



British Rowing Limited
Board Minutes
held on Thursday 29th January 2026 – 12:00 – 14:00
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	
Seb Walker	SW	
Tina Kokkinos	TK	Chair of Finance and Audit
Sarah Davies	SD	
Moe Sbihi	MS	
Clare Briegal	CB	
Mike Westcott	MW	Chair of People and Culture

In Attendance

Rebecca West	RW	Operations Manager – Minute Taker
Bruce MacMillan	BM	COO
Lyall Dochar	LD	CFO
Daniel Locke		
Nathaniel Reilly O'Donnell		Director Development
Jude Taylor		UK Sport advisor

Apologise

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Agenda Number	Item	Owner of Action
1	WELCOME & APOLOGIES DH welcomed all to the meeting and highlighted the key discussion pieces that will be focused on throughout this meeting considering it was a shorter 2-hour meeting.	
2	MINUTES OF THE PREVIOUS MEETING The minutes were approved from the previous meeting – following a grammatical change.	
3	DECLARATIONS OF INTEREST None were declared	

<p>4</p>	<p>ACTION TRACKER</p> <p>Most of the actions were covered in the meeting or had already been completed.</p> <p>LD has now taken ownership of the commercial arrangements across the organisation, updating on where we currently are with the arrangements.</p> <p><u>Action: LD will create a commercial arrangements tracker and will bring it to every Board meeting to update the Board as to where the arrangements stood.</u></p>	<p>LD</p>
<p>5</p>	<p>COMMITTEES</p> <p>PEOPLE, CULTURE AND NOMINATIONS COMMITTEE</p> <p>DH thanked CB for her work as she handed over the People and Culture Chair role to MW.</p> <p>MW reported that People, Culture and Nomination had reviewed the terms of reference for People Culture and Noms.</p> <p>It was highlighted that the Nomination Committee needed another NED on it because it was too tight otherwise</p> <p><u>Agreed: The Board agreed the split of the ToRs of People Culture / Nominations Committee with a small amendment to them that the Chair will agree the agenda.</u></p> <p>MW also highlighted that the Committee has developed the job description for the Rowing Committee Chair, which was shared with Regional Chairs and Reps. DH stressed the priority of recruiting both the Rowing Committee Chair and the member-elected director.</p> <p>CB raised the status of her interim Deputy Chair position, it was discussed and action was taken for CB to talk to the Regional Reps and Chairs</p> <p><u>Action: CB to talk to Regional Reps and Chairs about the Deputy Chair position</u></p> <p>The Board discussed about having non-Board members on the Committees in order to gather more experience and knowledge.</p> <p><u>Action: MW will explore the idea of adding non-Board Members to the Committees</u></p> <p>TK raised that she felt that the JD for the NED should be more focused on strengthening financial management and commercial skills as this is a critical priority</p> <p><u>Action: RW to ensure financial experience is reflected</u></p> <p>The Rowing Committee TORs were discussed, and it was raised that clarification of language needed to be made around 'special interest groups' and a modification needed to be made around the fact the Committee would input into the strategy.</p> <p><u>Action: Board to send any amendments to the Rowing Committee TORs to RW</u></p>	<p>CB</p> <p>MW</p> <p>RW</p> <p>RW/BOARD</p>

	<p>RISK AND INTEGRITY UPDATE</p> <p>PM talked to the R&I updated highlighting there had been significant progress made on the medical side. PM stated that he felt that the Rules of Racing should be agreed in principle by the Board, with PM and NH overseeing the final amendments.</p> <p><i>Agreed: Rules of Racing approved in principle</i></p> <p>PM confirmed that he would be meeting with RN to talk through the safety audit which would be presented at the next committee meeting.</p> <p>FINANCE AND AUDIT COMMITTEE</p> <p>TK updated the Committee about how the business is moving towards a Business-as-Usual finance state by the end of the financial year, provided certain fixes are made. The financial performance is better than last year and within budget however, long term issues still need to be fixed to ensure financial sustainability.</p> <p>DH highlighted that despite Finance and Audit Committees diligent work, the Board was not adequately aware of finance risks, particularly around the Caversham Project. DH also emphasised to the Board that there needed to be much better awareness of performance versus forecast and outturn, ensuring that performance can be course corrected before it is too late in the year.</p> <p>DH raised the point to the Board that prioritisation was necessary, saying no to non urgent project and to ensure that we are more conscious of resource capability and capacity.</p>	<p>PM/NH</p>
<p>6</p>	<p>FINANCE</p> <p>LD presented the financial look back for the first three quarters of the year, showing an unrestricted operating deficit, which is favourable to the approved budget and a third of the prior year's loss. LD reported a 6% growth in membership volume and rate, driven largely by "learn to row," and that coaching income is 60% ahead of target. Initiatives have been put in place to save costs.</p> <p>The Board discussed the membership fees increase and emphasised the point that communication out to the community was vital.</p> <p>The Board discussed Project Caversham cost increases, following the Finance and Audit Committee support, the Board were asked if they agreed to proceed at risk with the contractual arrangements now to mitigate against the risk of even higher future costs, rather than waiting for formal funding. DH asked that the Performance team provided an update to the next board meeting to include the project plan including mitigating scenarios for delays, the steering group structure and details of the full project team. SW noted that the funding gap for the GB team over the olympic cycle was still to be addressed and this should not be forgotten.</p> <p><i>Decision: The Board agreed the baseline financial assumption of the 2026-2027 budget</i></p> <p><i>Decision: Membership fees increase was agreed</i></p>	

	<p><i>Decision: The Board agreed to proceed at risk with the contractual arrangements now to mitigate against the risk of even higher further costs rather than waiting for formal funding.</i></p> <p><i>Action: DL to provide project plan update to the March Board</i></p> <p><i>Action: LD took the action to resolve the Microsoft and Google licenses spend within the next 6 months.</i></p>	<p>DL</p> <p>LD</p>
7	<p>HR PAPER</p> <p>The Board noted the paper</p> <p><i>Action: RW to circulate Org Chart with Board</i></p>	<p>RW</p>
8	<p>SAFEGUARDING</p> <p>The Board were presented with the new Safeguarding TORs which had been developed, for their approval.</p> <p>The intention is to move disciplinary and grievance issues under Safeguarding to ensure single point accountability and correlation between cases, with the committee reporting directly to the board.</p> <p>PM raised the point that previous actions from Risk and Integrity discussions needed to be increased into the new safeguarding structure. SD raised the importance of collaboration with the Home Nations.</p> <p>DH clarified to the Board that the Safeguarding Committee will have oversight of serious or critical cases, but will not run the processes, which are handled through the existing disciplinary and grievance panel or case management group.</p> <p>SW highlighted that the purpose needed broadening to say: 'all participants in the sport had a safe and positive experience," beyond children, young people, and adults at risk'</p> <p><i>Decision: The ToRs were approved subject to a few amendments</i></p>	
9	<p>RISK REGISTER</p> <p>The Board discussed the Risk Register and the various versions. It was decided that Marsh, the insurers would be asked to do a collaborative session with the team and any board members to finalise a risk register that works for the organisation.</p> <p><i>Action: LD to talk to Marsh to facilitate the executive team to shape the organisation risk register</i></p>	<p>LD</p>
10	<p>DEVELOPMENT</p> <p>NROD presented an opportunity for a joint Indoor Championship with World Rowing, which would incorporate the existing BRIC Event and the World Indoor Rowing Championship.</p> <p>Due to the relative short notice of the opportunity the Board would need an additional meeting pre the March meeting to discuss the financial plan, project plan and resource to make the decision.</p> <p><i>Action: RW to schedule a Board meeting to discuss this opportunity</i></p>	<p>RW</p>

	<p>NROD discussed the upcoming Sport England System partner investment process, aiming to raise awareness to the Board. SW raised the importance of the need to measure the impact of changing the nature of the sport, which Sport England is supporting, particularly around inclusivity.</p> <p>There was a request to see NROD at more meetings than just once a year, to get a better understanding of his area.</p> <p><i>Action: NROD to present at the July board</i></p>	<p>NROD</p>
	<p>AOB</p> <p>DH informed the Board that with the full support of UKSport the organisation will be investing in culture to improve how the organisation interacts and communicates and aligns with its community and membership, with the aim of working as one team.</p> <p>DH asked for each of the board to set up one to one calls to share feedback to date and input into the cultural reset.</p>	<p>ALL</p>