



BRITISHROWING

# Annual Governance Statement

November 2020

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, FISA, the Sport and Recreation Alliance, UK Sport, Sport England, government and non-governmental agencies and many other organisations.

British Rowing's mission is to "grow a healthy, inclusive and life-enhancing sport". Our vision is for "a sport that welcomes and has an offer for everyone".

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.

British Rowing's key and enabling goals are:

KEY GOALS			
Strong Clubs	Brilliant Events	Great Community	Performance Success
ENABLING GOALS			
Positive, Connected & Collaborative Culture	Fun, Engaging & Relevant Offer	Inclusive & Diverse	High Performing, Financially Strong, Progressive National Governing Body



## Board

The Board is collectively responsible for the long-term success of British Rowing and exclusively vested with the power to lead it. It is the ultimate decision-making body and exercises or delegates all of the Powers of British Rowing as described in the Articles; it is responsible for setting the strategy of British Rowing and maintains and demonstrates a clear division between the Board's strategic 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 2020

<b>Name</b>	<b>Role Description</b>	<b>No. of Board meetings attended</b>
J Beaumont	Athlete Director	2 out of 6
E Behnke	Independent Director	6 out of 6
A Crawford	Chair of Sport Committee	1 out of 3
N Hubble	Chair of Sport Committee	3 out of 3
M Davies	Chair	6 out of 6
J Hinnigan	Independent Director	5 out of 6
L Lion	Nominated Director	6 out of 6
F McAnena	Independent Director	3 out of 3
H Morgan	Home Nations Director	1 out of 3
T Huckle	Home Nations Director	3 out of 3
K O'Sullivan	Deputy Chair	6 out of 6
A Parkinson	Chief Executive Officer	6 out of 6
S Reeves	Nominated Director	5 and part out of 6
J Vickers	Independent Director	6 out of 6
K Vleck	Independent Director	3 out of 3

## 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 Safeguarding Committee is responsible for the oversight of all safeguarding matters and to make recommendations to the Board on all changes in policy and on serious safeguarding cases. It is chaired by the Board Safeguarding Champion.

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.

## **Regional Rowing Councils**

In order to enable the efficient running of the sport of rowing in England, British Rowing has established ten Regional Rowing Councils to represent the affiliated clubs and competitions within each Region.

Regional Rowing Councils are responsible for:

- Developing the sport of rowing within its boundaries subject to the strategic direction of the Board;
- Observing the regulations and rules of British Rowing and ensuring they are observed within the Region;
- The fair and proportionate resolution of disputes as provided for in the rules and regulations of British Rowing; and
- Ensuring that affiliated clubs and competitions within the Region elect Regional Representatives.

## **Regional Representatives**

Regional Representatives are elected by the affiliated clubs and competitions in a Region to represent their interests at a General Meeting and to hold the Board to account for their stewardship of British Rowing. 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.

## **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 implemented an action plan of changes to ensure full compliance with the Code. The Board of British Rowing regularly reviews the requirements of the Code and takes appropriate action to ensure continued compliance with the Code.

## **Diversity and Inclusion**

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:

Everyone, whatever their role in British Rowing, has a responsibility to highlight and/or escalate potential risks to their manager, their Director or the CEO as appropriate

The executive management team has a responsibility for:

- 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.

The Audit & Risk Committee is responsible for:

- The provision of advice on risk management policy and strategy.
- Regular review of the Summary Risk Register Report and mitigation of risks.
- Review of risk register four times a year.

The Board is responsible for:

- 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**

The key objective for the coming year is to complete the Review of the governance arrangements of Standing Committees and Panels which report to the Board. This is in keeping with previous changes made to the governance arrangements of British Rowing in accordance with the Code for Sports Governance.

The purpose of the Review is to make recommendations to the Board of British Rowing related to:

- Ensuring we have effective structures that will enable all those involved in the sport to work in partnership to deliver British Rowing's priorities.
- In the context of the corporate governance and regulations of British Rowing, confirming where the accountability for the work of the Committees, Panels, Groups and Advisors currently lie and assessing if this is fit for purpose. If not, then recommending where change may be of benefit.

The first stage will be to assess Sport Committee and all areas for which it has responsibility, including all Standing Committees, Panels, Groups and Advisors that report through Sport Committee. The Board will consider this at its meeting in November 2020.

British Rowing will then undertake a second stage to examine the other groups and committees and review their Terms of Reference, which it is anticipated will report to the Board in the first quarter of 2020.