HONG KONG, CHINA ROWING ASSOCIATION
COASTAL ROWING COMMITTEE
Terms of Reference

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1. Establishment

The Coastal Rowing 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 promotion, development and coordination of coastal rowing in all its forms (Beach Sprint, Endurance and Recreational/Touring) within Hong Kong;
- support the development of coastal rowing as an accessible, attractive and competitive rowing discipline well-suited to Hong Kong's environment and conditions;
- promote opportunities for wider public participation in rowing through the development of coastal rowing activities, new rowing venues and competitions;
- support the Board in fulfilling its governance and oversight responsibilities in relation to coastal rowing matters; 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 promotion, development and coordination of coastal rowing in all its forms within Hong Kong;
- recommend to the Board strategies and priorities for the development of coastal rowing in suitable locations across Hong Kong, covering Beach Sprint, Endurance and Recreational/Touring disciplines where relevant;
- advise on opportunities for the effective use of existing and future facilities, venues and resources in support of coastal rowing development;
- review and recommend measures to support the sustainable growth of coastal rowing as a recognised discipline within the Association, and keep the scope of the Committee's responsibilities under review, making recommendations to the Board where adjustments may be appropriate.

6.2 Activities, Competitions and Venues

- advise on the development and coordination of coastal rowing activities and competitions held in Hong Kong under the Association's auspices;
- make recommendations on the hosting and development of local and, where appropriate, international coastal rowing events, ensuring that such events contribute to the development and promotion of the sport;
- review and recommend event structures, priorities and development opportunities relevant to coastal rowing;
- advise on potential new coastal rowing venues and, where appropriate, support the inspection and assessment of such venues.

6.3 Safety and Good Practice

- liaise and coordinate with other relevant committees and bodies on matters relating to safety standards, safety regulations and good practice for coastal rowing;
- support the development, review and promotion of appropriate safety guidance for coastal rowing activities and events;
- advise the Board on any significant safety-related issues affecting coastal rowing development.

6.4 Pathways and Cross-Committee Coordination

- collaborate with other relevant committees to support opportunities for participants to move between different rowing disciplines where appropriate and beneficial to the development of the sport;
- contribute to cross-committee coordination on matters such as events, participation pathways, safety, promotion and equipment needs.

6.5 Participation and International Representation

- encourage and support the participation of the Association and its members, where appropriate, in overseas coastal rowing activities and development opportunities;
- advise on opportunities for Hong Kong athletes, clubs or representatives to gain exposure to coastal rowing developments at regional or international level.

6.6 Equipment, Facilities and Promotion

- advise the Association on the need for coastal rowing equipment, facilities and related resources;
- make recommendations regarding procurement priorities and development needs for coastal rowing equipment and infrastructure, subject to the Association's approval and financial controls;
- advise on suitable publicity, promotional materials and awareness initiatives for coastal rowing.

6.7 Risk Management

- identify material risks within the Committee's remit, including risks relating to safety, facilities, event planning, equipment, governance and sustainable development;
- escalate significant issues or risks to the Board in a timely manner.

6.8 Financial Responsibility

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

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.

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.

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 event recommendations, equipment procurement, development funding, venue selection and use, and any matter affecting the interests of a member, club 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 relevant officials, organisers, technical personnel 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: