British Rowing Limited

Board Minutes

Held on 7th May at 12:00

Google Meets

Present:

Mark Davies	MD	Interim CEO
Nick Hubble	NH	
Seb Walker	SW	
Karena Vleck	KV	
Sarah Davies	SD	
Peter Milhofer	PM	Interim Chair
Clare Briegal	CB	
Tina Kokkinos	TK	
Moe Sbihi	MS	

In Attendance

Rebecca West	RW	Executive Assistant – Minute Taker
Bruce MacMillan	BM	COO Designate
Lyall Dochard	LD	CFO

WELCOME AND APOLOGIES

No apologies were received. PM welcomed all to the meeting and carried out an introduction of everyone in the meeting, as this was the first Board Meeting since MD became interim CEO and LD and BM joined as CFO and COO respectively.

MINUTES OF THE PREVIOUS MEETING

Approved

ACTION TRACKER

It was decided that BM would take the action away to review the action tracker and decision log and ensure the right information was being captured.

Action: BM and RW to review action tracker and ensure decisions are captured appropriately.

DELEGATION OF INTEREST

MD declared a conflict with Hallaby.

PM declared that some of the Women's Squad are now training out of Reading Rowing Club, which is his club.

CEO UPDATE

MD provided an initial update on his first days, including a full office clear-out, before tabling three key papers for Board consideration.

Support for Sir Matthew Pinsent

The Board was asked to approve supporting Sir Matthew Pinsent's application for one of the two vacant slots on the World Rowing Umpiring Commission.

Decision: Approved. The Board will support his application.

Proposal for Lower Mall Office Space

MD presented a proposal to reimagine the existing office space as a flagship area celebrating the past, present, and future of rowing in the country, with no direct financial cost to British Rowing (BR). The CEO requested a mandate to develop detailed commercial Heads of Terms.

The Board discussed the proposal, acknowledging the opportunity while raising concerns about the level of commitments and obligations and the potential impact on future options for the Hammersmith site.

Decision: Approved. The Board agreed for the Executive to continue discussions, develop the proposal, and bring back a more comprehensive, non-legally binding terms document that clearly outlines the pros and cons in the event that, that is where discussions lead.

Digital Investment

The Board approved the Executive's mandate to immediately pursue the proposed Digital Investment Plan.

The plan is a strategic priority to achieve a financially sustainable business model for British Rowing's unrestricted division by the end of FY 2025/2026.

The proposal involves developing two complementary apps: a core platform for managing rowing life and a consumer-facing "Go Row" app. Boat rentals were identified as a core, conservatively projected revenue stream.

The Board's approval is based on the condition that the affordability and deliverability of this project is confirmed alongside other strategic initiatives.

Actions: MD to work with LD to further flesh out details and create a robust financial plan.

COO UPDATE
BM gave an update of what his first few days in the organisation have been like. Explaining that he feels like there are a lot of good people, just needs some focus in some areas, and some prioritisation. He is working on putting together a project team which will help to streamline work.

AFFILIATIONS AND RESIGNATIONS
The Board discussed the ownership of the English Coastal Championships and whether British Rowing should claim the rights to the name if it grows significantly. BM was going to work with Mel Caumont (Director of Membership) and look at this.

Approved: Affiliations approved
Noted: Resignation noted
Action: BM to work with MC on the naming rights to the English Coastal Championships

SAFEGUARDING
The Safeguarding Committee tasked BG and AD with updating the existing Safeguarding Codes of Conduct and Policies and starting an annual review process.

Risk and Integrity Committee reviewed the documents (15/4/25) and, with the Safeguarding Team, deemed them essential foundations.

Improvements Suggested: Clarity and consistency in language were requested, specifically changing "sportsmanship" to "sporting behaviour" and clarifying reporting by aiming for a single point of contact.

Decision: The Board approved the revised Code of Conduct and the updated Safeguarding Policy.

PEOPLE, CULTURE AND NOMINATIONS
CB brought a paper to the Board regarding the establishment of the Governance Task and Finish Group. The Board was asked to consider and approve the proposed membership and consider and approve the proposed changes to the TOR regarding timelines.

Approved: The Board approved the membership of the group and the change of timeline

FINANCE UPDATE

The Board approved the top-down budget for the next few months, with a plan to revisit it in July. LD's caution regarding a potential surplus, due to lower-than-expected returns on race entries and member income despite an increase in membership fees, was noted.

- Communication Plan: A plan must be created and executed to improve transparency with members, detailing *how* and *when* financial numbers will be shared, especially leading up to the AGM.
- AGM Discussion: The possibility of holding an early AGM is to be discussed in June.
- Funding Visibility: LD is to bring a P&L statement for UKS and SE funding to the next Board Meeting to ensure visibility of spending, particularly for Caversham.
- Tax Strategy: LD will draft a tax strategy regarding VAT best practice for committee discussion and Board awareness.

Approved: the budget for the next few months was approved.
Approved: the audit plan, including an independent review, was approved (the fee increase decision was delegated to the Executive).
Ratified: The submission of the UKSport submission was ratified.

LOVE ROWING REPORT

MDs stepping down as a Love Rowing trustee due to their changing role in British Rowing created a need for a replacement. They discussed the importance of finding a suitable trustee and the potential for opening the position to wider applications. The potential conflict of interest with a British Rowing board member also serving as a Love Rowing trustee was discussed, along with the need to maintain sufficient arm's length to satisfy the charity commission.

Approved: SW will represent the British Rowing Board on the Love Rowing Board