HONG KONG, CHINA ROWING ASSOCIATION
HIGH PERFORMANCE AND SELECTION COMMITTEE
Terms of Reference

1. Establishment

The High Performance and Selection Committee ("HPSC" or "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.

The Committee is a specialised committee of HKCRA with responsibilities relating to the Association's high performance programme and to the selection of crews to represent Hong Kong, China in international rowing competition, subject to applicable appeal procedures and the Board's overall authority.

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.

2. Purpose

The Association's High Performance Programme is delivered in close partnership with the Hong Kong Sports Institute ("HKSI"), which is the delivery agent for elite sport under the policy direction of the Secretary for Culture, Sports and Tourism. The programme is managed on a day-to-day basis by the HKSI Head Rowing Coach, who also serves as the Association's Technical Director. Close cooperation between HKCRA and HKSI is critical to the success of the High Performance Programme and to the future of rowing in Hong Kong.

In this context, the purpose of HPSC is to:

- advise and make recommendations to the Board on matters relating to the strategic development, oversight and support of high performance rowing in Hong Kong;
- support close cooperation between HKCRA and HKSI in relation to the delivery of the High Performance Programme;
- provide support and advice to the HKSI Head Rowing Coach, who also serves as the Association's Technical Director, and to the high performance coaching team in matters relating to programme direction, selection, athlete support and long-term development;
- review, vet and approve proposals for the selection of crews to represent Hong Kong, China in international rowing competition, subject to applicable appeal procedures;

- help ensure that selection processes are fair, transparent, properly documented and consistent with HKCRA policies, including the General Selection Policy, event-specific selection policies and the Association's Appeals Policy; and
- support the Board in fulfilling its governance and oversight responsibilities in relation to elite rowing, talent development, athlete welfare, anti-doping, safeguarding and international representation.

For the avoidance of doubt, day-to-day management of the programme rests with HKSI and the HKSI Head Rowing Coach/Technical Director within the HKSI partnership framework. Final authority over the Association's high performance programme rests with HKCRA as the official governing body for rowing in Hong Kong and the recognised member federation of World Rowing and the Asian Rowing Federation.

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3. Authority

HPSC derives all its authority from the HKCRA Board in accordance with these Terms of Reference. Unless expressly authorised by Board resolution, HPSC:

- acts in an advisory and oversight capacity to the Board on high performance matters;
- reviews, vets and approves proposals for the selection of crews to represent Hong Kong, China in international rowing competitions, including multi-sport Games within the authority of HKCRA;
- may make recommendations to the Board on high performance policy, competition targets, strategic plans, budgets, athlete support matters and international cooperation;
- may request relevant information necessary to discharge its duties from HKCRA Secretariat, the HKSI Head Rowing Coach/Technical Director, and other appropriate persons through proper channels;
- may propose to the Board the appointment of suitable persons to serve on the Committee; and
- may not bind the Association contractually unless specifically authorised by the Board.

Selection decisions, policy recommendations and related procedures shall be exercised in accordance with HKCRA's published selection policies, conflict-of-interest requirements, appeals arrangements and other applicable governance requirements.

The following matters are reserved to the Board:

- approval of high performance policies, competition targets and strategic plans;
- approval of Games entries and other matters requiring formal nomination or endorsement by HKCRA;
- exceptional or disputed selection matters of particular significance;
- athlete incentive allocations and other major athlete support decisions requiring Board approval; and
- any matter which, under HKCRA policy or the Articles, is reserved to the Board.

For major events such as the Olympic and Paralympic Games, Asian and Asian Para Games, and World University Games/Rowing Championships, final selections shall also be subject to a further approval or nomination process through the Sports Federation & Olympic Committee of Hong Kong, China or other relevant authority for that event.

4. Composition

4.1 Membership

HPSC shall comprise a minimum of five and a maximum of eight members.

The Committee shall be chaired by the HKCRA President.

Members shall be appointed by the Board. Members shall include:

- the HKCRA Chairman;
- the HKSI Head Rowing Coach, who also serves as HKCRA Technical Director; and
- at least one retired Hong Kong Team rower who has competed at Asian Games or Olympic level.

Additional members with relevant experience and expertise may be approved by the Board from time to time. Such additional members may include HKCRA Directors, HKCRA members or persons from outside HKCRA who have specific experience and expertise in high performance sport, athlete development and selection matters considered relevant by the Board.

HPSC may propose to the Board the appointment of suitable persons.

In accordance with the Articles of Association, any member of the Committee who is not a Steward or Ordinary Member of HKCRA and a member of a Club Member of the Association shall participate in a non-voting advisory capacity only. For the avoidance of doubt, the HKSI Head Rowing Coach/Technical Director shall ordinarily participate in a non-voting advisory capacity, given his full-time employment by HKSI.

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

4.2 Eligibility

Members shall possess relevant knowledge, experience or expertise appropriate to the Committee's remit, including, where relevant:

- elite rowing or elite sport experience;
- high performance coaching or technical expertise;
- athlete pathway development;
- major Games preparation;
- selection policy and procedure;
- athlete welfare, anti-doping or safeguarding; or
- financial, governance or strategic oversight relevant to the programme.

4.3 Attendance and Participation

Members are expected to attend all meetings unless prior notice is given to the Chairperson.

Members not attending at least 50% of meetings in any term may be asked to retire, with any final decision on this being taken by the Board.

HPSC or its delegated representatives shall make themselves available upon request or at their own instigation to meet with current athlete representatives, or with all current athletes together, at least once per year for the purpose of hearing feedback from athletes on matters of concern or interest to them.

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5. Appointment and Term

Members shall be appointed by the Board and shall serve for a two-year term.

Members may be reappointed in accordance with HKCRA's general governance approach for committee tenure.

The Board may replace any member at any time having shown good reason or at the request of the Chairperson.

A member subject to such replacement may appeal that decision in accordance with the HKCRA Appeals Policy.

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 (where applicable);
- 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

HPSC shall:

6.1 High Performance Strategy and Policy

- establish, subject to approval of the Board, policies, competition targets and strategic plans for the development of high performance rowing in Hong Kong;
- advise the Board on strategic priorities, programme direction and long-term development of elite high performance rowing;
- support the alignment of high performance rowing strategy with HKCRA's wider development objectives and the partnership arrangements with HKSI.

6.2 Cooperation with HKSI and Programme Support

- cooperate closely with HKSI in all aspects of the high performance programme in order to achieve agreed targets;

- maintain appropriate and constructive communication with HKSI on programme delivery, athlete preparation, selection issues, competition planning and long-term development;
- recognise in its work that day-to-day programme management is undertaken by the HKSI Head Rowing Coach/Technical Director and relevant HKSI structures, while HKCRA retains final governing authority for the sport of rowing in Hong Kong;
- provide support and advice to the HKSI Head Rowing Coach/Technical Director and the high performance coaching team in managing the programme;
- consider programme-related issues, performance targets and strategic development needs, and make recommendations where appropriate;
- support effective cooperation between HKCRA and HKSI in the interests of programme success.

6.3 Selection Responsibilities

- review and vet proposals for the selection of crews to represent Hong Kong, China in international rowing competitions, including multi-sport Games within the authority of HKCRA;
- approve the selection of crews to represent Hong Kong, China in international competition, including para rowing competition, with or without amendment to the Head Coach's proposal;
- propose policies and guidelines for such selections and help ensure that they meet international best practice in fairness, transparency and proper governance.

6.4 Selection Policies and Appeals

- ensure that all selections are made in accordance with the HKCRA General Selection Policy and any event-specific selection policy, all of which shall be displayed on the HKCRA website;
- when required, ensure that any selection appeal is properly and promptly dealt with by an independent Appeals Panel in accordance with the Association's Appeals Policy;
- review annually the selection policies to ensure they remain current and relevant;
- support the maintenance of a fair and transparent appeal mechanism consistent with good governance and integrity requirements.

6.5 Talent Identification and Pathways

- advise HKCRA on a suitable Talent Identification ("TID") Programme and on athlete and coach development pathways to support and feed the high performance programme in the medium and long term;
- consider how pathways from school rowing, domestic rowing, club rowing, university rowing, para rowing and other development structures can support the elite programme;
- make recommendations on strategic pathway development to the Board.

6.6 Coordination with Other Committees

- coordinate and cooperate with other HKCRA committees, working groups and relevant bodies to provide integration, exchanges and enhanced pathways between domestic and elite high performance rowing;

- support coherence between high performance work and the roles of other committees in coaching, events, safety, para and inclusive rowing, clubs development and related areas;
- maintain coordination with the Para and Inclusive Rowing Committee in relation to high performance para rowing, while retaining overall responsibility for high performance para rowing matters within HKCRA.

6.7 Athlete Support, Anti-Doping, Safeguarding and Welfare

- provide oversight and advice on anti-doping and safeguarding matters relevant to the high performance programme;
- review and advise on athlete support, recognition and incentive arrangements;
- review anti-doping and safeguarding education, reporting channels, athlete undertakings and compliance updates relevant to the programme;
- consider the implications of anti-doping, safeguarding and athlete welfare requirements for programme management and selection matters.

6.8 Budget and Financial Oversight

- monitor budgets allocated for high performance, including Title Event Funding, National Squad Training Budgets and Athlete Incentive Funds;
- make submissions to the Board on any related financial issues;
- review the financial implications of programme priorities, competition plans and support measures, while recognising the operational role of HKSI in programme delivery where applicable.

6.9 International Policy and External Relations

- advise the Board on international policy and cooperation with external bodies such as World Rowing, the Asian Rowing Federation, SF&OC and overseas rowing federations;
- consider how international relationships, policy developments and competition opportunities affect the high performance programme.

6.10 Reporting and Review

- prepare minutes of meetings and submit policy recommendations and advice to the Board;
- review these Terms of Reference from time to time and make recommendations to the Board where revision is considered appropriate.

6.11 Selection Process for Crews to Represent Hong Kong, China

The process for selection of crews by HPSC shall be as follows:

1. All selections shall be made in accordance with the HKCRA General Selection Policy and any event-specific selection policy, all of which shall be displayed on the HKCRA website.
2. The HKSI Head Rowing Coach/Technical Director (“Head Coach”) shall make a proposal for crew selection at least one month before the deadline for submission of entries for each event and circulate the proposal to HPSC. The proposal shall

include reasons for particular crew selections, provided that such detail may alternatively be presented to members at a meeting convened for that purpose.

3. The HPSC Chairperson shall convene a meeting of the Committee to discuss the proposal, vet the selections, ask questions where necessary, and if thought fit HPSC shall approve the selections, with or without amendment.
4. The Head Coach shall notify HPSC if there are any controversial or marginal decisions behind the proposed selections and if any of the proposed selections are likely to generate an appeal, so that such cases can be discussed in more detail.
5. HPSC shall submit its approved selections to the Board for information in all cases where athletes will officially represent Hong Kong, China, including but not limited to World Championships, Asian Championships and other official representative competitions.
6. For major events such as the Olympic and Paralympic Games, Asian and Asian Para Games, and World University Games/Rowing Championships, final selections shall also be subject to a further approval or nomination process through the Sports Federation & Olympic Committee of Hong Kong, China or other relevant authority for that event.
7. Documentation of the selection process shall be maintained by the Head Coach and shared with or copied to HKCRA where relevant, or otherwise minuted in HPSC minutes. Such documents shall be retained in accordance with HKCRA's official document retention requirements and ordinarily for not less than seven years.

6.12 Integrity, Conflict of Interest and Fair Process in Selection

- members shall act with fairness, impartiality and integrity in all selection-related matters;
- any member with an actual, potential or perceived conflict of interest in relation to a selection decision, appeal, athlete support matter or related issue shall declare that conflict and abstain from discussion and decision-making as appropriate, and such abstention shall be recorded;
- HPSC shall seek to ensure that athletes are given a fair and full opportunity to demonstrate their suitability for selection and that information about the selection process is communicated transparently and in a timely manner.

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

- the HKCRA Articles of Association;
- applicable laws of the Hong Kong SAR;
- 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.

HPSC shall promote transparency, accountability, integrity and proper governance in high performance and selection matters.

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7. Meetings

Depending on the competition and travel schedule of the HKG team, HPSC shall meet as required, but at least three times per year.

Meetings may be conducted in person, by electronic means, or a combination of both.

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 four members where HPSC comprises five members, and five members where HPSC comprises more than five 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 or electronic 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 decision shall take effect unless subsequently confirmed at a quorate meeting or by valid written or electronic 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 to avoid conflicts of interest shall be taken in relation to crew selection, selection appeals, athlete support, incentive arrangements, TID pathways, coach development opportunities and any matter affecting the interests of a member, athlete, coach, club or related party.

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10. Reporting

HPSC shall report directly to the Board.

Minutes of HPSC shall be subject to approval by the Committee and circulated to the HKCRA Board. Copies of all minutes shall be furnished promptly to the Company Secretary and to the HKCRA Secretariat in accordance with the Articles of Association.

Policy recommendations, advice and any significant selection, programme or governance issues shall be reported to the Board.

Any matter requiring Board approval shall be referred to the Board promptly.

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

HPSC may request relevant information from the HKCRA Secretariat necessary to discharge its duties.

HPSC may consult, through appropriate channels, with the HKSI Head Rowing Coach/Technical Director, relevant HKSI personnel, coaches, athlete representatives 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 HPSC, and any proposed amendments submitted to the Board for approval.

14. Adoption

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

Date: 23 April 2026

Chairman: