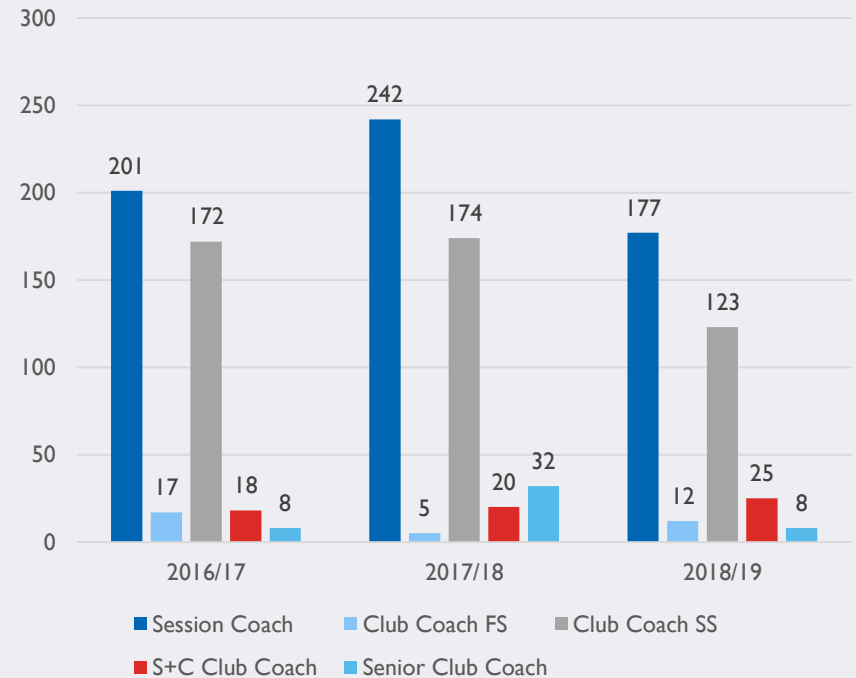


COACHING COURSES & COMPLETION

Number of Coaches being trained 2015-2018

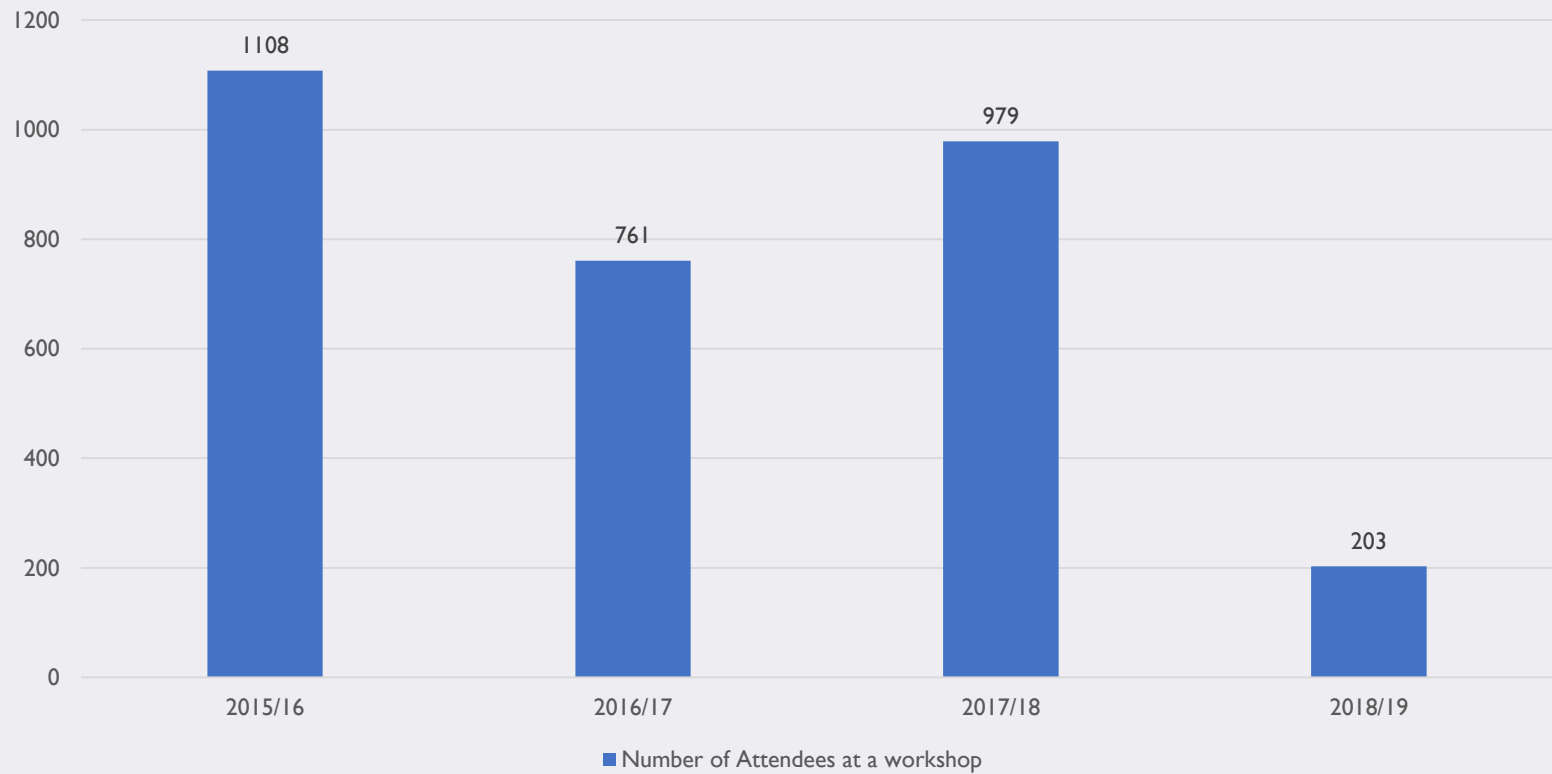


Qualifications Completed



WORKSHOP TRENDS

Number of attendees at workshop 2015-2018



COMPETITION FRAMEWORK & BROE2

- First full head and regatta season under the new framework completed
- Many event organisers have now completed their second regatta using BROE2 and the new framework
- Peer review of underlying algorithm conducted by SAS Analytics, academic study in progress by Cambridge University
- Technical paper produced with SAS' findings, including information on plans for how the framework can evolve
- Next phase includes investigating a quality factor based on the standard of competition, and reviewing how ranking points are allocated to Masters rowers
- Now officially known as the 'SAS Ranking Points Index'.

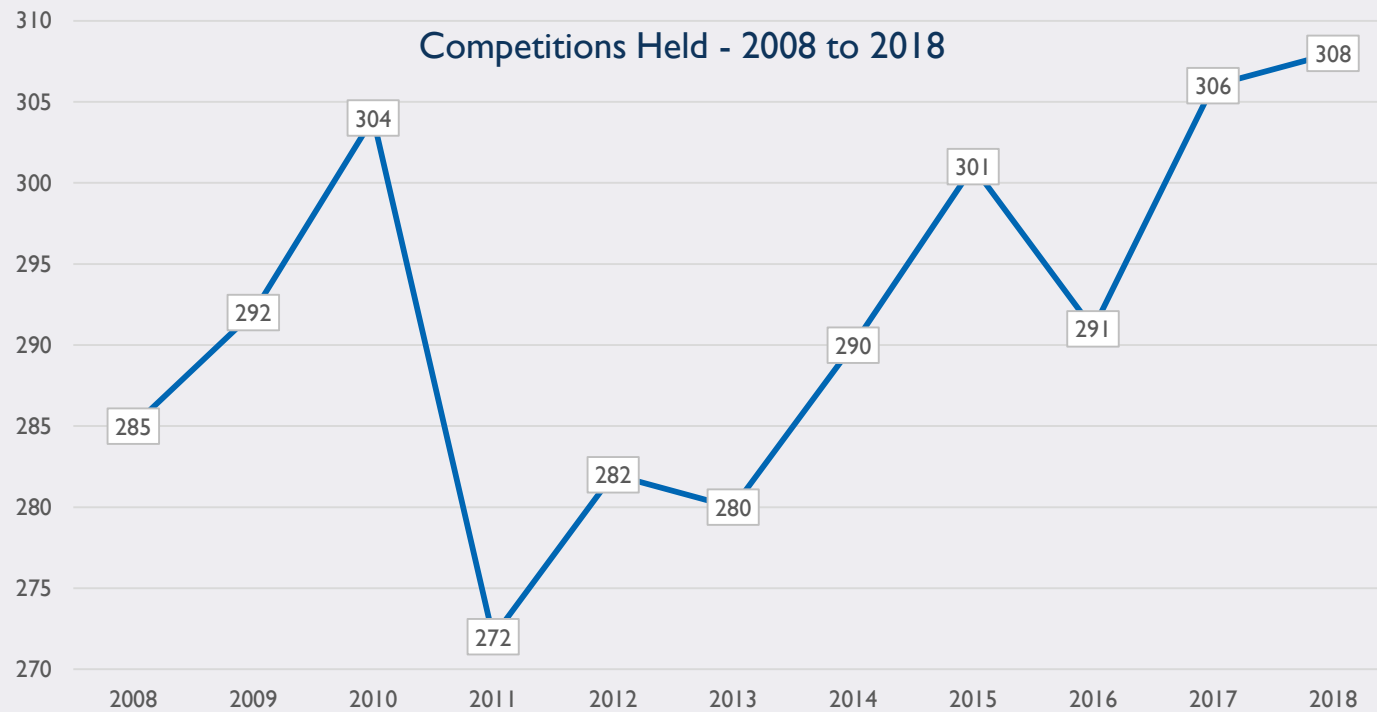
565
competitions
run on
BROE2

145K
crews entered
through
BROE2

£4.2m
payments made
through
BROE2

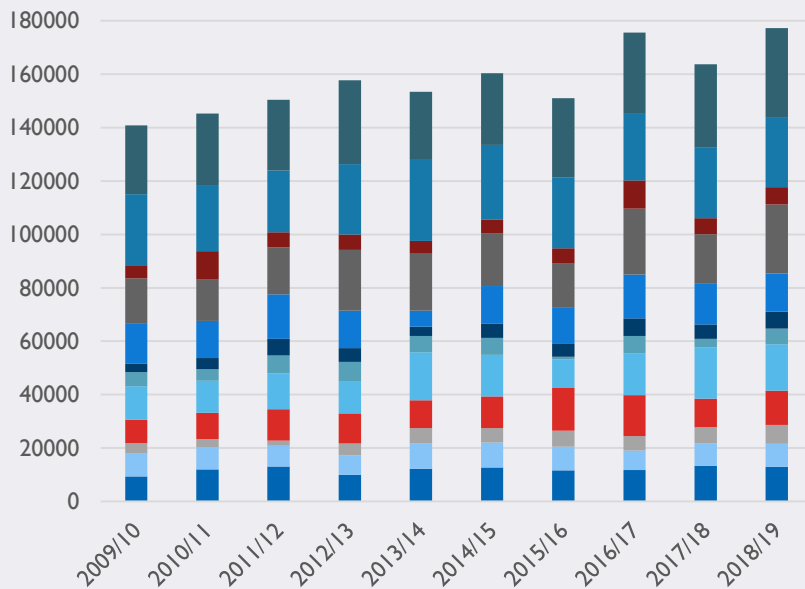
COMPETITION TRENDS - EVENTS

Number of competitions between 2008 and 2018 up by 8%

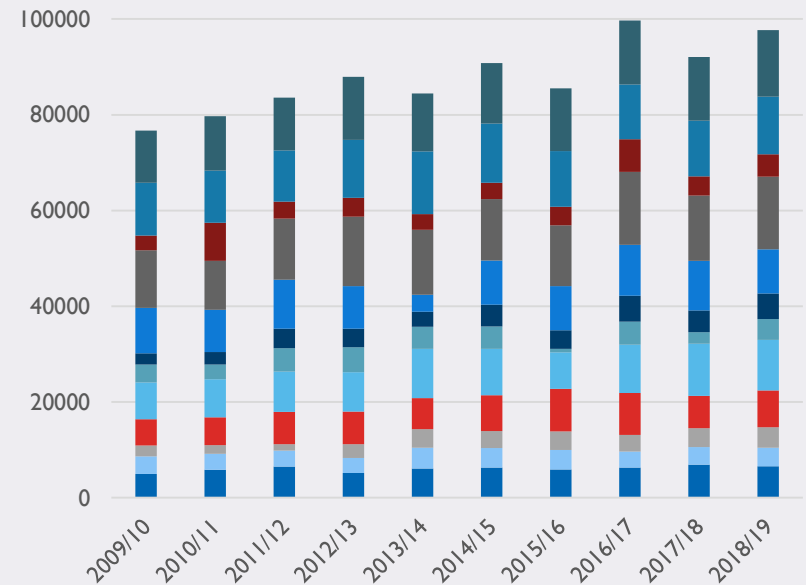


COMPETITION TRENDS - ENTRIES

Total race entries per season
(for competitions that ran)



Total individuals entering races per season
(for competitions that ran)



- Record number of race entries during the 2018/19 season
- Number of people entering races and total entries up 10%
- Record average number of race entries per British Rowing member per season (5.75)

HRR CHARITABLE TRUST COACHES

- Joint programme between Henley Royal Regatta Charitable Trust, Sport England, British Rowing and community clubs and centres
- Targeted at young people who would not usually have the opportunity to experience rowing
- Coaches take on a two year, part-time postgrad course and spend 20 hours per week coaching
- Coaches in place at Dorney Lake/Slough, City of Sunderland Rowing Club and Star Club, Bedford
- Recruitment underway at AHOY Centre in London, Dudley Rowing Club and Strathclyde Park
- Programme has supported 87 coaches to deliver activity in 185 clubs and countless schools
- In 2018/19 the programme engaged with 1003 young people



INVICTUS GAMES

- Looking ahead to The Hague 2020
- 210 indoor rowers to be trained across four multi-sports camps
- UK Games in Sheffield (136 competed at indoor rowing)
- 150 indoor rowers training across three multi-sports camps (increase due to competitors being inspired to try indoor rowing after watching it at the UK Games)
- BRIC 2019 significant number of Help for Heroes beneficiaries expected
- Invictus Games in The Hague - 9-16 May 2020



MAXIMISE THE VALUE OF THE SPORT



TAX FREE



BRITISH ROWING CHAMPIONSHIPS



JUNIOR
INTER-REGIONAL
REGATTA



MASTERS
CHAMPIONSHIPS



OFFSHORE
CHAMPIONSHIPS



JUNIOR
CHAMPIONSHIPS



BEACH
SPRINTS



SENIOR
CHAMPIONSHIPS



BRITISH ROWING CHAMPIONSHIPS

JIRR			JUNIOR CHAMPIONSHIPS		
2019	2018	2017	2019	2018	2017
1008	1008	1008	1055	927	965
MASTERS CHAMPIONSHIPS			OFFSHORE / BEACH SPRINTS		
2019	2018	2017	2019	2018	2017
469*	885**	998**	80 / 30	61	45
SENIOR CHAMPIONSHIPS			INDOOR CHAMPIONSHIPS		
2019	2018	2017	2019	2018	2017
131	216	264	444†	1800+	1600+

* Strathclyde Country Park, Glasgow

** National Water Sports Centre, Nottingham

† entries to date



BRITISH ROWING CHAMPIONSHIPS

Next for BRSC

- The British Rowing Senior Championships Organising Committee has proposed not to run an event in 2020
- Take the next six months to review the process for how and when to run the event in 2021
- Plan to be established by 1 March 2020.

Major Event Strategy

For approval at November Board meeting

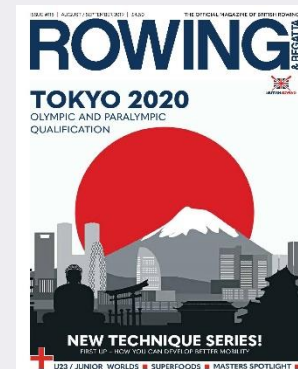
- World Indoors
- World Coastal and Beach Sprints
- World Cups and Championships



ROWING & REGATTA

- Six themed issues a year
- Oct/Nov 2018 Teamwork
- Dec/Jan 2019 Body Fit
- Feb/March 2019 Travel
- April/May 2019 Clubs
- June/July 2019 Celebrating rowing
- Aug/Sept 2019 Tokyo 2020 countdown

	2019	2018
Total Circulation	22,667 Average to date	23,669 ABC Audit
Print	Feb March 17,429 April May 15,674 June July 14,798 Aug Sept 14,787	19,072
Digital	Feb March 5,129 April May 5,042 June July 10,029 Aug Sept 10,298	4,597

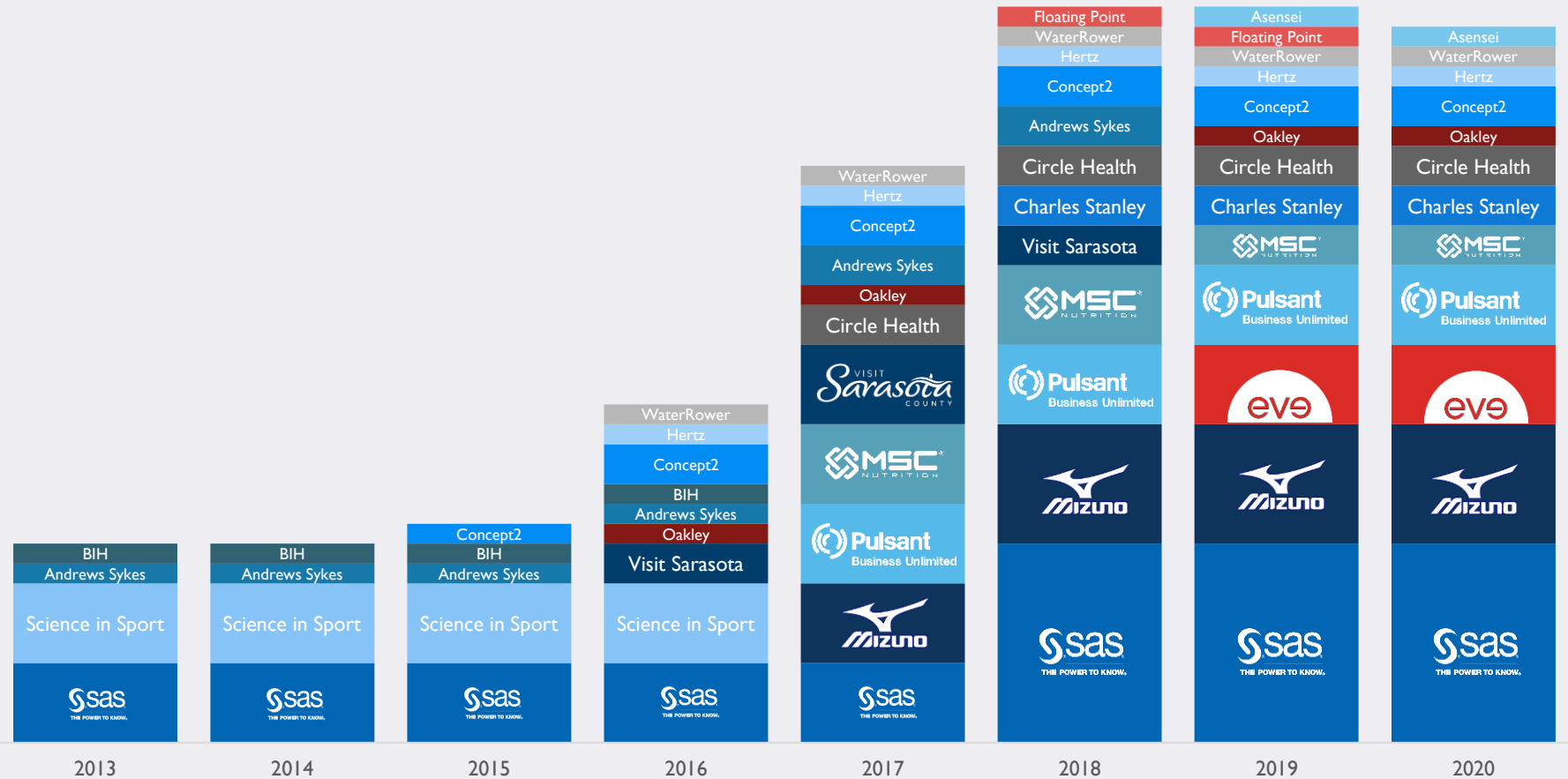


DIGITAL CHANNELS

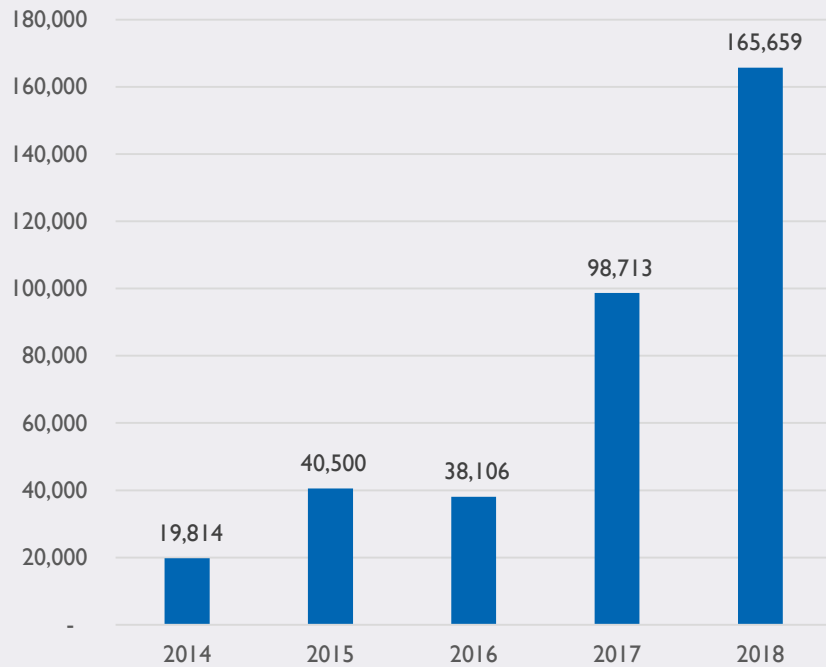
- Total digital following: 136,000, +11.4% year-on-year 2018-2019
 - Instagram 44,000
 - Facebook 39,000
 - Twitter 36,000
 - YouTube 13,000
 - LinkedIn 4,000
- Total views of #GoRowIndoor workout videos: 459,177 +286.9% year-on-year 2018-2019
- 1,904 average daily unique users for www.britishrowing.org
- 8,885 average daily page views
- 307 web stories published in last 12 months



PARTNERSHIP GROWTH



COMMERCIAL INCOME



Sponsorship Fees



Total Partnership Sales Revenue 2019/2020

PARTNER ACTIVATION



Last thing we want is to end Jurgens' Olympic medal run

MOE SBIHI
TEAM GB
ROWER

the more strain you are putting the coaching group under.

We are in good shape to do it, too. I am confidently optimistic. We have just come back from a fortnight's speed camp in Portugal. Before that, we were at altitude at Lake Silvenna in Austria. Silvenna holds a special place in British rowing history, particularly for Jurgens, who has been taking teams there every year for 40 years. In the night, we had a good camp, we put good miles under the belt. It was brutal at times, you have to tough it out. But it is when you are tired, squeezing out the last drop, that you learn a lot about yourself and your team.

It is really difficult, though, so compare this year with others and know where you are on a benchmark. I have never had two years there the same. This year we had to make do with what I felt in doing that there was a really good harmony, it felt like we were properly driving on. It allowed me to appreciate how lucky I have been. I was picked up through a talent ID scheme in 2005 when I was 15. Some guys from British Rowing came to my school, I was on my way to play football and was

Coach's record proves he knows what he is talking about when he urges us to train harder

Jurgens Grubler, our coach at British Rowing, has a saying he employs every time we win a competition. "Loosen," he tells us, "train harder".

When you first hear it you think it does not make any sense. Is he saying failure is the best way to get us to train harder? Does that mean he wants us to lose? But then you realise what he is on about: complacency is the enemy of competitiveness. Just because you have won does not mean you can ease off the training. His point is victory should only make you work even harder.

Jurgens knows what he is talking about. He has coached a team to a medal at every Olympics bar one since 1972. And the only reason he has not got a clean sweep is that East Germany boycotted the 1980 Games. The last thing any of us wants is to break that run. That is why I am hoping I can find my feet out his old "loosen train harder" line after the World Championships in Linz, Austria, that began at the weekend. Victory would be the start of the process that leads to Olympic gold.

I will be in the eight boat at Linz. This is the first Olympic qualification regatta, there are places in the Coxswain or for grab. It is a simple job we have: we must qualify all the boats in every discipline. That way Jurgens has a chance to pick who he wants where. The moment the World ends there is a clean slate. I could be in the four or the eight; that is his tactical decision. But I will not be in either if we do not qualify.

In the night, the top five out of the 10 nations competing will qualify. So, having said qualifying is the only thing that matters, ultimately I will be disappointed if we only make fifth. To use an Olympic analogy, that would be the equivalent of coming away with bronze. So, the silver medal is to get on the podium in a medal position. And the gold is to finish first.

I want gold. Every race counts between now and Tokyo. Every victory has a lasting effect. If you lose, there is a lot of soul-searching. But the more you win, the more you are learning how to win, and

I want to win gold in Linz. Every race counts between now and Tokyo

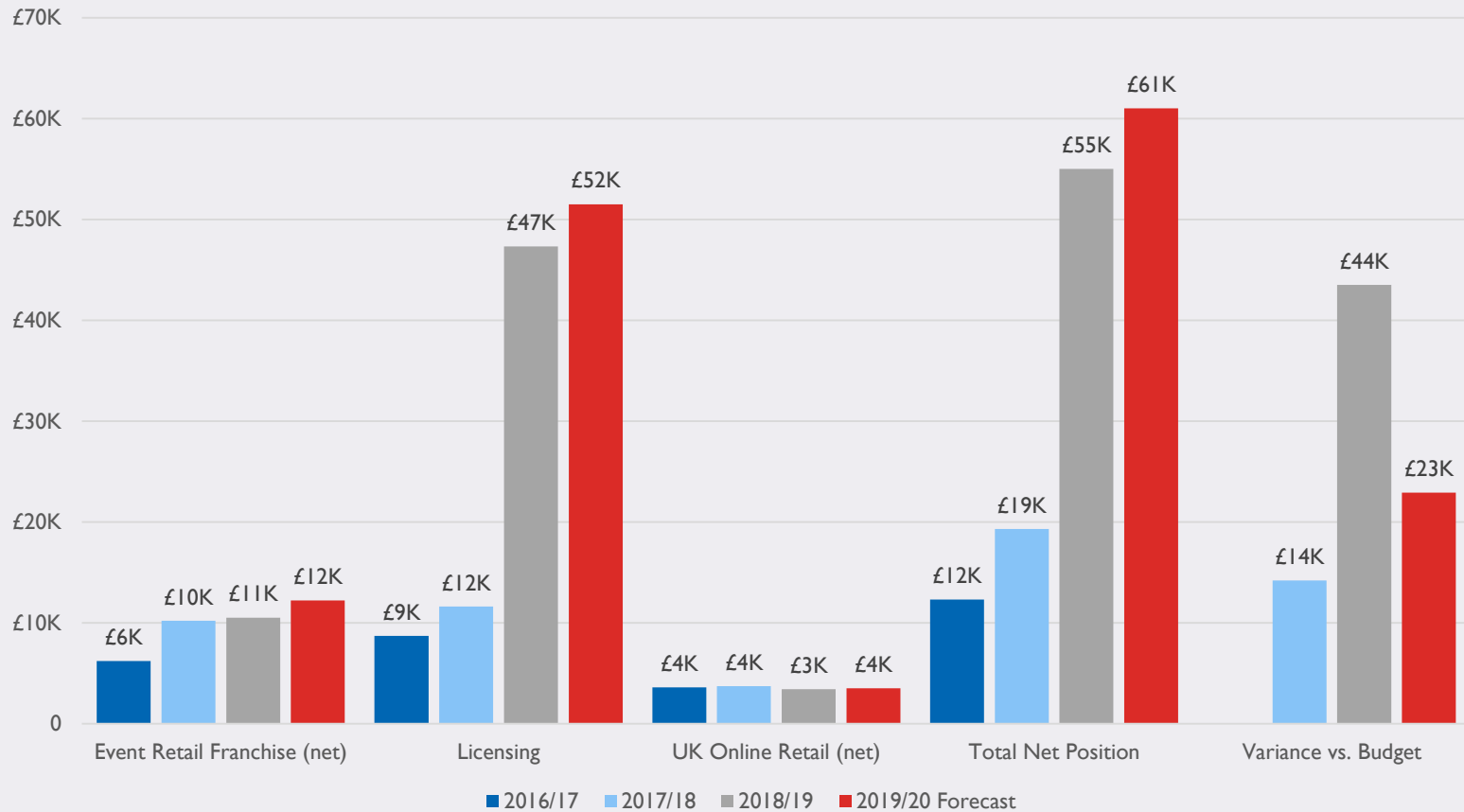
told instead there was going to be a special lesson for all the fall boys. I did a test, and a couple of weeks later, my parents got a call and my dad said, "I've got some exciting news about rowing".

I was born and raised in Surbiton, there was a plethora of rowing clubs around me but until then no one had said I would be good at rowing. I was not even aware the sport existed. So, when I was out on the water in Silvenna, it reminded me how fortunate I was. I could have been ill that one day of testing. If I had been, instead of preparing for the World Championships I would probably now be a banker in my dad's shop. For me, it was a fairy tale.

These days, British Rowing's official analytics partner, SAS, has put a data-driven prospect in place, known as "talent longitudinal profiling", which plots a young person's progression against the data it has for people like me - Helen Glover. It should mean it goes better, a better understanding of where prospects stand. And a better understanding means less talent will slip through the net.

That is for the future. For now, my mind is on one thing: victory in Linz. Loosen my train harder, but I have every intention of being a winner.

RETAIL & LICENSING



LOVE ROWING

- Registered charity aimed at changing lives, working together with its partners, through the unique benefits and transformative impact of rowing
- School
 - Supporting rowing clubs to work with new schools and drive inclusion of under-represented communities
- Adaptive
 - Supporting the development of accessible rowing programmes for people with disabilities and impairments
- Community
 - Delivering inclusive indoor rowing activity in new community settings with trusted local partners
- Formal launch/ fundraising event - 21 Nov at the Cutty Sark
- Pilot projects for each programme in development



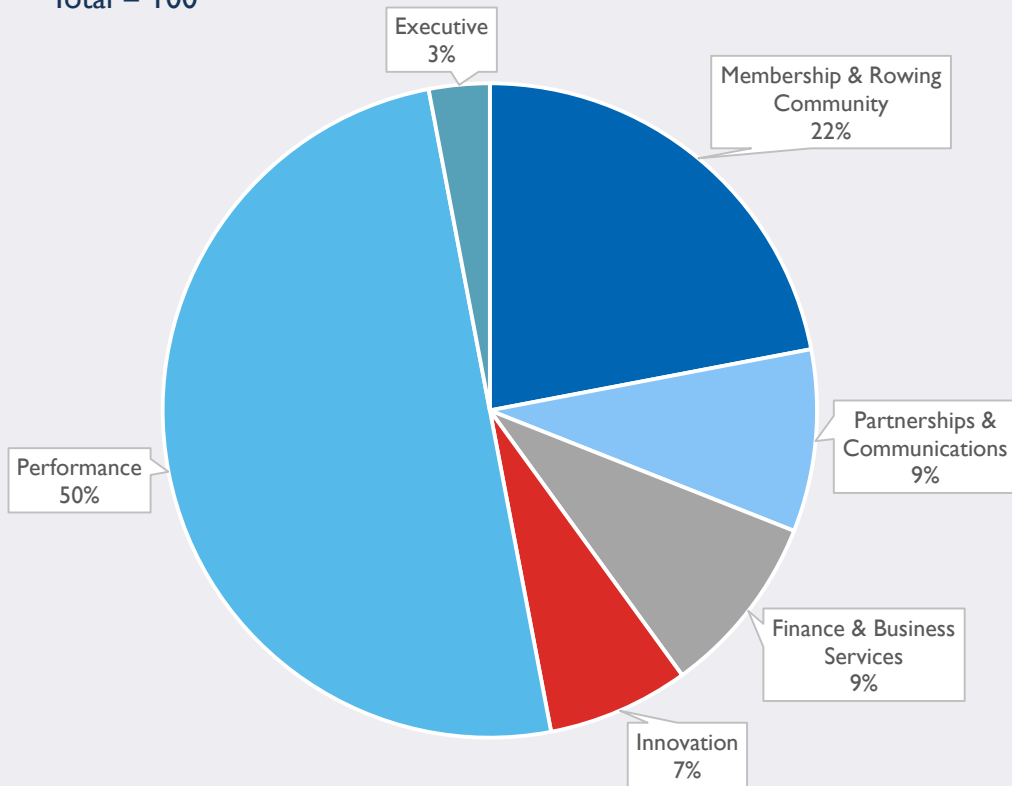
PULL TOGETHER



BRITISH ROWING STAFF

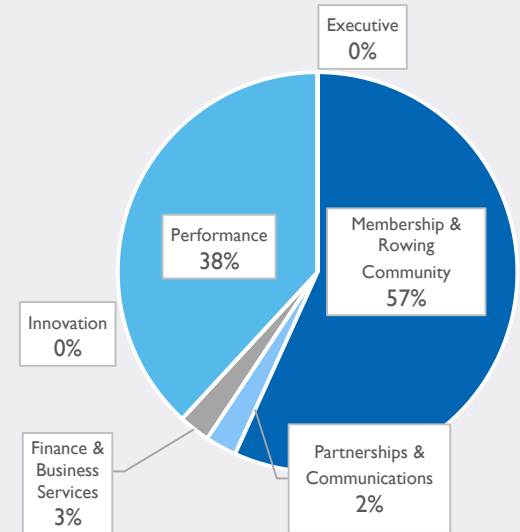
British Rowing Staff 2019

Total = 100



British Rowing Staff 2009

Total = 118



STAFF & VOLUNTEER WORKING



GOVERNANCE & SAFEGUARDING

Governance

- Governance review initiated in March 2019
- Aimed at assessing current Committee & Panel structure and making recommendations for the future
- Wide consultation, with further discussions required

Safeguarding

- Continues to be a challenge
- New Head of Governance in place aimed at increasing efficiency and reduce costs to NGB
- Training material and content in process of being updated
- Late 2019 onwards much greater support on offer to Clubs and members



MEMBERSHIP ANALYTICS

- Increased data analytics capabilities by adopting a new system
- SAS Visual Analytics now used to generate monthly membership reports at a national and regional level
- Provides accurate data
- Makes it significantly times quicker to produce reports
- More flexibility in running ad hoc queries
- Part of 3 initial data projects underway:
 - National membership data analytics
 - Performance athlete longitudinal profiling
 - Ranking points index optimisation



CONCLUSION & QUESTIONS





BRITISHROWING

Annual General Meeting

12 October 2019

TEAMWORK | OPEN TO ALL | COMMITMENT



British Rowing would like to remember those we have lost in the last twelve months and thank them for all they have done for the sport

Ian Baldwin (Weybridge RC) • Kevin Hall (Cape Cornwall Gig Club) • Martin Pride (Weybridge RC) • Erik Whiteley (Durham boat builder, Browns Boathouse Ltd) • Karol Jozef Braun (Henley RC) • David Hudson (Thames Valley Skiff Club, Weybridge RC & Tideway Scullers School) • Silvia Breu (Cambridge University Lightweight RC) • Graham 'Barney' Frith (Cygnet RC) • Adrian 'Ade' Bishop (Derby RC) • Hugh Davy (Quintin RC) • Arthur 'Phillip' Rothbart (Reading School BC) • Pete Bullard (Star Club) • Brian Foster (Star Club & GBRT Supporters Club) • Anthony Ross (Thames RC) • John Ash (Trent RC) • John Goldhawk (Weybridge RC) • Margaret O'Byrne (Yarm School BC) • Barbara Edwards (Bradford Amateur Rowing Club) • Jeff Hammond (Mayflower Offshore Rowing Club) • Barrie Hanley (Cambois Rowing Club) • Stuart Denlegh-Maxwell (Worcester Rowing Club) • Simon Gifford-Mead (Dart Totnes Amateur Rowing Club) • John Shore (Weybridge RC) • John Sutcliffe (Wallingford Rowing Club) • John Russell (Molesey BC & Leander Club) • Keith Yates (Durham Amateur RC) • Dennis Ashton (London RC) • Brian Fentiman (Quintin BC & London RC) • AJ Johnson (Tyne RC) • Allan Pratt (Newark RC formally Durham Amateur RC), Peter Pearce (Kingston RC) • Tony Hall (London RC)



AGM AGENDA

Item 1 - Chairman's Welcome and opening remarks

Item 2 - Apologies for Absence

Item 3 - Approve the minutes of the Annual General Meeting of the Company held on 6 October 2018

Item 4 - Receive the accounts of the Company for the year ended 31 March 2019, together with the reports of the Directors and Auditors

Item 5 - Haysmacintyre be appointed as auditors of the Company

Item 6 - Special Resolution

Item 7 - Appointment of Director

Item 6 - Special Resolution

To consider and, if thought fit, passing the following resolution which will be proposed as a Special Resolution, that -

With effect from 14 October 2019, Article 62 of the existing Memorandum and Articles of Association of British Rowing Limited be amended as follows:

No business shall be transacted at any General Meeting unless a quorum is present when the meeting proceeds to business. Save as herein otherwise provided fifty per cent (50%) of the Members in person or by proxy shall be a quorum.



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BRITISHROWING

Annual General Meeting

12 October 2019

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