



BRITISHROWING

# Governance Statement

30 October 2018

TEAMWORK | OPEN TO ALL | COMMITMENT



## Purpose and values

British Rowing is the governing body for the sport of rowing, both indoor and rowing on water, in England. British Rowing is responsible for the training and selection of individual rowers and crews representing Great Britain and for participation in and development of rowing, including indoor rowing, in England. British Rowing is 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 respectively, while 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.

British Rowing's values are:

Teamwork	Working together to enable British Rowing to achieve a common set of goals with the highest standards of trust and integrity.
Open to all	Rowing is an accessible and inclusive sport that provides opportunities for enjoyment and achievement at all levels.
Commitment	Everyone in British Rowing will always give their best and strive for continuous improvement

## Board

The Board is collectively responsible for the long-term success of British Rowing and exclusively vested with the power to lead it. The Board is the ultimate decision-making body and exercises all of the Powers of British Rowing as described in the Articles; responsible for setting the strategy of British Rowing; and maintains and demonstrate a clear division between the Board's management and oversight role and the executive's operational role.

The following persons served as Board members during the year to 31<sup>st</sup> March 2018

<b>Name</b>	<b>Role Description</b>	<b>No. of Board meetings attended</b>
A Crawford	Chair of Sport Committee	6 out of 6
G Harris	Deputy Chair	4 out of 4
J Hinnigan	Independent Director	5 out of 6
A Johnson	Nominated Director	5 out of 6
L Lion	Nominated Director	6 out of 6
F McAnena	Independent Director	6 out of 6
H Morgan	Home Nations Director	1 out of 2
M Morrice	Home Nations Director	4 out of 4
K O'Sullivan	Deputy Chair	2 out of 2
N Palios	Independent Director	5 out of 6
A Parkinson	Chief Executive Officer	6 out of 6
A Phelps	Chair	6 out of 6
N Reilly O'Donnell	Athlete Director	6 out of 6
J Vickers	Independent Director	3 out of 6

## **Committees Reporting to Board**

The Board has established the following Committees, which report directly to the Board.

The Nominations Committee is established to evaluate the balance of skills, knowledge and experience required for a Board appointment; prepare a description of the role and capabilities required for a particular appointment; and oversee the process by which a Board appointment is made.

The Audit and Risk Committee is established to ensure that the provision of financial and other information to and from the Board is timely and accurate; 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; and British Rowing has comprehensive and appropriate governance and risk policies and procedures including the keeping of an appropriate risk register.

The Finance Committee is established 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.

The Sport Committee is established to fulfil a number of specific roles connected with the development of Rowing. The members of the Sport Committee are:

- a Chair and Deputy Chair (elected by the Regional Representatives).
- The Chairs of the following sub-committees: National Coaching, National Competition, British Rowing Events, National Umpiring, Junior Rowing, Masters Rowing, Recreational Rowing and Rowing Safety.

## **Compliance With the Code for Sport Governance**

British Rowing is committed to the principles of good governance. Following the publication of the Code for Sport Governance British Rowing undertook a review of the existing governance and agreed an action plan of changes to ensure full compliance with the Code. The main changes that were agreed by the voting members of British Rowing at the AGM in October 2017 were:

1. British Rowing's Council was replaced by an elected body of Regional Representatives. These Representatives to be elected by the affiliated clubs and events in a Region.
2. The Regional Representatives hold all the powers of the members of a company as defined by the Companies Act (e.g. power to call General Meetings and the power to vote on Resolutions). In addition the Regional Representatives also have the power to elect four directors to the Board.
3. Board members are no longer entitled to vote on Resolutions at General Meetings.
4. Powers previously vested in Council (apart from the powers transferred to the Regional Representatives) were transferred to the Board.
5. The appointment process for the Chair of British Rowing was amended from an election by Council to an open recruitment process resulting in an appointment by the Board.

## **Diversity**

British Rowing is fully committed to the principles of equality of opportunity and will ensure that everyone who wishes has an equal opportunity to participate in the sport of rowing at all levels and in all roles, whether as a beginner, participant, performer, or as a coach, manager, employee, administrator or official. We work with our members and partners to enable rowing to be an accessible and inclusive sport that provides opportunities for enjoyment and achievement at all levels.

Our target is to maintain a position where a minimum of 30% of Board members are from each gender whilst working towards gender parity. Currently 33%, or four of the twelve, British Rowing Board members are female. We are committed to increasing the diversity of volunteers (including Board and committee members), participants, coaches and staff and will carry out initiatives to encourage more women, people with disabilities and people from black and ethnic minorities to become more actively involved in all aspects of British Rowing's activities.

## **Risk Management**

British Rowing has agreed a risk management policy to ensure that effective processes are in place to track and report upon existing and emerging risks that could cause damage to British Rowing or its stakeholders. The objective is to support better decision making through a comprehensive understanding of risks and their likely impact.

The respective roles and responsibilities in the policy are:

The executive management team

- Identification and quantification of risks within their respective areas of responsibility.
- Ensuring project, programme and operational risk registers are reviewed within their respective management teams regularly.
- Escalating risks that are assessed as being greater than the relevant risk appetite from project, programme or operational registers for inclusion on the Strategic Risk Register.
- Implementation of mitigating actions to control risk.
- Implementation of assurance processes to monitor effectiveness of risk management.
- Review of risk register at least six times a year.
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The Audit & Risk Committee

- The provision of advice on risk management policy and strategy.
- Detailed review of strategic business risks, mitigating actions, risk appetite and assurance processes.
- Review of risk register four times a year.

Board

- Approval of the Risk Management Policy.
- Regular high level review of the Strategic Risk Register and mitigation of risks.
- Delegation of management of strategic risks to the CEO and Directors' Team.
- Review of risk register at least once a year.

## **Governance Objectives**

Having achieved compliance with the Code for Sport Governance, the key objective for the future is to improve diversity in all its forms in the leadership of British Rowing. The Board is developing a Diversity Action Plan and progress in the implementation of the Plan will be reported in future Annual Governance Statements.