

Meeting **BOARD**

Location Caversham

Date / Time Monday 03 July 2023 – 09:00 – 14:00

Present Mark Davies (MD) (Chair)

 Alastair Marks (AM)

 Kate O’Sullivan (KOS)

 Liz Behnke (LB)

 Nick Hubble (NH)

 Peter Milhofer (PM)

 Tina Kokkinos (TK)

 Clare Briegal (CB)

 Karena Vleck (KV)

 Chris Conway (CC)

 Mohamed Sbihi (MS)

 Louise Kingsley – presented item 6.2 (Performance Update)

 Rebecca West (RW) – Minutes

Apologies Simon Reeves (SR)

 Martin Claxton (MC)

1.	<p>CHAIR'S INTRODUCTION</p> <p>MD welcomed all to the meeting. MD also introduced Mohamed Sbihi (MS) as the new Athlete Director to the meeting.</p>
2.	<p>APOLOGIES FOR ABSENCE AND QUORUM</p> <p>Simon Reeves and Martin Claxton gave apologies. Karena Vleck joined at 11am.</p> <p>The Board meeting was announced as quorate.</p>
3.	<p>DECLARATIONS OF INTEREST</p> <p>No new declarations were raised concerning any of the agenda items.</p> <p><u>Action:</u></p>

	<p>There was a reminder to each Board member to complete and sign the declarations of interest needed for the audit and return them to CC.</p>
<p>4.</p>	<p>APPROVAL OF MINUTES FROM THE PREVIOUS BOARD MEETING (previously circulated)</p> <p>The following comments were made regarding the minutes:</p> <p>6.1 – Add that the discussion also highlighted the need for British Rowing to be actively involved in future research into the area.</p> <p>6.3 – Change the action to "Killick to be sent the updated mandate" instead of "reserve policy".</p> <p>6.3.1 – Add a line to acknowledge the work the Finance Committee did on the clean-up of the finances at year-end.</p> <p>7.2 – Change the wording to "Safeguarding TORs were not approved by the Safeguarding Committee or the Board."</p> <p>7.3 – The action should be changed to be added to the safeguarding part of the minutes</p> <p>JT - Change to reflect that JT attended for item 6.1, not item 1.</p> <p>March Minutes:</p> <p>The depreciation of Caversham needs to be corrected to the following:</p> <p>The depreciation of Caversham and Hammersmith was discussed. While technically correct in both cases, the depreciation cost in the profit and loss account is higher (in total by c£100k) than the cost in the reserves. It was agreed that the same treatment would be used in the management accounts as a breakeven result would then start to rebuild our unrestricted reserves.</p>
<p>5.</p>	<p>ACTION TRACKER</p> <p>4. Peter Melrose will join the Board meeting in September.</p> <p>7. AM is awaiting feedback from the planners before progressing with the next stages of the Hammersmith project.</p> <p>MD alerted the Board that Barn Elms could be open to discussing the lease of their boat house and that the HSBC boat house was also for sale which could be an opportunity to ensure that its future use was for community rowing.</p> <p>20. The timings for the action need to be finalised to maximise the financial benefit.</p> <p><u>Action:</u></p> <p>NH and AM to develop plans as to how we might increase capacity within the event calendar and better support oversubscribed events by Autumn 2023 to be included in next year's calendar and P&L. `AM to talk with the Chair of Love Rowing about Love Rowing's interest in investing in clubs that are for sale.</p>

DISCUSSION ITEMS	
6.1	<p>CEO UPDATE</p> <p>AM covered a number of key areas of progress since the last Board Meeting, including the appointment of Nathaniel O’Donnell as Director of Pathways, the implementation of a new HR system, and the announcement that Russian and Belarusian athletes will be allowed back to race in World Rowing events under a neutral flag, despite British objections. The Board also discussed the work that has been done in relation to the Transgender Policy that was agreed at the May board meeting, and agreed on a timeline for finalising the policy and announcing it to the broader community. It was agreed that the full announcement should come after Regional Reps had been informed, and the Regional Reps meeting would be moved earlier to accommodate that happening without it causing further delay.</p> <p><u>Agreed:</u></p> <p>The Board agreed on the following timeline surrounding the policy:</p> <ul style="list-style-type: none"> - 3rd week of July – The Executive to have the policy sorted - The final week of July – Board to have a 1-hour meeting - 02 August – AM to meet with the Regional Reps - 03 August – Transgender Policy to be announced to the broader community <p><u>Action:</u></p> <p>NH/LB/AM to meet as part of a working group to discuss the policy in the 2nd week of the July</p> <p>Board will have a 1-hour meeting on the Transgender Policy in the Final Week of July.</p>
6.2	<p>PERFORMANCE UPDATE FROM LOUISE KINGSLEY</p> <p><u>Summary of Agenda Item</u></p> <p>LK presented to the Board an update on the Performance Directorate, informing the Board of results so far and the progress made within the directorate as a whole, as well as sharing the plans for the future of the directorate.</p> <p><u>Key Discussion Points:</u></p> <p>The Board asked several questions and felt the directorate was in a very favorable position, going into the summer racing and heading in a positive trajectory to achieve their goals in the Olympics in Paris in 2024.</p>
6.3	<p>OBJECTIVES & KEY RESULTS</p> <p><u>Summary of Agenda Item</u></p> <p>This paper was presented to the Board to demonstrate a new approach to setting business measures for the year ahead: Objectives and Key Results. This paper seeks the Boards input before agreeing on the final measures to be implemented.</p> <p><u>Key Discussion Points:</u></p>

	<p>Overall the Board felt that the Objectives and Key Results were on track.</p> <p>It was highlighted that there should be an OKR specifically around adaptive and inclusion to demonstrate that British Rowing is working on making rowing a more inclusive sport.</p> <p>A question was raised around who was defined in the 'workforce', and the need for more context around some of the OKRs if they will be published in the public domain.</p> <p>It was explained to the Board that there was not an explicit OKR around digital because digital was seen as an enabler to help achieve these OKRs.</p> <p>It was felt that there should be a clear OKR surrounding churn rate of university students, as it is known that this is a major drop off point for keeping them in the sport, especially after graduation.</p> <p><u>Action:</u></p> <p>A RAG rating is to be added to the Objective and Key Results for the Board to see clear updates on progress.</p> <p><u>Approval:</u></p> <p>The Board agreed with the OKRs subject to final changes.</p>
<p>6.4</p>	<p>GOVERNANCE PROPOSALS FOR DISCUSSION</p> <p>The Board discussed principles for the Governance Structure of the sport.</p>
<p>6.5</p>	<p>PEOPLE PLAN</p> <p><u>Summary of Agenda Item</u></p> <p>This paper was presented to the Board to show a draft people plan for discussion leading towards a full approval of the plan at the September Board Meeting. To comply with the Sports Governance Code Requirements in full by November 2023. This paper also provides a summary update from UKS regarding our submission of outstanding actions.</p> <p><u>Key Discussion Points:</u></p> <p>Overall the Board felt this was a positive paper, and good progress had been made.</p> <p>AM explained to the Board that the new appraisal system would be launched by October, aligning the rest of the business with the Performance Team, who has progressed slightly further ahead than the rest of the business.</p> <p>AM also highlighted to the Board that a key training module has been launched for line managers; this is for line managers to gain a better understanding of how to manage and support those who report to them better, as well as enabling them to ensure and effective appraisal process takes place in October as we set our individual OKR's.</p>

	<p>It was also explained to the Board that alongside Line Manager training, there was also going to be an offer sent out to Staff to opt into training to become Mental Health First Aiders.</p> <p><u>Actions:</u></p> <p>The Board requested tracking progress to be added to the paper, so they could understand the progress being made.</p> <p>The Board also wanted something added about partnerships with providers.</p>
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ITEMS REQUIRING BOARD APPROVAL	
7.1	<p>AFFILIATION AND RESIGNATIONS</p> <p><u>Summary of Agenda Item</u></p> <p>The Articles require the Board to approve the Affiliations and not the Resignations</p> <p><u>Decision</u></p> <p>The following affiliations were approved:</p> <ul style="list-style-type: none"> - Clare Hall Boat Club - Shires Boat Club - Somerset Community Rowing Club - Staines Amateur Sprint Regatta <p>The following resignations were noted:</p> <ul style="list-style-type: none"> - Armitage Boat Club - Sport Imperial Boat Club - Burway Sprint Regatta
7.2	<p>RISK REGISTER</p> <p><u>Summary of Agenda Item</u></p> <p>This paper was presented to the Board to give them an understanding of the status of the risk to the organisation.</p> <p><u>Key Discussion Points:</u></p> <p>It was made clear to the Board that this paper has not been through ARC.</p> <p>It was highlighted to the Board that risk 17 and 18 were newly added; these risks need to be reviewed and interrogated for actions and dates to be inputted next to them.</p> <p>It was suggested that each committee should own their risks and report back to CC and PM on any changes regarding their risks. The risk register would be then brought</p>

	to the Board meetings with a cover letter explaining where risks currently stand for the Board to oversee and changes and key mitigations required.
7.3	<p>SAFEGUARDING PAPER</p> <p><u>Summary of Agenda Item</u></p> <p>The purpose of this paper is to give the Board an update on the work of the Safeguarding and Integrity team.</p> <p><u>Key Discussion Points:</u></p> <p>LB highlighted to the Board that lots of good work is happening, and this is demonstrated by the increased levels of cases that are being reported. The Board was also made aware that more cases were getting responded to.</p>
7.4	<p>SAFEGUARDING COMMITTEE REPORT AND ROLE AND REMIT OF THE CMG</p> <p><u>Summary of Agenda Item</u></p> <p>The purpose of this paper was for the Board to consider a framework for the amendment of the Safeguarding Procedures in the absence of the ability of the Safeguarding Committee to decide due to a conflict of interest.</p> <p><u>Key Discussion Points:</u></p> <p>The Board discussed the new framework proposed and felt it was a positive step forward for Safeguarding within the sport.</p> <p><u>Decision:</u></p> <p>The Board agreed with the new safeguarding structure.</p> <p>The Board agreed with the extra resources to support the Safeguarding team.</p> <p><u>Action:</u></p> <p>An external audit to take place around our safeguarding procedures at some point in the future.</p> <p>The Board requested to see a Safeguarding Plan with the delivery dates and a 'path to green'.</p>
BACKGROUND PAPERS INCLUDED FOR INFORMATION	
A.1	<p>DIRECTORS REPORT</p> <p><u>Summary of Agenda Item:</u></p> <p>This paper updates the Board on crucial activity in the last period.</p> <p><u>Key Discussion Points:</u></p> <p>The Board felt that this paper showed good progress was being made across the</p>

	<p>organisation and a lot of good work was going on.</p> <p>There was a feeling that it would be useful to deep dive into each directorate at each meeting to understand more about what is happening.</p> <p>There was a discussion around the concern that many coaches throughout the community are not declaring themselves formally as coaches, which potentially brings a safeguarding concern. At the same time it was acknowledged that informal coaching from people with good experience in rowing is very much a part of many club programs.</p> <p><u>Action:</u></p> <p>A discussion around coaches to be added to a future Board Agenda</p>
	<p>DATE OF NEXT MEETING:</p> <p>TBC – following the meeting, it was discussed that the August meeting would be rescheduled following a doodle poll.</p> <p>The Board will also convene for a meeting in July to discuss the Transgender Policy.</p>