HONG KONG, CHINA ROWING ASSOCIATION
CLUB DEVELOPMENT COMMITTEE
Terms of Reference

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1. Establishment

The Club Development Committee ("the Committee") is established by resolution of the Board of Directors ("the Board") of the Hong Kong, China Rowing Association ("HKCRA" or "the Association").

The Committee operates under authority delegated by the Board. The Board retains ultimate responsibility for the governance, management and affairs of the Association.

In accordance with the Articles of Association of HKCRA, the President, Chairman, Director of Finance and Company Secretary shall be ex-officio members of the Committee but shall not be entitled to vote at meetings of the Committee unless specifically appointed as members by the Board. Ex-officio members are not required to attend meetings of the Committee but may choose to attend any meeting in that capacity.

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2. Purpose

The purpose of the Committee is to:

- advise and make recommendations to the Board on matters relating to the development, support, sustainability and coordination of rowing clubs and organised rowing groups within HKCRA;
- promote the development of a broad and sustainable base of rowing participation in Hong Kong through club, university, alumni, school and community rowing pathways;
- support the creation, development and successful operation of affiliated rowing clubs and related rowing structures, including university rowing and alumni rowing where appropriate;
- promote lifelong participation in rowing and support the continued growth of active membership within the Association;
- support the Board in fulfilling its governance and oversight responsibilities in relation to club, university and community rowing development; and
- promote transparency, accountability and good governance consistent with applicable laws, policies and guidelines.

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3. Authority

Unless expressly authorised by Board resolution, the Committee:

- acts in an advisory capacity to the Board;
- has no authority to bind the Association contractually; and
- may make recommendations to the Board for approval.

Where specific delegated authority is granted, this shall be clearly documented in writing by resolution of the Board.

The Committee shall not, unless specifically authorised by the Board:

- approve expenditure or commit Association funds outside approved budgets and any specific delegated authority;
- make appointments or removals on behalf of the Board;
- impose disciplinary sanctions; or
- exercise powers reserved to the Board under the Articles of Association or HKCRA policies.

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4. Composition

4.1 Membership

The Committee shall comprise:

- a minimum of three and a maximum of eight members, including the Chairperson; and
- such specialist advisers as the Board may approve, if applicable.

Specialist advisers shall not count towards the minimum or maximum membership.

4.2 Eligibility

In accordance with the Articles of Association, all voting members of the Committee must be Stewards or Ordinary Members of HKCRA and members of a Club Member of the Association.

Members shall possess relevant experience, expertise or qualifications appropriate to the Committee's remit.

4.3 Specialist Advisers

The Board may approve the appointment of specialist advisers to attend meetings where particular expertise is required. Such persons shall not be voting members of the Committee and may participate only in a non-voting advisory capacity, in accordance with the Articles of Association.

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5. Appointment and Term

Committee members shall be appointed by the Board.

The Chairperson shall be appointed by the Board.

Members shall serve for a term of two years, renewable upon reappointment by the Board.

Specialist advisers shall serve for a term of two years, renewable upon reappointment by the Board.

The Board may remove or replace members at its discretion.

The office of a member shall be automatically vacated if the member:

- resigns in writing addressed to the Association;
- ceases to be a Steward or Ordinary Member and member of a Club Member of HKCRA;
- becomes of unsound mind;
- has a receiving order made against him or her; or
- is removed from office in accordance with the Articles of Association or by Special Resolution at a General Meeting of the Association.

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6. Duties and Responsibilities

The Committee shall:

6.1 Strategic Oversight and Development

- advise the Board on the development, support and sustainability of rowing clubs and related rowing structures within Hong Kong;
- recommend to the Board strategies and priorities for the development and support of existing rowing clubs and the establishment of rowing activity in suitable new locations, including university rowing clubs and alumni rowing groups where appropriate;
- review and recommend policies and measures intended to strengthen the long-term development and operational success of club-based rowing, university rowing and alumni rowing within HKCRA;
- make recommendations to the Board regarding policies, procedures and development initiatives relating to club, university, alumni and school rowing, and advise on any other matters referred to the Committee by the Board.

6.2 Participation, Membership and Development Pathways

- promote the sport of rowing through HKCRA and encourage continued growth in active participation within the Association’s membership and related rowing communities;
- support lifelong participation in rowing through club, university, alumni, school and community pathways;
- advise on measures to strengthen awareness of HKCRA membership and participation opportunities;
- liaise, where appropriate, with relevant performance, coaching and technical bodies with a view to supporting improvement in the competitive level and standards of club-based, university and alumni rowing;
- advise on development pathways that may help rowers progress within the sport while maintaining a strong participation base.

6.3 Facilities, Equipment and Sustainability

- liaise with relevant staff and office bearers regarding the effective use of facilities and equipment to support sustainable rowing activities and member development;
- monitor the use of existing facilities and advise on long-term needs and priorities to ensure sufficient access and capacity for present and future rowing development;
- make recommendations to the Board on development needs relating to facilities, access, equipment and sustainability within the Committee's remit.

6.4 Events and Competition Development

- work with other relevant committees to ensure that Hong Kong rowing competition plans support the promotion and development of association rowing, including the needs of club, university, alumni and school rowers where relevant;
- review and advise on domestic competition programmes relating to club, university and alumni rowing, including opportunities for university rowing championships, indoor rowing competitions or other suitable events;
- communicate, where appropriate, with relevant organisers regarding the planning and organisation of competition programmes in ways that best serve the needs of rowers and the development of the sport.

6.5 Stakeholder Engagement and Cross-Committee Coordination

- coordinate with other relevant committees to support appropriate transition opportunities between different forms and levels of rowing, and contribute to the development of an integrated rowing structure that supports both participation and progression;
- support communication and cooperation across committees so that club development, university rowing, event planning, coaching and athlete pathways are aligned where appropriate;
- consult with clubs, university rowing bodies, alumni groups, school rowing organisations and other relevant stakeholders where appropriate in order to inform the Committee's recommendations;
- recommend the formation of working groups where necessary to support specific areas of work within the Committee's remit, subject to the Association's governance arrangements.

6.6 Risk Management

- identify material risks within the Committee's remit, including risks relating to sustainability, participation, facilities, coordination, governance and long-term development;
- escalate significant issues or risks to the Board in a timely manner.

6.7 Financial Responsibility

- review, where relevant, the budgetary implications of club, university and alumni rowing development initiatives within its remit;
- monitor the use of any budget or resources specifically allocated to activities within its area of responsibility, subject always to the Association's financial controls and Board authority;
- make recommendations to the Board on club-development-related budgetary resource needs and priorities.

The Committee shall also ensure that activities within its remit are conducted in accordance with:

- the HKCRA Articles of Association;
- applicable laws of Hong Kong;
- guidelines issued by the Sports Federation & Olympic Committee of Hong Kong, China;
- relevant subvention requirements of the Leisure and Cultural Services Department; and
- relevant ICAC corruption prevention and integrity guidance.

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7. Meetings

The Committee shall meet not less than three times per year, or more frequently as required.

Meetings may be conducted in person or by electronic means, including video conference.

Notice of meetings shall be given at least seven days in advance unless urgent circumstances require otherwise.

The agenda and relevant papers shall be circulated in advance where practicable.

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8. Quorum and Voting

A quorum shall consist of at least 50% of duly appointed voting members.

Voting shall be by show of hands unless the Chairperson of the meeting directs otherwise.

Decisions shall be made by simple majority of those present and voting.

In the event of a tie, the Chairperson of the meeting shall have a casting vote.

No person appointed in an advisory or non-voting capacity, and no person in receipt of a salary or wages from the Association, shall be entitled to vote at meetings of the Committee.

Written resolutions signed by all voting members may be adopted if unanimously agreed, where permitted.

If a meeting is inquorate, discussion may take place but no formal recommendation shall take effect unless subsequently confirmed at a quorate meeting or by valid written resolution.

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9. Conflict of Interest

Members shall comply with HKCRA's Conflict of Interest Policy.

An annual declaration of interests shall be completed by each member.

Members must declare any actual, potential or perceived conflict of interest at the beginning of each meeting, or as soon as it arises.

Any member with a conflict of interest in relation to a matter shall abstain from discussion and decision-making on that matter, and such abstention shall be recorded in the minutes. In accordance with the Articles of Association, any vote cast in breach of this requirement shall not be counted.

Particular care shall be taken in relation to club support, facility allocation, event opportunities, development funding, representation matters and any issue affecting the interests of a member, club, university body, alumni group or other stakeholder.

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10. Reporting

The Committee shall report to the Board after each meeting.

Written minutes shall be prepared and maintained as official records of the Committee's proceedings. Copies of all minutes shall be furnished promptly to the Company Secretary and to the HKCRA Secretariat in accordance with the Articles of Association.

Significant decisions or recommendations shall be submitted to the Board for approval where required.

An annual summary report shall be provided to the Board.

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11. Secretariat Support

Administrative support shall be provided by the HKCRA Secretariat.

All records, minutes and documentation shall be securely retained in accordance with HKCRA record-keeping policies.

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12. Access to Information and Advice

The Committee may request relevant information from the Secretariat necessary to discharge its duties.

The Committee may consult, through appropriate channels, with club representatives, university rowing bodies, alumni groups, school rowing organisations, technical personnel, coaches, organisers or other appropriate persons on matters within its remit.

Where specialist external advice is required, prior Board approval shall be obtained.

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13. Review of Terms of Reference

These Terms of Reference shall be reviewed every two years by the Committee, and any proposed amendments submitted to the Board for approval.

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14. Adoption

Approved by the Board of Directors of the Hong Kong, China Rowing Association on:

Date: 23 April 2026

Chairman: