

Registered number: 1706271

BRITISH ROWING LIMITED
(A Company Limited by Guarantee)

ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2016

BRITISH ROWING LIMITED
(A Company Limited by Guarantee)

COMPANY INFORMATION

Directors

A Phelps, CBE (Chairman)
G Harris (Deputy Chairman)
A P S Crawford
J D Hinnigan
A L Johnson
L Lion
F McAnena
M Morrice
N C Palios
A D G Parkinson (Chief Executive)
N Reilly-O'Donnell
J Vickers

Company secretary H Mosienko

Registered number 1706271

Registered office

The Priors
6 Lower Mall
Hammersmith
London
W6 9DJ

Independent auditors

haysmacintyre
26 Red Lion Square
London
WC1R 4AG

Solicitors

Farrer & Co
66 Lincolns Inn Fields
London
WC2A 3LH

BRITISH ROWING LIMITED
(A Company Limited by Guarantee)

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BRITISH ROWING LIMITED
(A Company Limited by Guarantee)

STRATEGIC REPORT
FOR THE YEAR ENDED 31 MARCH 2016

Introduction

British Rowing is the governing body for the sport of rowing, both indoor and rowing on water, in England. We are responsible for the training and selection of individual rowers and crews representing Great Britain and for participation in and development of rowing and indoor rowing in England. We are committed to ensuring that the sport continues to thrive from the grass roots to winning medals at the Olympic and Paralympic Games.

Rowing in Scotland and Wales is governed and organised nationally by Scottish Rowing and Welsh Rowing but British Rowing represents Great Britain's interests to the international rowing federation, FISA.

British Rowing represents rowing's interests on the British Olympic Association, the British Paralympic Association, the Sport and Recreation Alliance, UK Sport, Sport England, government and non-governmental agencies and many other organisations.

British Rowing's mission is to lead, enable and inspire excellence in rowing at all levels and our vision is through rowing, promote the positive impact of sport, by providing an enjoyable experience for all participants while upholding our position as a leading rowing nation.

Business review

The last twelve months have seen considerable change within British Rowing and across the sport more widely. There has been a major government review of the country's sport strategies that will undoubtedly have an impact on rowing. On the global sporting stage The International Olympic Committee and International Paralympic Committee have been reviewing their programmes and delivering new strategies to continue the evolution of sport internationally.

With the appointment of the Chief Executive Officer Andy Parkinson, in January 2015, British Rowing has been able to refine and review its long-term strategy. The past year has represented a period of positive and significant transformation for British Rowing. As part of the organisation's modernisation a new team of executive directors is now in place to drive the ongoing development of British Rowing. As a result we are already a more agile and adaptable organisation, able to identify and respond to opportunities.

Our core strategy of 'Pulling Together – One Team with a Shared Purpose' formed the theme to an inaugural public conference in October. Goals such as growing the number of people in rowing, creating and embedding talent pathways, and engaging volunteers, staff and leadership in one core strategy threaded the different discussions together.

During the year regional staff have continued to deliver against the goals agreed with Sport England, and working with our clubs and partners we have seen good growth in participation year on year. There was a rise in the number of competitors at British National Junior and Senior Championships, as well as the seemingly unstoppable rise of Masters rowing. More participants than ever before also took part in the second British Rowing Indoor Championships with over 1,500 competitors racing at the Lee Valley Velo Park, and with better production, bigger screens and the support of event partner SAS, the event is now a highlight of the rowing calendar.

Many clubs report that they are at full capacity and struggling to keep up with the demand for coaching, equipment and membership and with the approaching Rio Olympic and Paralympic Games that demand is only expected to increase. This is a good place to be if British Rowing and our clubs can together encourage and facilitate sustainable growth, physically and financially; increasing the capacity of clubs in every part of the country and retaining newcomers to our sport. British Rowing has to be flexible, innovative and bold in facing these challenges if rowing is to retain its position within the British sporting landscape. Identifying, empowering and supporting new and existing volunteers must be a priority for the future.

BRITISH ROWING LIMITED
(A Company Limited by Guarantee)

STRATEGIC REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2016

Business review (continued)

The national team completed another phenomenal season in 2015/16. The British crews were under huge pressure to qualify boats for Rio at the World Rowing Championships in September 2015. The team put in impressive performances, booking 12 Olympic slots out of 14 possible boat classes and securing all four berths in Paralympic boat classes. Alongside this there was unprecedented success at Junior Worlds, Coupe Regatta and domination at the GB-France match. The system, resources and most importantly the people that underpin our success should not be under-valued or under estimated. Our athletes are fantastic ambassadors for the sport, on and off the water, and deserve the full support of everyone in rowing.

Principal risks and uncertainties

British Rowing receives a substantial proportion of its income from UK Sport and Sport England, details of which are set out in note 24 to the financial statements. The receipt of funds from these bodies is dependent upon British Rowing meeting agreed Key Performance Indicators and targets and upon the ability and willingness of UK Sport and Sport England to finance their payments to British Rowing.

The demands of the sport are such that it is likely to need increased commercial revenue streams to provide additional funding over and above that provided by UK Sport, Sport England and existing sponsors. The directors are actively looking at new sources of sponsorship and other income but there remains uncertainty over the eventual outcome. In the meantime, a material reduction in the level of support from either body would require British Rowing to reduce the scale of its activities or find alternative sources of finance.

Financial key performance indicators

The deficit for the year after taxation amounted to £326,293 (2015: £400,727). Operating income increased by £672,189 mainly as the result of increased draw down of grant income in the year to fund increased operational activities. Operating charges increased in the year by £582,615 mainly due to increased expenditure in the year on training camps, and competition costs for the national team, staff costs and the cost of developing a new website.

Despite the planned deficit incurred in 2015/16 British Rowing's finances continue to be sound and we are confident that we are well placed to remain at the forefront of sport nationally and internationally.

Staff and volunteers

The sport is highly dependent upon the large numbers of volunteers who help with every area of the sport while British Rowing is fortunate to employ world class coaching, administrative and media staff. The directors express their thanks to all volunteers and employees for their hard work and dedication during the past year.

This report was approved by the board on 12 July 2016 and signed on its behalf.



A Phelps, CBE (Chairman)
Director

BRITISH ROWING LIMITED
(A Company Limited by Guarantee)

DIRECTORS' REPORT
FOR THE YEAR ENDED 31 MARCH 2016

The directors present their report and the financial statements for the year ended 31 March 2016.

Directors' Responsibilities Statement

The directors are responsible for preparing the Strategic Report, the Directors' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. Under Company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of the surplus or deficit of the Company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies for the Company financial statements and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Results

The deficit for the year, after taxation, amounted to £326,293 (2015: deficit £400,727).

Directors

The directors who served during the year were:

A Phelps, CBE (Chairman)
G Harris (Deputy Chairman)
A P S Crawford
J D Hinnigan
A L Johnson
L Lion (appointed 3 October 2015)
F McAnena
M Morrice
N C Palios
A D G Parkinson (Chief Executive)
N Reilly-O'Donnell (appointed 3 October 2015)
J Vickers (appointed 1 April 2015)

M R Blandford Baker (resigned 3 October 2015)
P P Hill (resigned 3 October 2015)
M Stallard (resigned 3 October 2015)

BRITISH ROWING LIMITED
(A Company Limited by Guarantee)

DIRECTORS' REPORT
FOR THE YEAR ENDED 31 MARCH 2016

Disclosure of information to auditors

Each of the persons who are directors at the time when this Directors' Report is approved has confirmed that:

- so far as that director is aware, there is no relevant audit information of which the Company's auditors are unaware, and
- that director has taken all the steps that ought to have been taken as a director in order to be aware of any relevant audit information and to establish that the Company's auditors are aware of that information.

Post balance sheet events

There have been no significant events affecting the Company since the year end.

Auditors

The auditors, haysmacintyre, will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

This report was approved by the board on 12 July 2016 and signed on its behalf.



A Phelps, CBE (Chairman)
Director

BRITISH ROWING LIMITED
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF BRITISH ROWING LIMITED

We have audited the financial statements of British Rowing Limited for the year ended 31 March 2016, set out on pages 7 to 23. The financial reporting framework that has been applied in their preparation is applicable law and the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

This report is made solely to the Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an Auditors' Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of Directors and Auditors

As explained more fully in the Directors' Responsibilities Statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Financial Reporting Council's Ethical Standards for Auditors.

Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the Financial Reporting Council's website at www.frc.org.uk/auditscopeukprivate.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the Company's affairs as at 31 March 2016 and of its deficit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Strategic Report and the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements and the directors' report has been prepared in accordance with applicable legal requirements.

BRITISH ROWING LIMITED
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF BRITISH ROWING LIMITED

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.



Jeremy Beard (Senior Statutory Auditor)

for and on behalf of
haysmacintyre

Statutory Auditors

26 Red Lion Square
London
WC1R 4AG

12 July 2016

BRITISH ROWING LIMITED
(A Company Limited by Guarantee)

STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 MARCH 2016

	Note	2016 £	2015 £
INCOME	4	11,732,172	11,059,983
Administrative expenses		(12,094,553)	(11,511,938)
(DEFICIT)/SURPLUS ON ORDINARY ACTIVITIES BEFORE INTEREST	5	(362,381)	(451,955)
Interest receivable and similar income	9	45,109	64,022
(DEFICIT)/SURPLUS ON ORDINARY ACITVITIES BEFORE TAX		(317,272)	(387,933)
Tax on (deficit)/surplus on ordinary activities	10	(9,021)	(12,794)
(DEFICIT)/SURPLUS FOR THE FINANCIAL YEAR		<u>(326,293)</u>	<u>(400,727)</u>

There was no other comprehensive income for 2016 (2015: £nil).

The notes on pages 11 to 23 form part of these financial statements.

BRITISH ROWING LIMITED
(A Company Limited by Guarantee)
REGISTERED NUMBER:1706271

STATEMENT OF FINANCIAL POSITION
AS AT 31 MARCH 2016

	Note	2016 £	2015 £
Fixed assets			
Tangible assets	11	3,182,204	3,220,343
		<u>3,182,204</u>	<u>3,220,343</u>
Current assets			
Stocks	12	7,149	6,864
Debtors: amounts falling due within one year	13	1,512,932	1,402,236
Cash at bank and in hand	14	8,313,417	8,534,595
		<u>9,833,498</u>	<u>9,943,695</u>
Creditors: amounts falling due within one year	15	(4,874,593)	(4,961,799)
Net current assets		<u>4,958,905</u>	<u>4,981,896</u>
Total assets less current liabilities		<u>8,141,109</u>	<u>8,202,239</u>
Creditors: amounts falling due after more than one year	16	(686,885)	(421,722)
Net assets		<u><u>7,454,224</u></u>	<u><u>7,780,517</u></u>
Reserves			
Revaluation reserve	18	230,789	237,763
Specific reserves	18	2,951,420	6,872,857
Accumulated surplus	18	4,272,015	669,897
		<u><u>7,454,224</u></u>	<u><u>7,780,517</u></u>

The financial statements were approved and authorised for issue by the board and were signed on its behalf on 12 July 2016.



A Phelps, CBE (Chairman)
Director

The notes on pages 11 to 23 form part of these financial statements.

BRITISH ROWING LIMITED
(A Company Limited by Guarantee)

STATEMENT OF CHANGES IN RESERVES
FOR THE YEAR ENDED 31 MARCH 2016

	Revaluation reserve £	Specific reserves £	Accumulated surplus £	Total reserves £
At 1 April 2015	237,763	6,872,857	669,897	7,780,517
Deficit for the year	-	-	(326,293)	(326,293)
Transfer to/from Accumulated surplus account	(6,974)	(3,921,437)	3,928,411	-
At 31 March 2016	230,789	2,951,420	4,272,015	7,454,224

STATEMENT OF CHANGES IN RESERVES
FOR THE YEAR ENDED 31 MARCH 2015

	Revaluation reserve £	Specific reserves £	Accumulated surplus £	Total reserves £
At 1 April 2014	244,756	7,044,780	891,708	8,181,244
Deficit for the year	-	-	(400,727)	(400,727)
Transfer to/from Accumulated surplus account	(6,993)	(171,923)	178,916	-
At 31 March 2015	237,763	6,872,857	669,897	7,780,517

The notes on pages 11 to 23 form part of these financial statements.

BRITISH ROWING LIMITED
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STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2016

	2016 £	2015 £
Cash flows from operating activities		
Deficit for the financial year	(326,293)	(400,727)
Adjustments for:		
Depreciation of tangible assets	574,459	594,365
Surplus on disposal of tangible assets	(99,679)	(42,370)
(Decrease) / increase in stocks	(285)	336
Interest received	(45,109)	(64,022)
Taxation payable	9,021	12,794
(Decrease) / increase in debtors	(110,696)	435,675
Decrease / (Increase) in creditors	171,145	(251,344)
Corporation tax paid	(2,208)	(26,537)
Net cash generated from operating activities	<u>170,355</u>	<u>258,170</u>
Cash flows from investing activities		
Purchase of tangible fixed assets	(570,012)	(497,000)
Sale of tangible fixed assets	133,370	55,650
Interest received	45,109	64,022
Net cash from investing activities	<u>(391,533)</u>	<u>(377,328)</u>
Net decrease in cash and cash equivalents	<u>(221,178)</u>	<u>(119,158)</u>
Cash and cash equivalents at beginning of year	8,534,595	8,653,753
Cash and cash equivalents at the end of year	<u><u>8,313,417</u></u>	<u><u>8,534,595</u></u>
Cash and cash equivalents at the end of year comprise:		
Cash at bank and in hand	8,313,417	8,534,595
	<u><u>8,313,417</u></u>	<u><u>8,534,595</u></u>

BRITISH ROWING LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2016

1. General information

The company is a private company (registered number: 1706271) limited by guarantee and was incorporated in England and Wales. The company's registered office is The Priory, 6 Lower Mall, Hammersmith, London, W6 9DJ.

British Rowing is the governing body for the sport of rowing, both indoor and rowing on water, in England. The company is responsible for the training and selection of rowers representing Great Britain. The company also promotes participation in the sport of rowing at all levels.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared under the historical cost convention as modified by the revaluation of freehold premises and in accordance with Financial Reporting Standard 102, the Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland and the Companies Act 2006.

Information on the impact of first-time adoption of FRS 102 is given in note 25.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgment in applying the Company's accounting policies (see note 3).

The following principal accounting policies have been applied:

2.2 Income

Income is recognised to the extent that it is probable that the economic benefits will flow to the Company and the income can be reliably measured. Income is measured as the fair value of the consideration received or receivable, excluding discounts, rebates, value added tax and other sales taxes.

Income grants received in respect of expenditure charged to the income and expenditure account during the year have been included in the income for the year. Donations and grants relating to capital expenditure are released to the income and expenditure account over the estimated useful life of the related asset.

Sponsorship income that is received in respect of expenditure is matched with the related expenditure and any unspent amount is carried forward in creditors. All other sponsorship income is taken to the income and expenditure account for the period in which it is receivable and the application of the income is charged in the period in which it is incurred.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2016**

2. Accounting policies (continued)

2.3 Tangible fixed assets

Tangible fixed assets are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

At each reporting date the company assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined which is the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

Repairs and maintenance are charged to profit or loss during the period in which they are incurred.

Depreciation is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

Freehold property	- 2% straight line
Leasehold improvements	- Over the term of the lease
Motor vehicles and trailers	- 25% straight line
Office equipment	- 25% straight line
Boats, oars and equipment	- 12.5% - 25% straight line

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised within 'other operating income' in the Statement of Comprehensive Income.

2.4 Operating leases: Lessee

Rentals paid under operating leases are charged to the profit or loss on a straight line basis over the period of the lease.

2.5 Stocks

Stocks are stated at the lower of cost and net realisable value, being the estimated selling price less costs to complete and sell. Cost is based on the cost of purchase on a weighted average basis. Work in progress and finished goods include labour and attributable overheads.

At each reporting date, stocks are assessed for impairment. If stock is impaired, the carrying amount is reduced to its selling price less costs to complete and sell. The impairment loss is recognised immediately in profit or loss.

2.6 Debtors

Short term debtors are measured at transaction price, less any impairment.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2016

2. Accounting policies (continued)

2.7 Cash and cash equivalents

In the Statement of Cash Flows, cash and cash equivalents are shown net of bank overdrafts that are repayable on demand and form an integral part of the Company's cash management.

2.8 Financial instruments

The Company only enters into basic financial instruments transactions that result in the recognition of financial assets and liabilities like trade and other accounts receivable and payable.

Financial assets that are measured at cost and amortised cost are assessed at the end of each reporting period for objective evidence of impairment. If objective evidence of impairment is found, an impairment loss is recognised in the Statement of Comprehensive Income.

For financial assets measured at amortised cost, the impairment loss is measured as the difference between an asset's carrying amount and the present value of estimated cash flows discounted at the asset's original effective interest rate. If a financial asset has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract.

For financial assets measured at cost less impairment, the impairment loss is measured as the difference between an asset's carrying amount and best estimate, which is an approximation of the amount that the Company would receive for the asset if it were to be sold at the reporting date.

2.9 Creditors

Short term creditors are measured at the transaction price. Other financial liabilities, are measured initially at fair value, net of transaction costs, and subsequently at amortised cost using the effective interest method.

2.10 Foreign currency translation

Functional and presentational currency

The company's functional and presentational currency is GBP.

Transactions and balances

Foreign currency transactions are translated into the functional currency using the spot exchange rates at the dates of the transactions.

At each period end foreign currency monetary items are translated using the closing rate. Non-monetary items measured at historical cost are translated using the exchange rate at the date of the transaction and non-monetary items measured at fair value are measured using the exchange rate when fair value was determined.

Foreign exchange gains and losses resulting from the settlement of transactions and from the translation at period-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the Statement of Comprehensive income.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2016

2. Accounting policies (continued)

2.11 Pensions

Defined contribution pension plan

The Company operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the Company pays fixed contributions into a separate entity. Once the contributions have been paid the Company has no further payments obligations.

The contributions are recognised as an expense in the Statement of Comprehensive Income when they fall due. Amounts not paid are shown in accruals as a liability in the Statement of Financial Position. The assets of the plan are held separately from the Company in independently administered funds.

Multi-employer pension plan

The Company is a member of a multi-employer plan. Where it is not possible for the Company to obtain sufficient information to enable it to account for the plan as a defined benefit plan, it accounts for the plan as a defined contribution plan.

2.12 Taxation

Tax is recognised in the Statement of Comprehensive Income except that a change attributable to an item of income and expense recognised directly in equity is also recognised in equity respectively.

The current income tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the reporting date in the countries where the Company operates and generates income.

3. Judgements in applying accounting policies and key sources of estimation uncertainty

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Although these estimates are based on management's best knowledge of the amount, events or actions, actual results ultimately may differ from those estimates. The directors consider the following items to be areas subject to estimation and judgement.

Depreciation:

The useful economic lives of tangible fixed assets are based on management's judgement and experience. When management identifies that actual useful economic lives differ materially from the estimates used to calculate depreciation, that charge is adjusted retrospectively. Variances between actual and estimated useful economic lives will not have a material impact on the operating results. Historically no changes have been required.

Impairment provisions:

At the reporting date, the company evaluates the need for an impairment provision against its assets, comparing the net book value against the fair value of the asset. The company has a policy of providing against specific assets at the year-end.

BRITISH ROWING LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2016

4. Analysis of income

An analysis of income by class of business is as follows:

	2016 £	2015 £
Club and Regatta affiliation fees	338,795	316,691
Registered Individual membership fees	1,019,432	952,290
Grants & donations	9,380,960	8,975,565
Sponsorship and other commercial income	571,269	449,801
Other income	421,716	365,636
	<u>11,732,172</u>	<u>11,059,983</u>

All income arose within the United Kingdom.

5. Operating deficit

The operating deficit is stated after charging:

	2016 £	2015 £
Depreciation of tangible fixed assets	574,460	594,365
Exchange differences	(931)	1,017
Defined contribution pension cost	315,685	287,720
	<u>889,214</u>	<u>883,102</u>

6. Auditors' remuneration

	2016 £	2015 £
Fees payable to the Company's auditor and its associates for the audit of the Company's annual accounts	10,750	10,450
	<u>10,750</u>	<u>10,450</u>
Fees payable to the Company's auditor in respect of:		
All other services	2,900	1,310
	<u>2,900</u>	<u>1,310</u>

BRITISH ROWING LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2016

7. Employees

Staff costs, including directors' remuneration, were as follows:

	2016 £	2015 £
Wages and salaries	3,848,634	3,542,797
Social security costs	393,627	363,847
Cost of defined contribution scheme	315,685	287,720
	<u>4,557,946</u>	<u>4,194,364</u>

The key management personnel comprises of the CEO and the other members of the Senior Management Team. There have been a number of changes to the composition of the Senior Management Team during the year. The total employee benefits of the key management personnel of the company were £601,937 (2015: £539,801).

The average monthly number of employees, including the directors, during the year was as follows:

	2016 No.	2015 No.
Management and Clerical	32	31
Sports Development	22	22
Coaches	33	34
Other	12	12
	<u>99</u>	<u>99</u>

8. Directors' remuneration

	2016 £	2015 £
Directors' emoluments	144,544	31,617
Company contributions to defined contribution pension schemes	9,600	1,969
Amounts paid to third parties in respect of interim directors' services	-	105,138
	<u>154,144</u>	<u>138,724</u>

The above relates to Executive directors only. During the year retirement benefits were accruing to 1 director (2015: 1) in respect of defined contribution pension schemes.

BRITISH ROWING LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2016

9. Interest receivable

	2016 £	2015 £
Bank interest receivable	45,109	64,022
	<u>45,109</u>	<u>64,022</u>

10. Taxation

	2016 £	2015 £
Corporation tax		
Current tax on surplus for the year	9,021	12,794
	<u>9,021</u>	<u>12,794</u>
Total current tax	<u>9,021</u>	<u>12,794</u>

Factors affecting tax charge for the year

The tax assessed for the year is the same as (2015 - the same as) the standard rate of corporation tax in the UK of 20% (2015 - 20%) as set out below:

	2016 £	2015 £
Deficit on ordinary activities before tax	<u>(317,272)</u>	<u>(387,933)</u>
Deficit on ordinary activities multiplied by standard rate of corporation tax in the UK of 20% (2015 - 20%)	(63,454)	(77,587)
Effects of:		
Non-taxable income less expenses not deductible for tax purposes, other than goodwill and impairment	72,475	90,381
Total tax charge for the year	<u>9,021</u>	<u>12,794</u>

Factors that may affect future tax charges

The change to UK corporation tax rates from the current rate of 20% to 19% for the financial year beginning 1 April 2017 and 17% for the financial year beginning 1 April 2020 is a factor that will affect future tax charges.

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FOR THE YEAR ENDED 31 MARCH 2016

11. Tangible fixed assets

	Freehold property £	Caversham leasehold improve- ments £	Boats, oars and equipment £	Motor vehicles and trailers £	Office equipment £	Total £
Cost or valuation						
At 1 April 2015	1,172,094	1,460,954	2,183,576	394,721	132,838	5,344,183
Additions	-	-	505,935	64,077	-	570,012
Disposals	-	-	(192,025)	(53,149)	-	(245,174)
At 31 March 2016	<u>1,172,094</u>	<u>1,460,954</u>	<u>2,497,486</u>	<u>405,649</u>	<u>132,838</u>	<u>5,669,021</u>
Depreciation						
At 1 April 2015	196,566	209,390	1,438,005	200,418	79,461	2,123,840
Charge owned for the period	23,379	72,848	379,534	75,515	23,184	574,460
Disposals	-	-	(161,431)	(50,052)	-	(211,483)
At 31 March 2016	<u>219,945</u>	<u>282,238</u>	<u>1,656,108</u>	<u>225,881</u>	<u>102,645</u>	<u>2,486,817</u>
Net book value						
At 31 March 2016	<u>952,149</u>	<u>1,178,716</u>	<u>841,378</u>	<u>179,768</u>	<u>30,193</u>	<u>3,182,204</u>
At 31 March 2015	<u>975,528</u>	<u>1,251,564</u>	<u>745,571</u>	<u>194,303</u>	<u>53,377</u>	<u>3,220,343</u>

On 31 March 1991 the freehold premises at 6 Lower Mall were valued externally at £500,000 on the basis of existing use value. The cost of the freehold premises was £150,348, with further extension costs of £672,094 (2015: £672,094) recognised as additions since. On transition to FRS 102, the company has taken the option to include the previous valuation as deemed cost, and depreciation has been charged on the property since the date of valuation,

12. Stocks

	2016 £	2015 £
Finished goods and goods for resale	<u>7,149</u>	<u>6,864</u>
	<u>7,149</u>	<u>6,864</u>

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13. Debtors

	2016 £	2015 £
Trade debtors	389,876	329,645
Other debtors	128,925	34,115
Prepayments and accrued income	994,131	1,038,476
	<u>1,512,932</u>	<u>1,402,236</u>

14. Cash and cash equivalents

	2016 £	2015 £
Cash at bank and in hand	8,313,417	8,534,595
	<u>8,313,417</u>	<u>8,534,595</u>

15. Creditors: Amounts falling due within one year

	2016 £	2015 £
Trade creditors	589,474	549,831
Corporation tax	7,624	811
Taxation and social security	121,566	124,034
Deferred Income	3,372,340	3,210,992
Other creditors	147,310	136,280
Accruals	636,279	939,851
	<u>4,874,593</u>	<u>4,961,799</u>

16. Creditors: Amounts falling due after more than one year

	2016 £	2015 £
Deferred income	686,885	421,722
	<u>686,885</u>	<u>421,722</u>

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17. Financial Instruments

	2016 £	2015 £
Financial Assets measured at amortised cost		
Trade debtors	389,876	329,645
Other debtors	128,925	34,115
	<u>518,801</u>	<u>363,760</u>
	2016 £	2015 £
Financial Liabilities measured at amortised cost		
Trade Creditors	589,474	549,831
Other creditors	147,310	136,280
	<u>736,784</u>	<u>686,111</u>

Financial Risk Management

Liquidity risk:

The objective of the company in managing liquidity risk is to ensure that it can meet its financial obligations as and when they fall due. The company expects to meet its financial obligations through operating cash flows.

18. Reserves

Revaluation Reserve

The Revaluation Reserve comprises the movements on revaluation of 6 Lower Mall in 1991. This is released in line with the depreciation policy of the freehold assets each year.

Specific Reserves

The Specific Reserve previously included both a Fixed Asset Reserve and a designated reserve relating to International High Performance. All amounts included within the International High Performance Reserve were transferred to the Accumulated Surplus Reserve in 2016. Amounts are transferred from the reserve to the Accumulated Surplus Reserve in line with movements in fixed assets. The Fixed Asset Reserve is equal to the net book value of fixed assets less amounts included within the Revaluation Reserve.

Accumulated Surplus

The Accumulated Surplus Reserve comprises of surpluses and deficits generated in the current and previous periods.

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19. Company status

The company is a private company limited by guarantee and consequently does not have share capital. Each of the members is liable to contribute an amount not exceeding £1 towards the assets of the company in the event of liquidation.

20. Capital commitments

At 31 March 2016 the Company had capital commitments as follows:

	2016 £	2015 £
Contracted for but not provided in these financial statements	560,664	318,109
	<u>560,664</u>	<u>318,109</u>

21. Pension commitments

The Company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £226,282 (2015: £198,997). Contributions totalling £18,614 (2015: £18,647) were payable to the fund at the balance sheet date.

The company also operates a defined benefit pension scheme for which the pension liability is the responsibility of the Teachers Pension Agency. The Scheme is a multiple employer scheme and the company is unable to identify its share of the underlying assets and liabilities. The pension cost charge represents contributions payable by the company to the fund and amounted to £52,864 (2015: £47,602). At 31 March 2016 £3,818 was outstanding (2015: £nil).

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22. Commitments under operating leases

At 31 March 2016 the Company had future minimum lease payments under non-cancellable operating leases as follows:

	2016 £	2015 £
Land and Buildings		
Not later than 1 year	72,837	66,730
Later than 1 year and not later than 5 years	208,110	198,698
Later than 5 years	475,350	521,741
Total	756,297	787,169
	2016 £	2015 £
Other Leases		
Not later than 1 year	6,754	7,661
Later than 1 year and not later than 5 years	4,745	11,499
Total	11,499	19,160

23. Related party transactions

Gary Harris, who is a director of the company, invoiced the company for £3,957 (2015: £5,500) for payment of fees and expenses as a coach educator consultant. There was no balance (2015: £131) outstanding at year end. Sport England facilities grant of £34,213 have been made to Royal Albert Dock Trust, for whom Gary Harris is a Director. Sport England facilities grant of £15,000 have been made to Birmingham Rowing Club, for whom Gary Harris is Vice President.

Nathaniel Reilly-O'Donnell, who is a director of the company, invoiced the company for £600 (2015: £nil) for writing an article for Rowing & Regatta Magazine.

During the year, British Rowing made no grant awards to Leeds Rowing Club (for the benefit of Leeds Boathouse Limited) (2015: £23,750). At 31 March 2016 no amount was outstanding (31 March 2015: £nil). Leeds Boathouse Limited is a charity incorporated in November 2013. British Rowing is a member of the charity, and A Crawford is a trustee of the charity and a director of British Rowing.

During the year, British Rowing made payments of £156,899 to the British Olympic Association relating to the GB Rowing team's costs for the Rio Olympic Games. Annamarie Phelps, CBE, became a trustee of the organisation on 20 October 2015. At 31 March 2016 no amount was outstanding.

24. Sports Council awards

During the year the company received £7,731,415 (2015: £7,050,370) in cash from UK Sport and £2,141,175 (2015: £1,962,537) in cash from Sport England. As at 31 March 2016 £2,811,057 (2015: £2,772,843) is held as deferred income.

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25. First time adoption of FRS 102

The policies applied under the entity's previous accounting framework are not materially different to FRS 102 and have not impacted on equity or surplus or deficit.