



Meeting Board

Location Virtual

Date / Time Tuesday 6th February 2024 – 09:00 – 12:00

Present Mark Davies (MD)
 Kate O’Sullivan (KOS)
 Alastair Marks (AM)
 Liz Behnke (LB)
 Tina Kokkinos (TK)
 Karena Vleck (KV)
 Peter Milholfer (PM)
 Clare Briegal (CB)
 Mohamed Sbihi (MS)
 Nick Hubble (NH)
 Seb Walker (SW)
 Sarah Davies (SD)

Other Attendees Rebecca West (RW) – Minutes
 Chris Conway (CC) – COO for whole meeting
 Nathaniel Reilly-O’Donnell (NROD) – Pathways Director
 Marieke Hagemans (MH) - Membership Director
 Jacqui Traynor (JT) for agenda item 10.6

	<p>Chair’s Introduction MD welcomed all to the meeting. Welcoming SD to her first Board meeting, after being appointed as the Home Nations Director from Wales in December after Martin Claxton's tenure as the Home Nations Director for Scotland ended in December.</p>
	<p>Apologies for Absence and Quorum There were no apologies given. The Board meeting was announced as quorate.</p>
	<p>Declaration of Interest The following Declarations of Interest were raised:</p> <ul style="list-style-type: none"> ● TK is conducting consultancy work on behalf of British Rowing in order to help with the Governance Reform. ● SD is a Director of Welsh Rowing ● KOS is a Leadership Mentor in the World Rowing Women in Leadership Academy during 2024 in a voluntary capacity. ● MD has been appointed onto the Indoor Commission of World Rowing
	<p>Approval of Minutes from previous Board Meeting The Board approved the Monday 18th December Minutes.</p>
	<p>Action Tracker <i>Completed Actions:</i> The Board did not raise any comments.</p> <p><i>Uncompleted Actions:</i> AM highlighted that he had had a positive conversation with London Otters in respect to establishing a working group to explore future research opportunities on the subject of</p>

	<p>Transgender in Rowing. He is currently waiting for the London Otters to come back as to how they would like to progress.</p>
	<p>CEO Update AM updated the Board on various key elements in the business between the Board Meeting in December and today's meeting. These included the AGM, the work MD and himself had been doing with UKSport around System planning, Organisational pay review, and British Rowing Staff Working Environment.</p> <p><i>Key Discussion</i> There were discussions surrounding the direction of travel for the system wide safeguarding approach that is being proposed through the System Planning work that is being conducted with UKSport. The board also requested that further information should be presented relating to work being done around organisational pay including any gaps and the Staff Working Environment Survey that has been undertaken. The Board expressed the importance of regular culture checks to check staff views; assessing flight risk across the organisation; and thinking about what else can be done to ensure stability.</p>
	<p>Chairs Update MD updated the Board on what he has been doing as Chair over the last period and scheduled plans for the coming months.</p> <p>MD brought to the Board's attention the feedback he has received about Lightweight Rowing and its future following its omission from the LA Olympic cycle onwards. He would table a paper at the September Board Meeting for discussion, which was the first available opportunity to do so.</p>
	<p>Executive Directors Report <i>Summary of Agenda Item:</i> The purpose of this paper is an update to the Board from each Directorate of the work that has taken place since the last Board Meeting. The paper was taken as read, and the Board were given the option to ask any questions they had about the paper.</p> <p><i>Key Discussion:</i> Knowledge gaps that result from limited data sets, specifically around coaching, were identified as a potential risk to culture. Better data could also help with our understanding of membership trends. A longer discussion on this topic was thought sensible, and would be added to the next board meeting's agenda.</p> <p>With lots of information contained in this report which the Board expressed a desire to examine in more detail, but with board agendas already largely full into Q3, the Chair asked for direct feedback and suggestions after the meeting from anyone who might have ideas about how to manage time better while also covering enough things in depth.</p>
	<p>Finance Committee Report, Q3 Results and 2023/24 EOY Forecast <i>Summary of Agenda Item</i> CC talked to the paper. The Paper presented the final Q3 23 Financial Performance and Year End forecast which is currently showing a small deficit, as well as the other areas of progress the Finance Committee had made. for the Board to review.</p>

	<p><i>Key Discussion:</i> The paper was noted with questions raised around the use of Regional rebates. It was agreed that further detail would come back to the Board as part of the budgeting discussions for the 24/25 Financial year.</p>
	<p>The Reserves Policy <i>Summary of Agenda Item</i> This paper was presented to the Board to approve. The Board were made aware that the Finance Committee had scrutinised the amount of money that was in reserves, and came to the recommendation to decrease it by £0.7m. In order to complete the annual review of the policy the Board was asked to approve this recommendation.</p> <p><i>Key Discussion:</i> The policy was approved with two additions to be made. The first to include net current liabilities which should be referenced. The second being to add wording to explicitly explain the policy is talking about general reserves.</p> <p><i>Approvals</i> The Board approved the Reserves Policy.</p>
	<p>Objectives and Key Results Q3 <i>Summary of Agenda Item</i> This paper was presented to the Board for note and feedback. The Board were asked to consider the progress made against our set OKRs and provide further input as to what key results might give us collectively a more informed understanding as to how the broader objectives can be met and the focus required to deliver them.</p> <p><i>Key Discussion:</i> The Board requested a dashboard to enable the Board to have a clearer understanding of where each OKR is and how we are tracking against them. It was also suggested that it would be better if there were one or two key projects, rather than multiple individual parts to each OKR that could be the focus of our measures.</p>
	<p>MH joined the meeting to discuss the Membership Fees 24/25</p>
	<p>Membership Fees 24/25 <i>Summary of Agenda Item</i> MH presented proposals for the future fee structure for membership for the 24/25 financial year.</p> <p><i>Key Discussion:</i> The Board discussed the proposals and supported the recommendations made. The Board agreed the need to raise prices given inflationary pressures after a period of frozen fees, but advocated price cuts or freezes for key groups where possible. It discussed how to best support and reward the community with this income moving forwards. The Executive would present plans as part of the budgeting process in the March Board meeting.</p> <p><i>Approvals:</i> The Board approved the recommendations made.</p>
	<p>MH left the meeting, NROD joined the meeting to discuss the Sport England Plans</p>
	<p>Sport England Plans</p>

	<p><i>Summary of Agenda Item</i></p> <p>The purpose of this paper was to provide a progress update on the Pathways Directorate and the wider Sport England funded plans to broaden the reach of the sport in communities.</p> <p><i>Key Discussion:</i></p> <p>The Board thanked NROD for these papers and for the breadth of information provided. The Board discussed various aspects of the paper, the opportunities for support in parts of the country that the five regional focus hubs did not cover, as well as the importance of joining up all interested agencies to enable the sport to continue to grow. NROD explained that whilst it was vital for British Rowing to prove its ability to develop the hub concept in the five selected regional hubs that we are aware of, good work is happening all around the country. NROD highlighted that in everywhere outside the hubs that work is happening where British Rowing is able to, it has supported.</p> <p>Plans to front-load the growth of coaching in this Olympic Year, and how we could use the Games to inspire a new cohort of people wanting to coach within the sport, will be presented as part of the 24/25 budgeting process in March.</p> <p>The data presented was acknowledged to be good, but gaps were still identified and further data is needed to understand the pathway for juniors in the school sector. For example, it is unclear how many rowers from lower socio economic backgrounds are now captured as being from the private school sector by virtue of their rowing at Independent schools on scholarships.</p>
	<p>NROD left the meeting</p>
	<p>Caversham Lease Extension</p> <p><i>Summary of Agenda Item</i></p> <p>This paper was to provide background and intention to extend the lease for a further 25 years. The Board was asked to formally approve the lease extension.</p> <p><i>Key Discussion:</i></p> <p>The Board approved the recommendation to extend the lease. One risk identified to the use of the centre was the fact that there are currently no guarantees that rowing will remain part of the Olympics and Paralympic programme after 2036.</p>
	<p>Policy Register</p> <p><i>Summary of Agenda Item</i></p> <p>The Policy Register was presented to the Board following it having been presented to ARC in January.</p> <p>There were no comments from the Board.</p>
	<p>Conflict of interest Policy</p> <p><i>Summary of Agenda Item</i></p> <p>The Policy has been presented to ARC, and the policy and supporting procedures were presented to the Board for approval.</p> <p><i>Key Discussion:</i></p> <p>All directorships should be declared (not just those connected with rowing or sport), and the policy applies to any one in a position of influencing decision-making at British Rowing,</p>

	<p>including volunteers on supporting Committees. All should sign conflict of interest forms accordingly.</p> <p>The policy was approved subject to those clarifications.</p>
	<p>Risk Register <i>Summary of Agenda Item</i> The Risk Register was presented to the Board following it having been presented to ARC in January.</p> <p><i>Key Discussion:</i> Based on the numbers of cases being seen and some gaps in our data as to who is operating in the sport it was agreed that the ratings for the Safeguarding risks should be reviewed.</p>
	<p>People Plan <i>Summary of Agenda Item</i> The Executive asked for formal approval from the Board of the previously presented People Plan to support compliance with the UK Sport Code of Governance.</p> <p><i>Key Discussion:</i> The plan was approved.</p> <p>It was also requested that future versions of the plan have a greater focus on staff to volunteer community communications. More clearly defined metrics against each section should also be added so as we can better assess progress against the plan</p>
	<p>Affiliations and Resignations <i>Summary of Agenda Item</i> The Board is required by the Articles to approve Affiliations and to note Resignations Of Associated Organisations</p> <p><i>Approvals</i> The following affiliations were approved</p> <p>Club Affiliation: Wycombe Abbey School Boat Club</p> <p>Competition Affiliation: Chester Regatta (second day)</p> <p>To Note: Berkhamsted School Boat Club (Eastern) BKM - this club has been reinstated as an Affiliated Member.</p> <p>Dragon School Boat Club (Thames Upper 1) DRG - this club has been reinstated as an Affiliated Member.</p>
	<p>JT joined the meeting to discuss the EDI and DIAP development work</p>
	<p>EDI and DIAP development - work in progress <i>Summary of Agenda Item</i></p>

	<p>JT joined the meeting to talk to the work that has been taking place in regards to the EDI and DIAP development. This paper was presented for input from the Board before final plans will be presented on 18th March for approval.</p> <p><i>Key Discussion:</i> The Board discussed the importance of looking at what others are doing in this space and following good practice. It was highlighted that diversity needed to be looked at as a fact of work. The Board requested that more tangible actions are presented in the next version. It was also recommended that resources from outside the sport should be reviewed to further inform our approach. More Data capture should be considered only where it truly helps evolve our plans and actions in the future especially around schools and analysis of where our rowers come from.</p>
	<p>JT left the meeting</p>
	<p>Interim Safety Governance Proposals <i>Summary of Agenda Item</i></p> <p>This paper was presented to the Board following recommendations presented to the ARC Committee. The purpose of this work was to ensure that Safety in its broadest sense (not just on the water) is being managed to the right level within the Committee structures reporting to the Board. Whilst wider Governance structures are being developed it is recommended that Safety should sit with ARC for the time being and that additional resource and capability within the British Rowing Executive team is also required.</p> <p><i>Key Discussion:</i> It was clarified that well-being was separate from safety and would sit within a wider function focussed on People Development and culture.</p> <p>The Board approved the recommendations made.</p>
	<p>AOB (Advance Notice to Chair c/o CEO) Safeguarding Training</p> <p>It was agreed that the Board would undertake an online Leaders in Safeguarding course in the coming weeks. Possible training dates would be circulated.</p>
	<p>Future Meeting Dates 2024:</p> <ul style="list-style-type: none"> ● Monday 18th March – Hammersmith ● Monday 8th July – Caversham ● Monday 16th September – Hammersmith ● Thursday 5th December – Hammersmith ● Strategy Day: Tuesday 30th April - Reading