



British Rowing Limited
Board Minutes
held on Tuesday 9th December – 11:00 – 16:00
Google Meets and in person

Present:

Diana Hunter	DH	Chair and Chair of Nominations
Peter Milhofer	PM	Chair of Risk and Integrity
Nick Hubble	NH	
Karena Vleck	KV	
Seb Walker	SW	
Tina Kokkinos	TK	Chair of Finance and Audit – joined the meeting at 14:30
Sarah Davies	SD	
Moe Sbihi	MS	
Clare Briegal	CB	Chair of People and Culture

In Attendance

Rebecca West	RW	Operations Manager – Minute Taker
Bruce MacMillan	BM	COO
Lyall Dochard	LD	CFO
James Sampson	JS	CDO
Nathaniel Reilly O'Donnell	NROD	Director Development

Observes

Mike Westcott	MW
Harn Jagpal	HJ

<u>Item</u>	<u>Owner of Action</u>
Intro	
<p>WELCOME & APOLOGIES</p> <p>DH welcomed the Board, introduced new members Harn Jagpal and Mike Westcott. It was acknowledged that recent months have been difficult, and that we need to maintain focus on ensuring strong foundations are in place for the organisation.</p> <p>DH shared that in the period of waiting for the new CEO to start she will be meeting the executive weekly and discussing priorities for the week which she will communicate out to the Board.</p>	



<p>MINUTES OF THE PREVIOUS MEETING</p> <p>The minutes were approved from the previous meeting – following a grammatical change.</p>	
<p>DECLARATIONS OF INTEREST</p> <p>No declarations were raised</p> <p>ACTION TRACKER</p> <p>BM highlighted that the actions would be addressed in the meeting.</p>	
<p>COMMITTEES</p>	
<p>FINANCE AND AUDIT COMMITTEE</p> <p>LD presented the Finance and Audit Committee update LD explained that this update was for noting and there were no items for Board approval.</p> <p>RISK AND INTEGRITY</p> <p>PM updated the Board on the Risk and Integrity Committee’s progress. KV stressed the urgency of finalising the regulations and safeguarding policies. BM confirmed that the safeguarding strategy and revised policy will be presented at the January Board Meeting for approval. This will lead to a rollout in February and March, utilising the Club Conference as a primary communication platform. To support this transition, DH announced that Harn Jagpal will take over as Chair of the Safeguarding Committee, overseeing all procedures before they are launched.</p> <p>Regarding committee succession, PM highlighted a gap in anti-doping expertise due to the upcoming departures of KV and NH. In response, CB and SD offered their professional experience in anti-doping to support the Board, provided the time commitment is manageable. DH welcomed both CB and SD’s offer. In addition, SD noted her involvement could support greater alignment with home nations. PM and DH agreed to meet offline to determine how to fill the resulting vacancies on the Risk and Integrity Committee with individuals possessing the necessary anti-doping skills.</p> <p><u>Action: Safeguarding Strategy and the revised policy to be brought to the January Board Meeting for approval, with the rollout scheduled for February/March.</u></p> <p><u>Action: PM suggested an offline discussion with DH to determine the best way to fill the resulting vacancies on the Risk and Integrity Committee, ideally with individuals possessing anti-doping skills.</u></p> <p><u>Post meeting note: It is recommended that Sarah Davies becomes the Anti-Doping lead.</u></p> <p>STRATEGY UPDATE</p> <p>The organisation is actively managing its strategy transition amidst a CEO search. The immediate goal is to define must-continue priorities to maintain momentum until the new CEO is hired. The existing focus on commercial positioning and modernising governance/digital architecture will continue. A revised strategy draft will be prepared in January for deep community engagement in February, aiming for the incoming CEO to present the final strategy and budget in March.</p>	<p>BM</p> <p>PM/DH</p>

Teams are working to stabilise operations, including restructuring, improving processes, and focusing on cyber security and developing member-centric, cost-effective digital services (moving away from legacy IT). The HR function is being stabilised by accelerating the outsourced provider, Citation, to start in January, mitigating reliance on expensive legal advice.

Board feedback emphasised the need for culture and the rowing community to be central to the strategy.

Decision: MW will be taking over Chair of People and Culture Committee from CB

REPORT FROM CEO

DH commended LD and TK for successfully implementing strong finance processes and controls, a positive improvement from the previous years. DH emphasised the importance of the board's need for deeper engagement with the finances and commercial dealings to proactively 'course correct' during the year and reduce exposure to financial risk.

It was agreed that a more "cost-conscious" and "value-orientated culture" regarding spending was needed. LD presented some areas to the Board where there were strategic financial opportunities to save cost.

PM questioned why substantial recent fee increases (e.g., a 60% hike in club affiliation fees) have not prevented the large deficit, raising concerns about underlying spending habits and transparency.

NROD confirmed membership increases have kept pace with inflation since 2002.

LD highlighted that nearly all the 10 commercial agreements are up for renewal between February and August, posing a critical retention risk.

Action: LD to take the lead on renewals of contracts and ensuring a regular update of commercial revenue to the board

LD

Actions: RW to work with CB to get a meeting in January with Regional Chairs and Reps to discuss strategy, the management of regional rebate funds and collaboration on their best use

RW/CB

TECHNOLOGY

JS updated the Board on digital, explaining the transition from IT stabilization to a broader "Digital Transformation" strategy.

JS reported that while firewall upgrades are complete, an additional £4,000 is required to replace end-of-life networking equipment in secondary server rooms.

The migration of legacy applications like BROE 2 to Microsoft Azure is already yielding results, doubling system performance while reducing hosting costs by approximately £2,000 per month.

To drive future improvements, the team is adopting a member-centric approach by auditing 68 organisational functions and mapping them into digital "blueprints." This work will be governed by a new Transformation Committee, a practical working group designed to prioritise tasks in three-

month increments and ensure that low-value, specialized features are decommissioned to save costs. The Board emphasised the need for high-level engagement with Regional Chairs and direct workshops with clubs to ensure these digital changes meet user needs.

The session concluded with a plan to finalise an agile governance structure, involving SD and MW, to maintain the momentum of recent technical achievements while ensuring robust board oversight.

Anti-Doping

BM presented an update on the Anti-Doping policy. The Board agreed to dissolve the Anti-Doping Integrity Pan. Under the new structure, Richard Nun (Lead on Governance and Integrity) will report directly to the Risk and Integrity Group. Specific medical consultations previously handled by the panel will now be redirected to a reformulated medical committee.

The Board clarified that the organisation does not independently commission anti-doping testing, as this remains the remit of UK Anti-Doping (UKAD) the annual anti-doping activity submission will be presented as a standalone paper to the full Board to ensure robust evidence of compliance with UKAD requirements.

SAFEGUARDING

The Board has deferred the full safeguarding strategy review until January to ensure it properly informs upcoming member engagement. To strengthen leadership in this area, the Safeguarding Committee is being reinstated under the new chairmanship of HJ, who will provide independent oversight a progress monitoring.

ROWING COMMITTEE

Following the AGM, the board discussed the need to formally establish the Rowing Committee, including the appointment of a deputy chair and a member-elected director, role descriptions and a skills matrix are required and must be shared with the Regional Chairs for input and feedback. TK proposed a consolidation meeting with key stakeholders to align documentation and knowledge. It was agreed that the executive team must now identify which existing tasks will be paused to ensure the recruitment process is properly resourced and staff led.

Action: RW to schedule a key stakeholder meeting to align documentation and knowledge

RW

Action: BM to identify which one of his team can be reassigned to lead this work

BM

PROJECT TRACKER

BM introduced a new project tracker designed to prevent organisational overextension by limiting the focus to ten core multi-disciplinary projects. The system aims to align internal management with Board reporting to ensure capacity is used realistically. The Board noted the current "green" RAG ratings appeared to lack rigour, and the board requested robust and transparent reporting.

Actions:

<u>Refine RAG Status: Update "Red, Amber, Green" ratings to accurately reflect risks and governance challenges – BM</u>	BM
<u>Dual-Coding Implementation: Explore using two colour codes (one for track status, one for overall assessment). – BM</u>	BM
<u>Add Delivery Dates: Ensure every project scorecard includes a final delivery date. – BM</u>	BM
<u>Risk Visibility: Include progress updates on risk integrity actions between meetings. – BM</u>	BM
<u>Template Review: Evaluate Lyalls finance/audit tracking system for use as a reporting template. – LD / BM</u>	LD/BM
AFFILIATIONS AND RESIGNATIONS	
<p>BM reported that while the Articles of Association currently require the Board to approve all club affiliation changes, there is no immediate scope for a project to amend these Articles.</p>	
<u>Approval: the Board approved the affiliations</u>	
<u>Action: Note the requirement for articles change for future review, acknowledging that it is not currently within project scope.</u>	BM
DEVELOPMENT DIRECTORATE	
<p>The Development restructure is nearing completion, with new appointments effective by January. This shift is designed to boost capacity in Learning and Development, moving toward a "growth and standards" model for clubs. A key focus remains the Performance Development Academy (PDA), which is targeting state school students in high-accessibility urban areas to improve socioeconomic and ethnic diversity in the sport.</p>	
<p>The team is also pivoting towards a robust Indoor Rowing Strategy, highlighted by a proposal from World Rowing to host the 2026/2027 World Indoor Championships. This coincides with a push to empower local clubs to host their own indoor events to generate revenue. Finally, preparations for the Club Leader Conference are underway, serving as a significant opportunity for engagement with the community and a way to consult on and setting national standards for governance and safety.</p>	
<u>Actions:</u>	
<u>Open Club Leader Conference registration to allow multiple attendees per club. – NROD</u>	NROD
<u>Provide specific program content suggestions to the Board. The Board will help to assist in promoting conference attendance to clubs. – Board</u>	BOARD
MEETING CALENDAR	
<p>RW presented a draft of the 2026 Board Calendar, designed as a "living document" to establish a consistent meeting cadence and move away from reactive scheduling. The strategy focuses on</p>	

<p>aligning committee meetings (Risk & Integrity, Finance & Audit, etc.) to occur systematically before main Board meetings.</p>	
<p>Key highlights of the calendar include major rowing milestones (Henley, The Boat Race), international events, and a proposed AGM date of October 29th.</p>	
<p><u>Action:</u></p>	
<p><u>RW to fully check all critical events are recorded and Board attendees noted</u></p>	RW
<p><u>Board members to inform the team of which community / rowing events you plan to attend</u></p>	BOARD
<p><u>RW to make sure committee meetings are scheduled with sufficient lead time before Board Meetings</u></p>	RW
<p><u>RW to verify availability for the June 8th meeting to be at Caversham</u></p>	
<p><u>RW will begin drafting the following year's schedule immediately following the January meetings</u></p>	RW RW
<p>AOB and DONM</p>	
<p>INTERNATIONAL RELATIONS STRATEGY ADVISORY GROUP</p>	
<p>DH proposed formalising the International Relations Strategy Advisory Group to proactively manage international commissions and succession planning, citing increased global activity and support from UK Sport. The group will consist of community members with international expertise, with the CEO and Performance Director providing board oversight. The board approved the proposal, emphasising the need for strategic alignment, home nation collaboration, and financial transparency.</p>	
<p><u>Approval: The Board approved the group</u></p>	
<p><u>Approval: The Board approved the TORs for the group</u></p>	
<p><u>Actions:</u></p>	
<p><u>DH to begin appointing community members with international networks to the group</u></p>	DH
<p><u>Update the Terms of Reference to ensure clear strategic engagement with the Board</u></p>	RW
<p><u>LD to report the current international budget spend to the Finance Committee for transparency</u></p>	LD
<p><u>Ensure the group coordinates with home nations and maximises UKSport Funding opportunities</u></p>	
<p>SLOUGH</p>	
<p>The committee approved the relocation to a previously vetted site after rejecting Datchet Sailing Club due to security concerns. The move is expected to save £30,000 annually. To protect the current budget, the transition and associated costs (such as equipment covers) will be deferred until the start of the next financial year. Operationally, Adrian Champion has replaced Rod as facility</p>	

	<p>manager and is currently coordinating with James Lee to ensure the new site has adequate storage space.</p> <p><u>Action:</u></p> <p><u>BM to initiate the move in the new financial year</u></p> <p><u>BM to defer one time equipment costs to the next FY</u></p> <p><u>NH to finalise storage layout with stakeholders</u></p>	<p>BM</p> <p>BM</p> <p>NH</p>
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