

RULES OF BRITISH ROWING LIMITED

SECTION A GENERAL

- 1 Definitions: the Definitions used for the Rules of British Rowing are the ones defined in the Articles of Association of British Rowing Limited.

SECTION B THE MEMBERS

- 2 The Members shall organise and manage their affairs and activities in a responsible manner and in accordance with the Articles, any applicable laws and regulations and the Rules.
- 3 British Rowing shall issue guidance, advice and information for the use of Members. Compliance with such guidance and advice will normally be taken by British Rowing as confirmation that a Member has organised and managed its affairs in a responsible manner.

SECTION C THE COUNCIL

- 4 British Rowing shall hold regular Council Meetings, which shall be meetings of the members of Council. Notice of such meetings shall be given to every member of Council.
- 5 These Rules may only be amended by Council.

SECTION D THE BOARD

- 6 The Board members are the Directors of British Rowing Limited and shall have the powers and responsibilities set out in the Act and the Articles of British Rowing Ltd.
- 7 The Board shall appoint a Finance Committee in accordance with Section E
- 8 The Board shall appoint an Audit and Risk Committee in accordance with Section F
- 9 The Board shall appoint a Nominations Committee in accordance with Section G
- 10 The Board shall appoint a Disciplinary and Grievance Panel in accordance with Section H

SECTION E THE FINANCE COMMITTEE

- 11 **Purpose** The Finance Committee's principal purposes are to provide oversight of financial matters for the Board, to make recommendations to the Board on budgetary and financial matters, to ensure that the Board is informed in advance of the financial consequences of future plans, to monitor financial performance and to oversee an appropriate investment of British Rowing's reserves.
- 12 **Reporting** The Finance Committee shall report to the Board.
- 13 **Membership – voting** The Finance Committee is a committee of the Board. Its members shall usually be no fewer than four people, which shall include:
1. One of the Independent Directors, who shall be chairman of the Committee and recruited on a skills basis;
 2. A second Director;
 3. At least one of the members of Council elected to the Board; and
 4. The Home Nations Director.

- 14 Attendance – non-voting** Persons who would normally attend but not vote at the Finance Committee shall be:

The Chief Executive Officer;

The finance director (who shall act as the secretary of the Finance Committee);

Relevant members of the senior management team when their future budgets are reviewed, or when otherwise requested by the chairman; and

Such other persons as may be needed to enable the Finance Committee to carry out its functions in an appropriate and timely manner

- 15 Functions** The Functions of the Finance Committee shall be:

1. To propose a medium term (3-5 year) financial strategy to the Board for approval;
2. To review and, if appropriate, provide input on British Rowing's annual budgets, including the annual remuneration policy contained within them;
3. To review and, if appropriate, provide input on budgets for events;
4. To review and, if appropriate, provide input on (a) any subsequent material changes to those budgets (b) any proposals from the CEO, which might have a material impact on the income, expenditure or financial situation of British Rowing and (c) any contracts which might have a material impact on the income, expenditure or financial situation of British Rowing;
5. To review and, if appropriate, provide input on the recommended level of membership fees for the forthcoming year in conjunction with the budget;
6. To review and, if appropriate, provide input on the recommended level of reimbursement of expenses for the forthcoming year in conjunction with the budget;
7. To monitor financial performance throughout the year against budgets and prior years and, where appropriate, receive reports explaining any variances or unusual items;
8. To ensure that value for money is achieved in contracts entered into by British Rowing, with a value above the Chief Executive Officer's delegated authority levels;
9. To review budgeted capital expenditure, as part of the review of the annual budgets, and to review any major capital expenditure plans;
10. To oversee an appropriate investment of British Rowing's reserves;
11. To oversee an appropriate handling of British Rowing's liquidity, foreign exchange exposure and investments;
12. To make recommendations to the Board and to advise them generally on financial matters; and
13. To do any other things appropriate for a Finance Committee.

- 16 Meetings** The Finance Committee shall meet as often as may be appropriate but in any case not less than four times per year. Meetings may be held by telephone but shall be attended in person not less than twice per year. A quorum shall be 3 members entitled to vote at the meeting.

In the absence of the chairman of the Finance Committee, the second Director shall chair meetings of the Finance Committee.

SECTION F

THE AUDIT AND RISK COMMITTEE

- 17 Purpose** The Audit and Risk Committee's principal purposes are to ensure that
1. the provision of financial and other information for the Board and from the Board to the Council and wider membership and to other entities, such as the lottery funding bodies, is timely and accurate
 2. British Rowing's financial policies, procedures and controls are comprehensive and appropriate and ensure that expenditure and financial commitments are properly approved and payments properly authorised

3. British Rowing has comprehensive and appropriate governance and risk policies and procedures including the keeping of an appropriate risk register.

18 Reporting The Audit and Risk Committee shall report to the Board.

19 Membership – voting The Audit and Risk Committee shall be led by a member of the Board but its membership may be supplemented by skilled persons who are not Board members. Its members may not also be members of the Finance Committee:

1. The chairman of the Audit and Risk Committee, who shall be an Independent Director and recruited on a skills basis;
2. A second independent member who may be an Independent Director;
3. One of the members of Council who may be a Board member;
4. The representative of either Scottish or Welsh Rowing who is not the Home Nations Director.

20 Attendance – non-voting

The finance director (who shall act as secretary of the Audit and Risk Committee). The Audit and Risk Committee shall ask such persons as may be needed to enable the Audit and Risk Committee to carry out its functions in an appropriate and timely manner to attend, but not vote, at meetings of Audit and Risk Committee.

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Functions The Functions of the Audit and Risk Committee shall be:

1. To review in depth the Directors' Report and Financial Statements prior to their formal approval by the Board, considering such matters as the appropriateness of accounting policies and the truth, fairness and comprehensiveness of the information contained therein;
2. To receive reports from and discuss matters with the independent auditors;
3. To review the scope of the work of the independent auditors and any internal or other auditors;
4. To review the services and cost of the independent auditors from time to time and to make recommendations to the Board and the Council;
5. To review the financial and other information provided to the Board, and the procedures to produce it, to ensure that it is timely, sufficient and accurate;
6. To review the financial information to be provided to the Council and other entities by the Board to ensure that it is timely, sufficient and accurate;
7. To review the comprehensiveness and appropriateness of British Rowing's governance and risk policies and to advise the Board on British Rowing's overall risk appetite, tolerance and strategy;
8. To review, no less frequently than quarterly, the risk register to ensure that it is being accurately maintained and that the matters raised therein are being dealt with in an appropriate and timely manner;
9. To report to the Board, as soon as is practicable, any matters that may arise from the review of the risk register that may or ought to be of concern to the Board;
10. To review and ensure that British Rowing's policies and procedures for approving financial commitments, for the authorisation of payments, with regard to obtaining value for money and for ensuring compliance with tax and all other laws, guidance and legislation are appropriate and adequate;
11. To review the procedures and other internal controls of British Rowing to ensure they are appropriate and fit for purpose;
12. To ensure that British Rowing maintains a comprehensive, but economic, portfolio of insurance cover to protect its interests, and those of its staff, Board members, officers, and, where appropriate its volunteers, affiliated regattas and Registered Individuals
13. To do any other things appropriate for an Audit and Risk Committee.

- 22 Meetings** The Audit and Risk Committee shall meet as often as may be appropriate but in any case not less than four times per year. Meetings may be held by telephone but shall be attended in person not less than twice per year. A quorum shall be 3 members entitled to vote at the meeting.

In the absence of the chairman of the Audit and Risk Committee, the remaining members present shall elect one of themselves to chair the meeting.

SECTION G **THE NOMINATIONS COMMITTEE**

- 23 Purpose** The Nominations Committee's principal purpose is to evaluate the balance of skills, knowledge and experience of the Board and, in the light of this evaluation, prepare a description of the role and capabilities required for a particular appointment.

- 24 Reporting** The Nominations Committee shall report to the Board.

- 25 Membership – voting** The Nominations Committee may comprise a minimum of four people:

1. The Chairman of British Rowing;
2. Two Council members;
3. An Independent Director of British Rowing who will normally be the Senior Independent Director;
4. The Board may appoint an independent person with a background in human resources and/or recruitment to be a member of the Nominations Committee to assist the Nominations Committee with the fulfilment of its functions.

The Nominations Committee shall appoint a chairman from amongst its number. This may not be the Chairman of British Rowing.

- 26 Attendance – non-voting**

The Committee shall ask such persons as may be needed to enable the Nominations Committee to carry out its functions in an appropriate and timely manner to attend, but not vote, at meetings of the Nominations Committee.

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Functions The Functions of the Nominations Committee shall be:

1. To regularly evaluate the skills, knowledge, experience and diversity of the Board and to make recommendations with regard to any changes giving full consideration to succession planning.
2. Based on the evaluation of the Board, to prepare a role description and person specification for any Director appointment to be made.
3. In respect of all appointments to which the Nominations Committee is requested to nominate candidates ('Nominated Roles'), appoint a selection panel appropriate to the Nominated Role to carry out the selection process. In respect of the nomination of an Independent Director this panel would usually be chaired by the Senior Independent Director.
4. When submitting a nomination to Council, present a report on the process undertaken and the reasons for the nomination.
5. To do any other things appropriate for a Nominations Committee.

- 28 Meetings** The Nominations Committee shall meet as often as may be appropriate but in any case not less than once per year. Meetings may be held by telephone but shall be attended in person not less than once per year. A quorum shall be 3 members entitled to vote at the meeting, one of whom should be the chairman of the Nominations Committee.

In the absence of the chairman of the Committee, the remaining members present shall elect one of themselves to chair the meeting.

SECTION H

THE DISCIPLINARY AND GRIEVANCE PANEL

29 Purpose The Disciplinary and Grievance Panel's principal purpose is to ensure that British Rowing handles fairly and efficiently complaints, grievances and disciplinary matters for which it is responsible under the Disciplinary and Grievance Procedure of British Rowing as approved by Council from time to time.

30 Reporting The Disciplinary and Grievance Panel shall report to the Board.

31 Membership – voting The Disciplinary and Grievance Panel shall comprise a minimum of eight people who shall be proposed by the Chairman of British Rowing having regard to the mix of skills necessary for the effective discharge of the Disciplinary and Grievance Panel's duties. The Disciplinary and Grievance Panel shall not include any person who is an employee of British Rowing.

The Disciplinary and Grievance Panel shall appoint a chairman from amongst its number.

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Functions The Functions of the Disciplinary and Grievance Panel shall be to:

1. Hear complaints, grievances and disciplinary matters referred to it and to make such rulings and/or recommendations as the Disciplinary and Grievance Panel thinks appropriate in accordance with the Disciplinary and Grievance Procedure.
2. Keep under review the Disciplinary and Grievance Procedure and make such recommendations to Council as may be necessary from time to time to ensure the effective and equitable handling by British Rowing of complaints, grievances and disciplinary matters
3. Provide guidance to Affiliated Members and Regions from time to time on interpretation of the Disciplinary and Grievance Procedure.
4. Provide an annual report to the Board detailing the number and nature of cases heard and their outcomes and make such recommendations as the Disciplinary and Grievance Panel considers necessary for the improvement of the Disciplinary and Grievance Procedure.

33 Meetings The Disciplinary and Grievance Panel shall meet as often as may be appropriate but in any case not less than once per year. Meetings may be held by telephone but shall be attended in person not less than once per year. A quorum shall be 5 members entitled to vote at the meeting.

In the absence of the chairman of the Committee, the remaining members present shall elect one of themselves to chair the meeting.

SECTION I

THE STANDING COMMITTEES AND SPECIALIST PANELS

34 The standing committees of British Rowing are:

- (a) Sport Committee
- (b) British Rowing Championships Committee
- (c) Junior Rowing Committee
- (d) Masters Rowing Committee
- (e) National Coaching Committee

- (f) National Competition Committee
- (g) National Umpiring Committee
- (h) Recreational Rowing Committee
- (i) Rowing Safety Committee

- 35** The chairmen of the standing committees will normally be nominated by the relevant committee and approved by Council. If a committee does not offer a nomination the Board may make this nomination.
- 36** The chairmen of the standing committees are appointed by the Council to serve for a three year term. The chairmen are eligible for re-election but may not serve more than two consecutive terms.
- 37** The membership of each standing committee shall be determined by its terms of reference.
- 38** The chairmen of each standing committee shall have a casting vote on that committee.
- 39** Persons who are not members of a standing committee but who are appointed as substitute representatives shall have a proxy vote.
- 40** Persons who are not members of a standing committee may be invited by the chairman of the standing committee to attend meetings, but shall not be entitled to vote.
- 41** Committees shall meet as often as necessary for the execution of their duties, and shall submit regular reports to the Sport Committee which will in turn submit a consolidated report to the Executive Board in time for consideration by the Council. The names of those present at each committee meeting shall be included in such reports.
- 42** A standing committee wishing to publish any announcement through the press or otherwise shall first submit it to the Chairman or if he be not available to another Honorary Executive Officer for approval.
- 43** The Council will appoint such specialist panels as are required. These are currently:
- (a) Anti-doping Advisory Panel
 - (b) Magazine Management Panel
 - (c) Medical Advisory Panel
 - (d) Multi-lane Umpiring Panel
 - (e) National Facilities Panel
 - (f) Safeguarding Vulnerable Groups Advisory Panel
 - (g) Young Persons' Panel
- 44** Specialist panels report to the Board, the Finance Committee or specified standing committees as appropriate and are available for consultation by these standing committees outside formal meetings.
- 45** Each standing committee and specialist panel shall have documented terms of reference. The current terms of reference for each of the committees and panels are set out in Appendix 3 to the Rules.

SECTION J

INTERNATIONAL ROWING

- 46** The Performance Director shall prepare for each Olympiad and present to Council for approval a Selection policy for International Rowing.
- 47** The Performance Director shall be responsible for the implementation of the adopted policy.

SECTION K

CONTROL OF EXPENDITURE

- 48** The Board shall put in place and document appropriate policies and procedures for the approval of expenditure and other financial commitments and the authorisation of payments; the documents detailing these policies and procedures shall be made available to members of the Council upon request.
- 49** The Board shall prepare and approve a budget for each financial year of British Rowing and shall present it to the Council, in appropriately summarised form, at a Council meeting before the commencement of that financial year.
- 50** In exceptional circumstances, where, for example, the budget shows a substantial excess of expenditure over income that might ultimately affect the Members' interests, the Council may ask the Board to reconsider its proposal.
- 51** Provided that expenditure has been planned within the budget that has been approved by the Board it shall be considered as having been approved for the purposes of Rules 52 and 53;
- 52** Other than for trivial amounts, expenditure or other financial commitments outside the budget that has been approved by the Board must always be subject to approval by at least two people, of whom one would normally be the Chief Executive or the Chairman of the Finance Committee;
- 53** Other than for trivial amounts, payments made by British Rowing must always be authorised by at least two people authorised by the Board.
- 54** The Board shall provide management accounts to Council in an appropriately summarised form, but particularly detailing expenditure for the areas financed in part or whole by membership fees, to the Council on a quarterly basis. Such accounts shall be sent to Council members no later than two months after the quarter end.

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SECTION L SUBSCRIPTIONS

- 56** The Council will approve the rates and scales of subscriptions for each year and the annual fee for Associated Organisations.

SECTION M SAFETY

- 57** All Members and Registered Individuals shall organise, manage and carry out their activities in a safe and responsible manner with due regard for any guidance, or similar advice, issued by British Rowing or other safety advisory or regulatory bodies.

SECTION N SAFEGUARDING VULNERABLE GROUPS

- 58** All Affiliated Members must accept the Safeguarding & Protecting Children Policy and Procedures and the Adults at Risk Policy and Procedures and apply the supplementary guidance set out by British Rowing, as a condition of their affiliation and require all their club members to accept them as a condition of membership.

SECTION O EQUITY

- 59** British Rowing aims to ensure that all people irrespective of their age, gender, disability, race, ethnic origin, creed, colour, social status or sexual orientation, have an equal opportunity to participate in the sport of rowing at all levels and in all roles, whether as beginner, participant, performer, or as a coach, manager, employee, administrator or official.

SECTION P
REPRESENTATIVES REQUIRED BY FISA

- 60 As soon as possible after receiving notice of the numbers required, the Council shall appoint delegates to each Congress of the Fédération Internationale des Sociétés d'Aviron (FISA).
- 61 The delegates shall subsequently report to the Council on the business transacted.

SECTION Q
PAYMENTS – ATHLETES AND CLUBS

- 62 All payments for competitive Rowing and associated activities shall be made to or as arranged with the appropriate Club. Every athlete involved in competitive Rowing or associated activities shall be registered as a competing member of one or more Clubs. Each Club will enter into a contract or agreement with its registered competition members that will cover all questions on the distribution of cash received by the Club through competition, sponsorship or other income linked with Rowing or associated activities. Such contracts or agreements must acknowledge that if an athlete registers for participation in any of the National Squad activities then the resulting contract or agreement with British Rowing will supersede that which previously applied.

SECTION R
PENALTIES

- 63 The Council may reprimand, suspend from competition, suspend or disaffiliate from membership of British Rowing, fine or otherwise penalise Affiliated Members or Registered Individuals in accordance with the Articles of Association and the Grievance and Disciplinary Procedure;
- 64 Any Affiliated Member or Registered Individual suspended, disaffiliated or penalised in accordance with the Grievance and Disciplinary Procedure is entitled to appeal in accordance with the Grievance and Disciplinary Procedure.

SECTION S
SELECTION APPEALS PROCEDURE

- 65 British Rowing shall maintain an appropriate and documented Selection Appeals Procedure. The current version is set out as Appendix 1 to the Rules.

SECTION T
ANTI-DOPING

- 66 The Anti-doping Rules of British Rowing are the UK Anti-doping Rules published by UK Anti-doping (UKAD), the UK's National Anti-doping Organisation, as amended from time to time.
- 67 British Rowing requires all Rowers, Rower support personnel and other persons to comply with these Anti-doping Rules.

SECTION U
BOAT IDENTIFICATION

- 68 All boats being used from clubs for racing, training, and recreation, including private craft, safety and coaching launches shall be identifiable by the three letter code, as issued by British Rowing, together with a three digit fleet number (including zeros) as determined by the club. The lettering shall be in capitals, in a regular sans serif (Arial "style") font, with a minimum height of 6cm and clearly readable (in a contrasting colour) on both port and starboard bow saxboards, or vertical surface.
- 69 Clubs must keep, readily available, an up-to-date list of their fleet number/boat reference, including that issued to any member with a privately owned boat. Club members with private

craft who move clubs must change the identification code to that issued by their new club before taking to the water.

RULES OF BRITISH ROWING LIMITED

APPENDIX 1 SELECTION APPEALS PROCEDURE

Definition: In this document ‘**Rower**’ refers to a sweep oar rower, sculler and coxswain who has signed the GB Rowing Team Registration Form for the current season to be considered for selection to a Championship within the scope of the British Rowing Selection Policy (the “**Policy**”) and holds a current racing licence as a member of British Rowing, Scottish Rowing or Welsh Rowing.

Rowers’ Right of Appeal

- 1.1 A Rower has the right to appeal against the decision of the Chief Coach or Selector in respect of the implementation of the Policy as outlined in 1.3, insofar as it relates to that rower (“**Appeal**”). This means that not only can an Appeal be made against a final selection decision for the World Championships (or equivalent event) but also during the year if a Rower feels that he/she has not been treated fairly in line with the Policy.
- 1.2 Rowers considering an Appeal should refer to the Guidance Notes found in The Rowers’ Handbook published by the GB Rowing Team office.
- 1.3 The Appeals Procedure can only be used to determine:-
 - 1.3.1 Whether the correct procedures have been followed in the implementation of the Selection Policy.
 - 1.3.2 Whether the Chief Coach or Selector has acted reasonably, fairly and without bias in making a decision.
 - 1.3.3 Whether the Rower has been treated fairly in the context of paragraphs 1.3.1 and 1.3.2.

Appeal Procedure

- 2.1 The Rower may commence the appeals procedure by notifying the Chairman of British Rowing in writing (the “**Notice of Appeal**”) by letter or email that he/she wishes to appeal the decision of the Chief Coach/Selector. The Notice of Appeal must be received within five calendar days of the Chief Coach or Selector’s decision being communicated to them, by either email or mail at the following address:
Email: annamarie.phelps@britishrowing.org
Address: Chairman, British Rowing, 6 Lower Mall, London W6 1NJ
- 2.2 The notice of appeal shall include:
 - The appellant’s name and address and contact details. If the Rower is under eighteen years of age it shall also include their date of birth and the name(s) and contact details of their parent or legal guardian.
 - Details of the decision being appealed and, if available, any copy of the communication; and
 - An email or postal address for correspondence.
- 2.3 The Chairman of British Rowing will, within 24 hours of receipt of a Notice of Appeal, notify the Executive Director of Sports Resolution (UK) (“**Executive Director**”) of the Appeal, including name(s) and contact details of the Chief Coach or Selector and Performance Director (together the “**Respondent**”) and ask the Executive Director to appoint a panel of three appropriately qualified independent individuals to hear the Appeal (the “**Panel**”) including an independent Panel Chairman (the “**Panel Chairman**”). The Panel shall, where possible, contain one member from the British Rowing Appeal Panel Nominees List agreed annually by the Executive Board of British Rowing with the other two members coming from the Sport Resolutions list of panel members

- 2.4 The Executive Director shall, following receipt of the Notice of Appeal, constitute the Panel as expeditiously as possible.
- 2.5 Under this Appeal Procedures the role of Sport Resolutions is:
- a) To establish the Panel; and
 - b) To assist in the smooth running of the associated proceedings.
- 2.6 As soon as practicably possible, and in any case not later than ten calendar days of the Chief Coach or Selector's decision being communicated to the Rower, the Rower must submit to the Executive Director in writing a statement (the "**Statement of Claim**") setting out the basis on which the Rower is making the Appeal, accompanied by any relevant evidence and appropriate documentation, including any relevant medical information that the Rower considers necessary to support the Appeal.
- 2.7 The Statement of Claim may be sent to the Executive Director by email or post to the following address:
- Email: eprocter@sportresolutions.co.uk
 Address: Edward Procter, Executive Director, Sport Resolutions, 1 Salisbury Square, London EC4Y 8AE
- 2.8 The Executive Director shall without delay, and no longer than one working day after receipt of the Statement of Claim, supply a copy of the Statement of Claim to the Respondent who shall be entitled to respond in writing as soon as is practicably possible, and in any case not later than five calendar days (the "**Response**") of receipt of these documents. The Response should be sent to the Executive Director at the address given above.
- 2.9 The Executive Director shall without delay, and no longer than one working day after receipt of the Response, supply a copy of the Response to the Rower who may make further written representations in reply to the Response and must, assuming the Rower wishes to proceed, within five calendar days of receipt of the Response, request the Executive Director in writing to proceed with the Appeal (the "**Request**").
- 2.10 Unless the Panel permits or directs otherwise, the parties shall not submit further arguments after the time limit for the submission of the Response or the Request as the case may be.
- 2.11 If the Respondent or Rower fails to submit the response document within the time limit set the Panel may, in its absolute discretion, nevertheless proceed with the hearing.

Note: IT IS VITAL FOR ROWERS REQUESTING AN APPEAL, AND THE CHIEF COACH OR SELECTOR AND PERFORMANCE DIRECTOR IN RESPONDING TO THE STATEMENT OF APPEAL, TO APPRECIATE THAT THE OUTCOME OF THE APPEAL DECISION MAY HAVE CONSEQUENCES AFFECTING OTHER ROWERS AND THE SUBSEQUENT SELECTION PROCESS. ANY DELAY THEREFORE IN COMMENCING THE APPEAL AND SUBSEQUENTLY PROCESSING THE APPEAL IN ACCORDANCE WITH THE TIME LIMITS ABOVE MAY ULTIMATELY PREJUDICE THE OUTCOME OF THE APPEAL DECISION.

Time and Place of Appeal

- 3.1 The Executive Director shall notify all the parties concerned as early as possible of the place and time the Appeal is to be heard (the "**Appeal Hearing**") together with the names of the members of the Panel.
- 3.2 If any party wishes to object to the appointment of a Panel member that party shall, as soon as reasonably practicable after the Panel members are announced, submit in writing to the Executive Director the basis of that objection. Unless the applicable Panel member withdraws or the other party supports the objection the Executive Director shall determine the matter and shall if necessary request that a replacement Panel member be appointed.

- 3.3 The time limits set out in this Appeals Procedure may be extended or reduced by agreement between the parties. In the absence of agreement, the Panel may on application from either party direct that the time limits set out herein may be varied.
- 3.4 The Executive Director will as early as possible prior to the Appeal Hearing circulate to the individual members of the Panel, the Rower and the Respondent, copies of:-
 - 3.4.1 The Notice of Appeal and the Statement of Appeal
 - 3.4.2 The Response
 - 3.4.3 The Request
 - 3.4.4 Any further written representations made by either party which has been allowed by the Panel.
- 3.5 The Panel is empowered to call witnesses, to seek expert advice as necessary and to hear evidence from persons nominated by the parties concerned, where requested. Strict rules of evidence do not apply but all involved should be aware that "hearsay" evidence is unlikely to carry as much weight as evidence within the direct knowledge of the parties and any witnesses.
- 3.6 The Rower may be accompanied or represented at the Appeal Hearing by a maximum of two people. In the case of a Rower who is under eighteen years at the date of the Appeal Hearing a parent or legal guardian should also be present.
- 3.7 The Respondent may be accompanied or represented at the Appeal Hearing by a maximum of two people.
- 3.8 The Panel will hear the evidence of both parties in private unless the parties agree otherwise.
- 3.9 If at any time during the Appeal Hearing there is any unreasonable behaviour the Panel Chairman may bring the proceedings to a close and the Panel will determine the Appeal on the basis of the written and verbal submissions received at that time.

Appeal Hearing Procedure and Decision

- 4.1 The Panel shall hear the Appeal in the following order:
 - 4.1.1 The Rower will present his/her case without interruption, except for the purpose of clarification, from the Panel.
 - 4.1.2 The Panel will ask questions.
 - 4.1.3 The Respondent will present his/her case without interruption, except for the purpose of clarification, from the Panel.
 - 4.1.4 The Panel will ask questions.
 - 4.1.5 Having heard each other's case the Rower and Respondent may raise questions through the Panel Chairman.
 - 4.1.6 The Rower and Respondent shall make final submissions to the Panel with the Rower having the right to be heard last, following which the Appeal Hearing shall be terminated.
- 4.2 The Panel will consider the evidence and notify the Rower, the Respondent and Chairman of British Rowing (and where applicable to Scottish Rowing and/or Welsh Rowing) in writing of its decision as soon as possible and preferably within 24 hours of the Appeal Hearing.
- 4.3 The decision of the Panel is final and there is no further right to appeal. The Panel have no power to change any selection decision but may make recommendations to the Performance Director as set out in 5.1.

Costs

- 5.1 The amount of the cost of Sport Resolutions, including the Panel and any experts appointed by the panel, shall be determined by the Executive Director. Unless the parties otherwise agree or unless the Panel otherwise directs British Rowing shall be liable to Sport Resolutions for this cost.

5.2 The parties shall be responsible for their own legal and other costs unless the parties otherwise agree.

Panel's Recommendations

6.1 In the event of an Appeal being upheld the Panel shall be entitled to make recommendations to the Performance Director, taking account of:-

6.1.1 the timing of the selection cycle; and

6.1.2 the proximity of any Olympic Games, World Championships or any other event

6.2 The Performance Director will consider these and provide a written report of any action taken or not taken to the Executive Committee of British Rowing. If the Panel's recommendations are not implemented, the Performance Director shall state the reasons for not doing so in his report. A copy of this report will be sent to the Rower and Respondent.

RULES OF BRITISH ROWING LIMITED

APPENDIX 2

STATEMENT OF ANTI-DOPING POLICY

British Rowing condemns the use of doping in sport. It recognises the right of all Rowers to participate in a sport that is free from the misuse of drugs. British Rowing is committed to educate, inform and test, as appropriate, participants competing in rowing in England, and representing Great Britain and England, so that it remains a drug-free sport. It is a requirement of participation in the sport that all Rowers, Rower support personnel and other persons under the jurisdiction of British Rowing comply with the Anti-doping Rules set out and published by the Association and revised from time to time. The full British Rowing Anti-doping Rules are available via the website (www.britishrowing.org) or on request from British Rowing headquarters.

In testing its Rowers British Rowing is committed to handling the management of results in a confidential and accountable manner and to carry out disciplinary procedures where appropriate by the fair and independent process it has agreed with its members and with UK Sport, its appointed National Anti-doping agency for the collection of samples. The disciplinary procedure for a contravention of these rules is published in full in the UK Anti-doping Rules.

British Rowing's Anti-doping Advisory Panel is responsible to the Board for the management of this policy and for reviewing and recommending any revisions to it. It is also responsible for related education programmes and agreement of a Doping Control Programme with UK Sport. The Anti-doping Advisory Panel is also responsible for notifying UK Sport of any known infringements of British Rowing's rules by Rowers or support personnel who may be tested outside the UK.

RULES OF BRITISH ROWING LIMITED

APPENDIX 3

DISCIPLINARY AND GRIEVANCE PROCEDURE

The object of these Disciplinary and Grievance procedures is to ensure good practice with regard to the handling of any complaints, grievances or disciplinary procedures between Registered Individuals, Affiliated Members, Regions and/or British Rowing, and to ensure that such matters are fairly dealt with at the appropriate level in a fair and timely manner.

For the avoidance of doubt, the Disciplinary and Grievance procedures shall not apply to any complaints, disciplinary matters or grievances which have their own separate procedures stipulated in the Articles or the Rules of British Rowing, which shall be dealt with in accordance with the principles and procedures laid down in the relevant Articles or Rules, or for employment matters involving British

Rowing employees or employees of Affiliated Members, which shall be dealt with in accordance with the relevant employee's contract of employment and staff handbook.

1. Appropriate forum for hearing complaints, grievances and disciplinary matters between Registered Individuals, Affiliated Members and Regions

In considering to which body a complaint, grievance or disciplinary matter should be referred, British Rowing and every Registered Individual, Affiliated Member and Region shall agree to abide by the process laid out in the Disciplinary and Grievance Process Flowchart, as the same shall be amended from time to time.

2. Conduct of complaints, grievances and disciplinary matters between Registered Individuals, Affiliated Members and Regions

British Rowing, and every Affiliated Member or Region involved in the hearing or consideration of a complaint, grievance or disciplinary matter shall conduct that hearing or consideration through a procedure which conforms in all material respects to the British Rowing Disciplinary and Grievance Guidelines, as the same shall be amended from time to time, and shall ensure that their constitutional documents or rules are not in conflict with those guidelines.

3. Procedure for Complaints and Grievances against British Rowing and its employees

This section outlines the procedure to be followed where a complaint or grievance is brought against British Rowing (as opposed to a complaint or grievance against a Registered Individual, an Affiliated Member or a Region, or where British Rowing is hearing a complaint or grievance in an appellate capacity in accordance with the Disciplinary and Grievance Process Flowchart).

A grievance is an issue, complaint, dispute concern or problem which does not involve alleged Misconduct. Allegations of Misconduct will be resolved in accordance with the Disciplinary Procedure.

British Rowing recognises the importance of dealing with grievances and complaints seriously, fairly and quickly. Any person that raises a grievance (a 'Complainant') will be given a fair hearing and have the right to be accompanied by a supporter when raising a grievance.

British Rowing is committed to the resolution of individual grievances informally whenever possible and Complainants are encouraged to seek to resolve any grievance with British Rowing informally with the relevant personnel in the first instance.

If the Complainant is not satisfied with the outcome of informal discussions (or such a stage is not deemed to be appropriate) he must state his or her grievance formally in writing to the CEO, which may be by post or by email.

If a Complainant has a disability which means they are unable to submit a written grievance, British Rowing will provide assistance where reasonable to ensure that they are not treated less favourably.

Where a Complainant is under the age of 18 years it is obligatory that the parents or legal guardians of that child must be informed and that the individual is accompanied during any hearing or appeal.

When submitting a grievance the notification should state the details of the grievance, the action taken by the Complainant to resolve the matter so far and the outcome or remedy sought. Copies of relevant papers in support of the grievance should be included.

On receipt of a grievance the CEO (or, if the CEO is the subject of the complaint, the Chairman) will appoint an appropriate officer to consider the grievance ('Investigating Officer'). The Investigating Officer may be a person employed by British Rowing, a volunteer holding a position within British Rowing or a third party, depending on the nature of the complaint made. Where the complaint made is against British Rowing itself (as opposed to an employee or British Rowing) or against the Chairman or the CEO of British Rowing, the Investigating Officer should usually be a third party.

The Investigating Officer will notify British Rowing and/or any individual who is the subject of a grievance (each a 'Respondent') and provide them with a copy of the grievance. The Respondent will be given the opportunity to provide a statement and any papers in response to the grievance. The timescale for this will normally be 14 days, but may be extended at the discretion of the Investigating Officer if the circumstances so merit.

The Complainant and any Respondents should be made aware that the information provided by them may be disclosed to the other parties to the grievance.

It may be necessary for the Investigating Officer to carry out further investigation into the grievance by meeting with the Complainant, the Respondent(s) or any relevant witnesses. If this is necessary the timetable for the completion of the investigation will be discussed with and notified to the Complainant. Every attempt will be made to complete the investigation promptly, but giving regard to the need for due process.

If a hearing is necessary, the Complainant and the Respondent shall have the right to be accompanied by a person of his or her choosing to any hearing or other meetings in connection with a hearing. The Investigating Officer should ensure that the parties are aware of this right prior to any such hearing or meeting.

Hearings can be conducted in person or, if this is not practicable, by telephone conference. If either party chooses not to attend the hearing in person or by telephone if appropriate, the Investigating Officer has the right to proceed with the hearing based on written submissions.

On conclusion of the investigation into the grievance the Investigating Officer will inform the Complainant and the Respondents in writing of the decision. This will normally be issued within 7 days of the close of the investigation. This letter will in general summarise:

1. the nature of the grievance;
2. the investigation that was conducted;
3. the decision;
4. the reason for the decision;
5. any measures taken or required to be taken as a result of the decision; and
6. a copy of any meeting records and any formal minutes taken.

If the Complainant or any Respondent is not satisfied with the outcome of the grievance investigation, he may appeal (in this capacity the 'Appellant') on the grounds that:

- relevant information was ignored or not considered by the Investigating Officer; or
- the grievance procedure was tainted by unreasonable bias or conflict of interests; or
- the provisions of British Rowing's Grievance Procedure were not adhered to; or
- the Investigating Officer exceeded his or her jurisdiction; or
- the findings of the Investigating Officer were irrational or wrong in law.

The Appellant should write to the CEO within 14 days of the receipt of the letter issued by the Investigating Officer. This letter should state the grounds on which the verdict of the Investigating Officer is challenged and the remedy or outcome that is sought.

Any such appeal shall be considered by the Disciplinary and Grievance Panel in accordance with the procedures set out in 5 below.

4. Procedure for Disciplinary Proceedings instigated by British Rowing

A Registered Individual may be subject to disciplinary proceedings under this procedure brought by British Rowing where their conduct is inappropriate, incorrect, improper, unlawful, or unsporting and/or has the potential to bring the sport of rowing into disrepute ('Misconduct'), and where there is no Affiliated Member or Region which would have jurisdiction to deal with the matter in accordance with the process laid out in the Disciplinary and Grievance Process Flowchart, or where the relevant Affiliated Member or Region has declined to deal with the matter.

Examples of Misconduct include, but are not limited to:

- Any breach, failure refusal or neglect to comply with a provision of the Memorandum and Articles of Association, the Rules or any other relevant policy or code of British Rowing.
- Carrying out any acts and/or making any statements and/or acting in contravention of British Rowing's equity policy.
- Any form of abuse, coercion or violent conduct or any other behaviour that is otherwise considered unacceptable and contrary to the conduct expected
- Where an individual, directly or indirectly, agrees to give, offers, solicits, accepts or agrees to accept any bribe, gift or reward or consideration of any nature that is or could appear to relate in any way to seek to influence the outcome or conduct of a competition in a manner contrary to sporting ethics.

The CEO (or, if the CEO is the subject of the alleged misconduct, the Chairman) will appoint an appropriate officer (or, in the case of particularly serious alleged misconduct, a panel of 3 officers) to conduct a disciplinary hearing ('Investigating Officer'). An Investigating Officer may be a person employed by British Rowing, a volunteer holding a position within British Rowing or a third party, depending on the nature of the allegation of misconduct.

The CEO (or the Chairman, as appropriate) shall outline in writing to the Investigating Officer the details of the alleged misconduct.

The Investigating Officer will consider whether there is a prima facie case against the Registered Individual who is the subject of the allegations (the 'Respondent'). If there is a prima facie case, he shall notify the Respondent and provide him with the details of the disciplinary case including, where applicable, details of any rules or agreements that are alleged to have been contravened. This notice should contain details of the disciplinary procedure, including timescales, possible outcomes of the disciplinary hearing and the right of appeal.

The Respondent will be given the opportunity to provide a statement and any papers in response to the allegations. The timescale for this will normally be 14 days, but may be extended at the discretion of the Investigating Officer if the circumstances so merit.

If a Respondent has a disability which means they are unable to submit a written statement, British Rowing will provide assistance where reasonable to ensure that they are not treated less favourably.

It may be necessary for the Investigating Officer to carry out further investigation into the allegations by meeting with appropriate representatives from British Rowing, the Respondent(s) or any relevant witnesses. If this is necessary the timetable for the completion of the investigation will be discussed with and notified to the parties. Every attempt will be made to complete the investigation promptly, but giving regard to the need for due process.

If a hearing is necessary, the Respondent shall have the right to be accompanied by a person of his or her choosing to any hearing or other meetings in connection with a hearing. The Investigating Officer should ensure that the Respondent is aware of this right prior to any such hearing or meeting.

Hearings can be conducted in person or, if this is not practicable, by telephone conference. If either party chooses not to attend the hearing in person or by telephone if appropriate, the Investigating Officer has the right to proceed with the hearing based on written submissions.

On conclusion of the investigation into the disciplinary matter the Investigating Officer will inform British Rowing and the Respondent in writing of the decision. This will normally be issued within 7 days of the close of the investigation. This letter will in general summarise:

- a) the nature of the allegation of misconduct;
- b) the investigation that was conducted;
- c) the decision;
- d) the reason for the decision;
- e) any measures taken or required to be taken as a result of the decision; and
- f) a copy of any meeting records and any formal minutes taken.

If British Rowing or the Respondent is not satisfied with the outcome of the disciplinary hearing, he may appeal to the Disciplinary and Grievance Panel in accordance with the procedures set out in 5 below.

5. Procedure for an appeal to the Disciplinary and Grievance Panel

The Disciplinary and Grievance Panel shall hear appeals only:

- (i) in the circumstances set out in the Disciplinary and Grievance Process Flowchart; or
- (ii) where there is an appeal against the decision of an Investigating Officer in connection with a complaint or grievance against British Rowing or its employees; or
- (iii) where there is an appeal by a Registered Individual against a disciplinary decision taken against him by British Rowing; or
- (iv) where it is instructed to do so by the Board of British Rowing or by Council.

Any Appellant should write to the Chairman of British Rowing within two weeks of the conclusion of the grievance or disciplinary process against which they wish to lodge an appeal. The Chairman shall, in his absolute discretion, be able to permit an extension of this time limit if there are circumstances which justify the delay.

This letter should state the grounds on which the appeal is being made and the remedy or outcome that is sought.

In the case of a dispute between a Registered Individual and an Affiliated Member or between Affiliated Members an appeal should be granted where there is a “strong arguable case” that the provisions of the relevant organisation’s grievance procedure or British Rowing’s Disciplinary and Grievance Guidelines or Disciplinary and Grievance Procedures were not adhered to.

In the case of (i) a dispute between Registered Individuals, a Registered Individual and a Region or an Affiliated Member and a Region; or (ii) proceedings instigated by or against British Rowing in the first instance in accordance with procedures 3 or 4 above; an appeal should be granted where there is a “strong arguable case” that either:

- relevant information was ignored or not considered by the previous hearing; or
- the grievance procedure was tainted by unreasonable bias or conflict of interests; or
- the provisions of relevant organisation’s grievance procedure or British Rowing’s Disciplinary and Grievance Guidelines or Disciplinary and Grievance Procedures were not adhered to; or
- the hearing panel or Investigating Officer exceeded its jurisdiction; or
- the findings of the previous hearing were irrational or wrong in law.

Where leave to appeal is granted, the Appellant and any Respondent shall be notified of that fact.

Any such appeals granted will be referred to a Case Panel, drawn from members of the Disciplinary and Grievance Panel, to conduct a hearing into the grievance or disciplinary matter.

The Case Panel for a particular case shall usually be five members of the Disciplinary and Grievance Panel and shall be selected by the Chairman of British Rowing (having regard to the mix of skills necessary for the effective discharge of the Case Panel’s duties, the need to avoid actual or perceived conflicts of interest), although the Chairman of British Rowing shall have the ability to add to or subtract from this number by two persons where appropriate.

The Case Panel shall elect a chairman from amongst their members. The quorum for a meeting of a Case Panel shall be not less than one half of its members. Case Panels shall meet with the frequency and at the times that the chairman of the relevant Case Panel feels necessary for the proper discharge of the Case Panel’s functions.

The Appellant and the Respondent should be asked to signify their agreement to the Case Panel. If objections are made to the members of the Case Panel, reasonable attempts should be made to address those objections.

The Case Panel must give a fair and independent hearing to both sides of the dispute or disciplinary matter within an appropriate and agreed timescale.

The Appellant and the Respondent shall have the right to be accompanied by a person of his or her choosing to any hearing or other meetings in connection with a hearing. The Case Panel should ensure that the parties are aware of this right prior to any such hearing or meeting.

Where an Appellant or a Respondent is under the age of 18 years it is obligatory that the parents or legal guardians of that child must be informed and that the individual is accompanied during any hearing.

Hearings and Case Panel meetings must be conducted in private.

Hearings can be conducted in person or, if this is not practicable, by telephone conference. If either party chooses not to attend the hearing in person or by telephone if appropriate, the Case Panel, if properly constituted, has the right to proceed with the hearing based on written submissions.

Minutes of Case Panel meetings and hearings should be recorded in writing.

A letter with the decision of the Case Panel will normally be issued within 7 days of the conclusion of the hearing. This letter will in general summarise:

1. the nature of the grievance or disciplinary matter;
2. the investigation that was conducted;
3. the decision;
4. the reason for the decision;
5. any measures taken or required to be taken in accordance with the powers set out in the Disciplinary and Grievance Panel Terms of Reference as a result of the decision; and
6. a copy of hearing records and any formal minutes taken.

A copy of this letter will also be provided to any parties who attended the hearing and any dissenting comments in connection with the decision will be recorded.

This will conclude the process for resolutions of grievances.

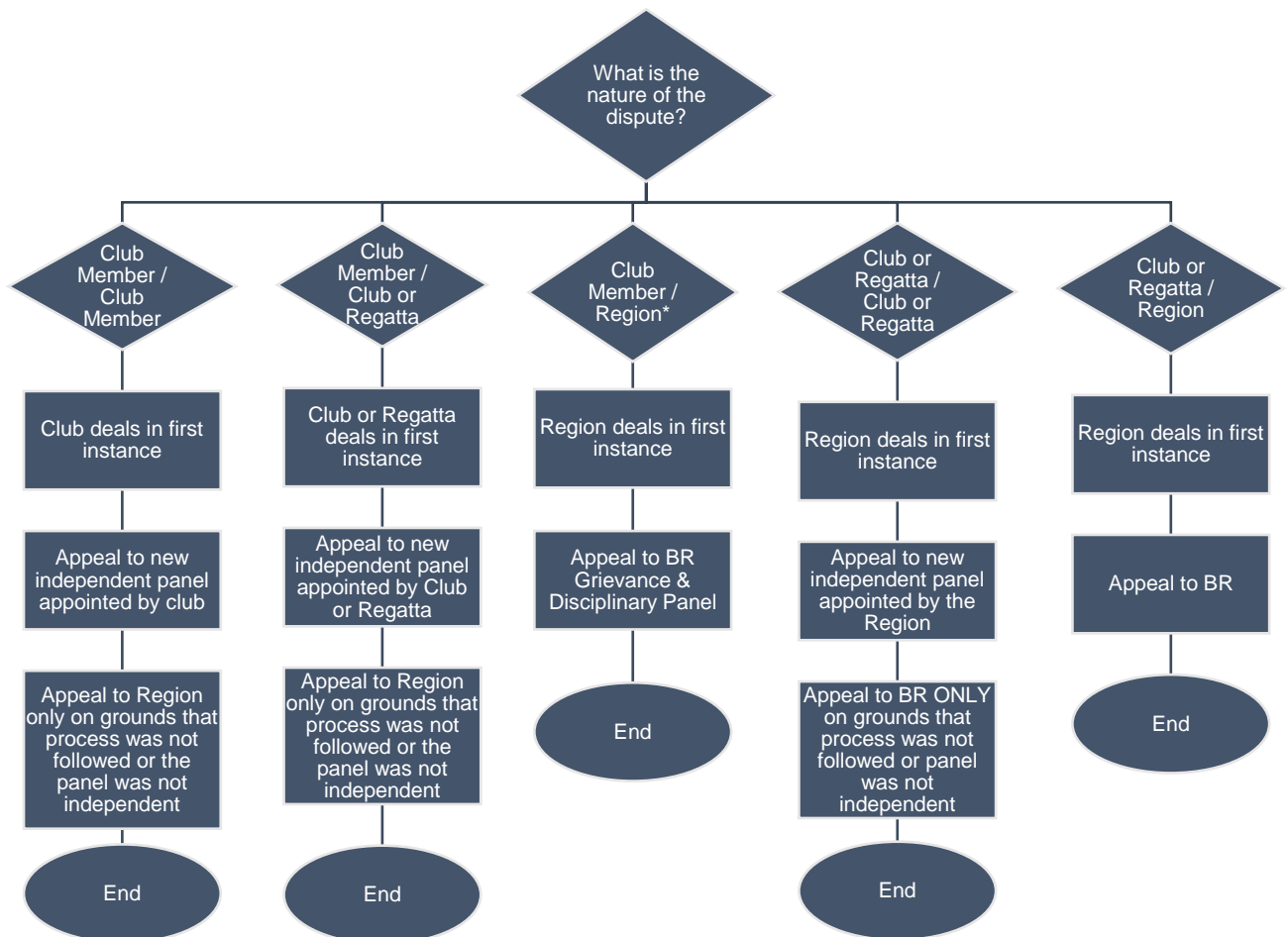
6. Powers of the Panel

The panel of persons assigned to deal with a particular case as set out below (the "Case Panel") shall have the power:

- (i) To adjudicate on whether processes followed by Affiliated Members or Regions were fully in accordance with the Disciplinary and Grievance Procedure;
- (ii) To adjudicate on whether the persons appointed to panels appointed by Affiliated Members or Regions were sufficiently independent and free of conflicts of interest properly to discharge their functions;
- (iii) To refer cases back to Affiliated Members or Regions for hearing or re-hearing, together with directions regarding process or the appointment of panel members to ensure that the case is heard by the Affiliated member or Region in accordance with the Disciplinary and Grievance Procedure;
- (iv) Where Affiliated Members or Regions fail to adhere to the Disciplinary and Grievance Procedure or to follow directions relating thereto issued by the Panel, to:
 - a. Issue a written reprimand or warning;
 - b. Require the relevant Affiliated Member or Region to pay the costs of the other party to the dispute directly attributable to the failure of the Affiliated Member or Region to adhere to the Disciplinary and Grievance Procedure;
 - c. Recommend to the Board that an Affiliated Member should be suspended from membership;

- d. Recommend to Council that an Affiliated Member should be expelled from membership in accordance with the Articles.
- (v) To hear and adjudicate on appeals in disputes between Affiliated Members and a Region; which shall include the power to:
 - a. Issue a written reprimand or warning;
 - b. Issue directions to the relevant Affiliated Member or Region to rectify a complaint, grievance or dispute upon which the Case Panel has adjudicated;
 - c. Require the relevant Affiliated Member or Region to pay the costs of the other party to the dispute;
 - d. Recommend to the Board that an Affiliated Member should be suspended from membership;
 - e. Recommend to Council that an Affiliated Member should be expelled from membership in accordance with the Articles; and/or
 - f. Recommend to Council that a Council Member should be removed from Council

Disciplinary and Grievance Process Flowchart



*In ordinary circumstances a Club Member should not bring a complaint direct to a Region, and a Region should not instigate disciplinary proceedings against a Club Member, without first having requested the Club to take ownership of the issue. The process outlined in this column is therefore to be used only where a club has refused or is otherwise unable to deal with an issue.

APPENDIX 4
TERMS OF REFERENCE OF STANDING COMMITTEES AND SPECIALIST PANELS

STANDING COMMITTEES

1

SPORT COMMITTEE

1. **Purpose** The British Rowing co-ordinating committee for the development of the sport of Rowing. The committee has oversight of the activities, initiatives and policies within the remit of the standing committees represented on it.
2. **Reporting** The committee shall report through its committee chairman to the Board and through it to the Council.
3. **Membership – voting** The membership of the Sport Committee shall be:
A committee chairman and committee deputy chairman elected by Council who may or may not otherwise be a member of the Sport Committee, each of whom shall serve a term of no more than three years and will be eligible for re-election but may not serve more than two consecutive terms; and
The Chairmen of the following standing committees or their nominated representatives; National Coaching, National Competition, National Umpiring, Junior Rowing, Masters Rowing, Recreational Rowing and Rowing Safety
4. **Attendance – non-voting** The following people shall be entitled to attend, but not vote, on the Sport Committee:
The Honorary Executive Officers;
The Chairman of the Finance Committee;
The Chief Executive Officer;
Other members of the staff of British Rowing approved by the chairman of the Sport Committee;
The Chairmen of the following specialist panels or their nominated representatives:
Medical Advisory, Safeguarding Vulnerable Groups and the Young Persons'; and
Other individuals invited by the chairman of the Sport Committee to attend for a specific purpose.
5. **Functions** The functions of the Sport Committee shall be to:
report to the Board, and subsequently the Council, on the effectiveness of current rowing policies and activities and make recommendations for improvement;
Monitor the implementation of planned development activities and policies; and
Co-ordinate the outputs from the standing committees and specialist panels to foster a consistent approach to development across the whole sport, receive reports from and consider the information and recommendations therein.
6. **Meetings** The committee shall normally meet before each Council meeting and in time for the Board to consider its report.

2

BRITISH ROWING CHAMPIONSHIPS COMMITTEE

1. **Purpose** The committee shall be responsible for organising and running the British Rowing Championships annually, incorporating such events as the Council may determine.
2. **Membership**
The membership of the committee shall be:
The chairman of the committee, nominated by the Board and approved by the Council:
One representative of Scottish Rowing;
One representative of Welsh Rowing;
Such other persons as may be co-opted by the committee.

The committee shall appoint a Deputy Chairman and a Secretary.

3. **Meetings**

The committee shall meet as often as necessary to perform its function and report to the National Competition Committee before a meeting of the Board and Council.

3

JUNIOR ROWING COMMITTEE

1. **Purpose** To support the provision and development of Junior Rowing.

2. **Reporting** The committee shall report to the Sport Committee.

3. **Membership – voting**

The committee shall consist of a voting membership of:
a representative from each Region, ideally with a junior rowing interest; and
a committee chairman nominated by the committee and approved by the Council.

The voting members, including the committee chairman, shall serve a term of no more than three years and will be eligible for re-election, but may not serve more than two consecutive terms.

4. **Attendance – non-voting** The following persons may attend, but not vote, at meetings of the committee:

The Honorary Executive Officers:

The Chairman of the Sport Committee (or his nominee):

The Chief Executive Officer: and

Such other members of British Rowing staff nominated by the committee chairman.

In the absence of relevant experience within the membership, other individuals may be invited to attend the committee to advise and inform on specific topics.

5. **Functions** The functions of the committee shall be:

To contribute to the development of strategy and programmes for increasing participation by, retention of, competition for and the promotion of rowing for the under 18 years age group. The committee will co-ordinate in this function with the Young Persons' Panel;

To consider issues raised by clubs, schools, other committees, the junior rowing membership and those who support them, consult with constituents, debate and collate responses and produce recommendations to Sport Board; and

To communicate and promote the adoption of good practice and guidelines relating to junior rowing.

6. **Meetings** The committee shall normally meet before each Council meeting and in time for the Sport Committee and Board to consider its report.

4

MASTERS' ROWING COMMITTEE

1. **Purpose** To support the provision and development of Masters' Rowing.

2. **Reporting** The committee will report to the Sport Committee.

3. **Membership - voting** Membership of the committee shall be:

A chairman who is nominated by the committee approved by the Council; and

A representative of each Region

The members, including the chairman, shall serve a term of up to three years, renewable once.

A deputy chairman and a secretary of the committee may be appointed from the membership and these two roles may be combined.

4. **Attendance – non-voting** The following people shall be entitled to attend, but not vote, at the committee:
The Honorary Executive Officers;
The Chairman of the Sport Committee (or his nominee);
The Chief Executive Officer;
Other British Rowing staff nominated by the Chairman of the committee;
By agreement of the chairman of the committee, representatives of Scottish Rowing and Welsh Rowing; and
Other individuals invited by the chairman of the committee to attend for a specific purpose.
5. **Functions**
To contribute to the development of strategy and programmes for increasing participation by, retention of, competition for and the promotion of rowing for the over 27 years age group;
To recommend improvements to competitions for Masters' rowing and to work with event organisers to develop and maintain suitable events for them; and
To recommend changes to the Rules of Racing as they affect Masters rowing to the National Competition Committee and, through the Board to FISA.
6. **Meetings** The committee shall normally meet before each Council meeting and in time for the Sport Committee and Board to consider its report.

5

NATIONAL COACHING COMMITTEE

1. **Purpose** To develop and champion coaching and coaches and provide information and advice to the Sport Committee.
2. **Reporting** The committee shall report to the Sport Committee.
3. **Membership – voting** The members of the committee shall be:
A chairman who is nominated by the committee and approved by the Council: and
A representative of each Region:

The members, including the chairman, shall serve a term of up to three years, renewable once. A deputy chairman and a secretary of the committee may be appointed from the membership and these two roles may be combined.

4. **Attendance – non-voting** The following people shall be entitled to attend, but not vote, at meetings of the committee:
The Honorary Executive Officers;
The Chairman of the Sport Committee (or his nominee);
The Chief Executive Officer;
Other members of staff of British Rowing approved by the committee chairman;
By agreement of the chairman of the committee, representatives of Scottish Rowing and Welsh Rowing; and
Other individuals on the invitation of the committee chairman for a specific purpose.
5. **Functions**
To promote and support the education and training of coaches to achieve high standards of coaching at every level of the sport and contribute to the formulation of policy and plans relating to coaching;
To develop a national annual programme of coach education, including qualifications, workshops and seminars which supports the implementation of the British Rowing strategic plans: and
To provide a forum for:
 - a) discussion and communication for rowing coaches through the regional representatives

b) liaison and planning with British Rowing staff members.

6. **Meetings** The committee shall normally meet before each Council meeting and in time for the Sport Committee and Board to consider its report.

6

NATIONAL COMPETITION COMMITTEE

1. **Purpose**

To devise appropriate strategies for the provision and development of competition rowing and provide information and advice to the Sport Committee; and
To devise, maintain and regulate the implementation of the Rules of Racing for British Rowing approved events.

2. **Reporting** The committee shall report to the Sport Committee.

3. **Membership – voting** The members of the committee shall be:

A chairman nominated by the committee and approved by the Council;
The chairmen of the National Umpiring Committee, the British Rowing Championships, the Regional Events Co-ordinator Committee and the Rules of Racing Panel;
Nine members who will, in general, be expected to take on a functional role. The committee will use its best endeavours to ensure that the membership reflects Regional representation.
The chairman and members of the committee, other than the chairmen of the National Umpiring Committee, the British Rowing Championships and the Rules of Racing Panel whose appointments shall be ex officio, shall serve a term of up to three years, renewable once.
A deputy chairman and secretary may be appointed and these two roles may be combined.
The selection criteria for each vacancy will be published and details sent to Regional Chairmen. Appropriately qualified candidates should forward their CV's to the chairman of the committee. The National Competition Committee will review the nominations and the committee will elect the most suitable candidate who will be approved by Sport Committee.

4. **Attendance – non-voting** The following shall be entitled to attend, but not vote, at the committee;

The Honorary Executive Officers;
The Chairman of the Sport Committee (or his nominee);
The Chief Executive Officer;
Other members of British Rowing staff approved by the chairman of the committee; and
Other individuals invited by the committee chairman to attend for a specific purpose.

5. **Functions**

Competition

- (a) To lead the development of a strategy and programmes that will increase participation in competition Rowing and provide a high quality performance pathway for competitive rowers.
- (b) To advise, support and represent the organisers of competitive Rowing events.
- (c) To encourage and support event organisers to offer a wide range of competitions, to meet the needs and aspirations of rowers from novice to elite level.
- (d) To compile the annual programme of approved events to achieve the objectives of British Rowing. Consider applications from competitions to affiliate to British Rowing and making recommendations in respect thereof to Council.
- (e) To raise the awareness of competition Rowing by disseminating information and promoting competition through British Rowing's communication channels.

Regulation

- (a) To develop and monitor implementation of the British Rowing Rules of Racing to achieve the objectives outlined above.
- (b) The committee has the duty to investigate breaches of the Rules of Racing and the power to impose sanctions, when it deems it appropriate, in accordance with Articles 3 and 19(a) of the Articles of Association relating to boat racing.

6. **Meetings** The committee shall normally meet before each Council meeting and in time for the Sport Committee and Board to consider its report.

7

NATIONAL UMPIRING COMMITTEE

1. **Purpose**

To maintain and develop a high standard of umpiring practice; and
To plan, organise and administer the training and licensing of umpires.

2. **Reporting** The committee will report to the Sport Committee.

3. **Membership – voting** The members of the committee shall be:

A chairman nominated by the committee and approved by the Council:

A deputy chairman nominated by the committee and approved by the Council:

The chairman of each Regional Umpiring Committee; and

The chairman of the Multi-lane Umpiring Panel *ex officio*

The members, other than the chairman of the Multi-lane Umpiring Panel whose appointment is *ex officio*, shall serve a term of up to three years, and will be eligible for re-election but may not serve more than two consecutive terms.

A secretary will be appointed and shall not be a member of the committee, unless otherwise qualified.

4. **Attendance – non-voting** The following shall be entitled to attend, but not vote, at meetings of the committee:

The secretary of the committee;

The Honorary Executive Officers;

The Chairman of the Sport Committee (or his nominee);

The Chairman of the National Competition Committee;

The Chief Executive Officer;

Other members of staff of British Rowing approved by the Chairman of the committee; representatives of Scottish Rowing, Welsh Rowing and of English regional rowing associations with the agreement of the Chairman of the committee; and

Other individuals invited by the chairman of the committee to attend for a specific purpose.

5. **Functions**

To provide a forum for the establishment of consistency in the application of Rules of Racing, the dissemination of good umpiring practice and to make recommendations on umpiring where appropriate;

To liaise with the National Competition Committee on umpiring and the Rules of Racing Panel;
and

To administer umpire licensing, including training, examination, recording and appeals.

6. **Meetings** The committee shall normally meet at least once annually and as often as required to fulfil its duties.

8

RECREATIONAL ROWING COMMITTEE

1. **Purpose** To support the provision and development of recreational Rowing and provide information and advice to the Sport Committee.

2. **Reporting** The committee shall report to the Sport Committee.

3. **Membership – voting** The members of the committee shall be:

A chairman who is nominated by the committee and approved by the Council; and

At least one representative of each Region:

The members, including the chairman, shall serve a term of up to three years, renewable once.

A deputy chairman and a secretary may be appointed from the membership and these two roles may be combined.

4. **Attendance – non-voting** The following shall be entitled to attend, but not vote, at meetings of the committee:
 The Honorary Executive Officers;
 The Chairman of the Sport Committee (or his nominee);
 The Chief Executive Officer;
 Other members of staff of British Rowing nominated by the committee Chairman;
 By agreement of the committee Chairman, representatives of Scottish Rowing and Welsh Rowing; and
 Other individuals invited by the committee Chairman to attend for a specific purpose.
5. **Functions**
 To contribute to the development of strategy and programmes for increasing participation in recreational Rowing;
 To raise the awareness of recreational rowing by disseminating information and promoting communication among clubs and other recreational Rowing providers. The committee shall receive regional reports on recreational Rowing from the Regional Representatives;
 To advise and support the organisers of recreational Rowing events, including tours at all levels from club to international.
6. **Meetings** The committee shall normally meet before each Council meeting and in time for the Sport Committee and Board to consider its report.

9

ROWING SAFETY COMMITTEE

1. **Purpose** To provide guidance and advice to British Rowing and to support safe practice in all aspects of the sport of rowing.
2. **Reporting** The Rowing Safety Committee shall report to the Sport Committee.
3. **Membership - voting** The members of the committee shall be:
 The Honorary Rowing Safety Adviser (appointed by Council);
 A person elected by the committee to act as the chairman and approved by Council, (who may be the Honorary Rowing Safety Adviser); and
 The Regional Rowing Safety Advisers from each Region.
 A deputy chairman will be appointed from the committee membership.
 A secretary will be appointed and shall not be a member of the committee unless otherwise qualified. This post may be combined with the deputy chairmanship if the individual is otherwise a member of the committee.
4. **Co-opted membership – non-voting** The committee may co-opt up to two members to satisfy a clear need for specific and relevant expertise where this would otherwise not be represented in the membership. Co-opted members will not have a vote.
5. **Attendance – non voting** The following people shall be entitled to attend, but not to vote, at meetings of the committee:
 The Deputy Rowing Safety Advisers from the larger Regions;
 Representatives from collegiate universities and people with specialist knowledge, by invitation of the chairman of the committee;
 The staff member with responsibility for safety for British international rowing;
 The Honorary Executive Officers;
 The Chairman of the Sport Committee (or his or nominee);
 The Board member with responsibility for safety;
 The Chief Executive Officer;
 Other members of British Rowing staff nominated by the committee Chairman; and
 Representatives from Scottish and Welsh rowing may attend the meetings by agreement with the committee chairman.
6. **Functions**
 To originate, develop and maintain guidance on rowing safety that British Rowing issues as the

governing body for the sport;

To recommend, or take, such action as may be appropriate or necessary to be taken by British Rowing, as the governing body for the sport, as a result of incidents that may come to the attention of the committee;

To take other actions that the committee considers appropriate for the improvement of safety within the sport of rowing, including the provision of information, advice and assistance to; any member of British Rowing, rowing participant, regional or local rowing safety adviser or member of the public on any aspects of rowing safety, provided always that these do not create any additional legal obligation on the part of British Rowing, its employees or volunteers, the committee or any individual member of the committee.

7. **Meetings** The committee shall normally meet before each Council meeting and in time for the Sport Committee and Board to consider its report

SPECIALIST PANELS

1 ANTI-DOPING ADVISORY PANEL

1. **Purpose To** advise on and oversee the implementation of the British Rowing Anti-doping Policy.
2. **Reporting** The panel will report to the Board.
3. **Membership** The British Rowing Officer or Board member with responsibility for anti-doping will be the chairman of the panel.
The other members will be the Chairman; British Rowing Medical Officer; Honorary Legal Adviser; Performance Director; Great Britain Rowing Team Chief Medical Officer; Development Director and an Athlete Representative.
4. **Attendance** Other experts may be invited as appropriate. The Chief Executive Officer may attend the meetings.
5. **Functions**
To review and recommend any revisions to the Anti-doping Policy;
To advise on any related education programmes;
To agree a Doping Control Programme with *UK Anti-doping*;
To advise *UK Anti-doping* of any known infringements of British Rowing anti-doping rules by rowers or support personnel tested outside the United Kingdom.
6. **Meetings** The panel will meet once a year or as required.

2 MAGAZINE MANAGEMENT PANEL

1. **Purpose To** manage the strategy of "Rowing & Regatta", the official magazine of British Rowing.
2. **Reporting** The panel shall report to the Board and through it to Council.
3. **Membership** The Magazine Management Panel is to comprise the Chief Executive Officer, Rowing & Regatta Editor, chairman as appointed by Council, and an independent person from the Finance Committee.
4. **Functions**
To ensure that the magazine operates within budget;
To ensure that the policy and strategies of British Rowing, including the Whole Sport and High Performance Plans, are properly reflected;
To provide a vibrant and informative magazine with news and views of the sport for British Rowing members, potential members and the wider public;
To encourage innovative ways of provoking discussion and comment amongst members;
To provide a vehicle for Committees to explain policy issues and decisions made to members;

To increase circulation by all methods available, including exploiting any commercial opportunities.

5. **Meetings** The panel shall normally meet at least three times per year.

3

MEDICAL ADVISORY PANEL

1. **Purpose To** advise British Rowing on how best to promote and protect the health of the British Rowing community.
2. **Reporting** The panel shall report to the Sport Committee.
3. **Membership** The panel shall consist of medical professionals from the Rowing community. The chairman will be appointed from this membership.
4. **Attendance** The Honorary Executive Officers, the Honorary Water Safety Adviser, the Chief Executive Officer and other nominated members of staff may attend the meetings. Other individuals may be invited to attend for a specific purpose
The panel will nominate a member to represent the views of the Medical Panel at the Sport Committee
5. **Functions**
To advise on the formulation of policy and plans to help reduce the risk of illness and injury in the Rowing community, including adaptive, masters, junior, and lightweight rowers;
To promote and support education, training and the dissemination of information to help reduce the risk of illness and injury in the Rowing community, including liaison with the Rowing Safety Committee;
To advise on the medical support needed and appropriate at British Rowing competitions, and collect data on the incidence of injury and illness in rowers;
To advise, in co-operation with the Anti-doping Advisory Panel and Great Britain Rowing Team Medical Team, on anti-doping policy, including its application to junior rowers;
To provide a forum for discussion and communication between medical members of the Rowing community;
To liaise with the FISA Medical Commission and ensure consistency and best practice in both medical support and anti-doping policy;
6. **Meetings**
The panel shall normally meet before each Council meeting and in time for the Sport Committee and Board to consider its report

4

MULTI-LANE UMPIRING PANEL

1. **Purpose**
To provide advice and guidance aimed at maintaining the consistency and standard of Multi-lane Umpiring in England and Wales;
To assist in the preparation and training of British umpires for FISA Umpire Licence examinations.
2. **Reporting**
To the National Umpiring Committee on matters relating to Multi-lane umpiring in England and Wales, including the Multi-lane Umpiring Endorsement of British Rowing Umpire Licences;
To the Board when making recommendations for the nomination of British FISA umpires to the Olympic Games, World Championships and other international regattas.
3. **Membership – voting** The panel shall comprise a chairman, secretary, the chairman of the National Umpiring Committee and as many members as are agreed by the Board to fulfil the purpose. The membership of the panel shall not normally be more than eight.
Members of the panel shall be appointed by the Board on the recommendation of the Chairman of the Multi-lane Umpiring Panel.

The National Umpiring Committee may make suggestions for members to the Chairman of the Multi-lane Umpiring Panel and any such nominations will be agreed by a majority of the panel but must be approved by the Board.

4. **Attendance – non-voting** The committee may invite temporary advisers in an ad-hoc capacity to assist with specific tasks for which the duration is, in principle, no more than two years, (non-voting).
The Chairman of the Board, or nominee, may attend the meetings, (non-voting).
5. **Functions**
To advise the National Umpiring Committee on Multi-lane umpiring;
To prepare FISA Umpire candidates by assisting with their training and holding practice examinations;
To administer the Multi-lane Umpiring Endorsement of British Rowing umpires and to conduct examinations for Multi-lane candidates;
To improve the standard of Multi-lane umpiring by holding seminars from time to time to keep umpires informed of rules changes, guidelines on best practice and other information relevant to their role;
To recommend to the Board umpires for nomination by British Rowing to the Olympic Games, World Championships and other International Regattas;
To guide Regional Umpiring Committees on best practice for Multi-lane Umpiring Endorsement of licences and, where practicable, to monitor multi-lane umpiring at British Rowing regattas;
To maintain a record of the international umpiring experience of British umpires who hold a FISA umpires licence.
6. **Meetings**
The panel shall normally meet prior to the National Umpiring Committee or Board as appropriate.

5 NATIONAL FACILITIES PANEL

1. **Purpose** To consider, approve funding for, advise and comment on facilities schemes.
2. **Reporting** The panel will report to the Board.
3. **Membership** The panel shall consist of a voting membership of a Chairman and three other members. The panel members shall be nominated by the Board and approved by the Council.
4. **Attendance** The Honorary Executive Officers, the Chief Executive Officer and other nominated members of staff may attend the meetings.
5. **Function** To ensure a fair process for the allocation of grant aid compliant with requirements of government funding agencies.
6. **Meetings** The panel will meet as required for the timely consideration and approval of the allocation of grant aid.

6 SAFEGUARDING VULNERABLE GROUPS ADVISORY PANEL

1. **Purpose** The panel's responsibilities are to check that:
 - (a) British Rowing's procedures continue to reflect the current recommendations of external agencies that specialise in the protection of vulnerable groups
 - (b) The procedures are disseminated and applied by British Rowing's members and staff
2. **Reporting** The panel will make an annual report to the Board, through the Lead Safeguarding Officer, on the progress of its activities in implementing and monitoring these procedures and on the incidence and outcome of cases that have arisen during that year.
The panel will advise the Sport Committee on safeguarding matters and a representative will attend its meetings as and when appropriate.

3. **Membership** The membership of the panel will include the Lead Officer(s) for safeguarding children and vulnerable adults; Safeguarding Case Officer, Development Director; Head of Education & Training; Chief Coach (juniors and U23s); Lead Coach (juniors); Start Programme Manager; Coach Educator; Safeguarding Officers for Scotland and Wales; a representative from the Junior Rowing Committee. The panel may from time to time call upon external expert advice in auditing its procedures and improving its policies.
4. **Functions**
To oversee the implementation of the safeguarding policies;
To monitor these policies in practice;
To support implementation of British Rowing's work towards the Child Protection in Sport Unit Safeguarding Framework.
5. **Meetings** The panel will meet at least two times per year.

7

YOUNG PERSONS' ADVISORY PANEL

1. **Purpose** The panel will promote and develop rowing for young people in the 16 to 25 age group.
2. **Reporting** The panel shall report to the Sport Committee.
3. **Membership** The membership of up to twelve, including a Chairman, will be representative of the interests of the 16 to 25 years age group and be drawn from bodies and organisations that are involved with them.
The membership should have a minimum of two thirds within this age group and be representative of the whole range of rowing activity for young people, including tertiary education, clubs, coastal rowing, adaptive rowing and international representation. Recruitment of the members shall be by a selection panel led by the lead staff member for young people. The Honorary Executive Officers, the Chairman of the Sport Committee or nominee, the Chief Executive Officer and other nominated members of staff may attend the meetings.
4. **Functions**
To contribute to the development of strategy and programmes for increasing participation by, retention of, competition for and the promotion of rowing for the 16 to 25 years age group. The panel will co-ordinate in this function with the Junior Rowing Committee;
To advise British Rowing on matters related to young people and rowing;
To work with the tertiary education sector to support the implementation of strategy and programmes;
To support the development of University clubs, local networks and student rowing commissions within local authority organisations.
5. **Meetings** The panel shall meet as required. The panel may conduct meetings using social media and/or video conferencing if required.