HONG KONG, CHINA ROWING ASSOCIATION
SAFETY COMMITTEE
Terms of Reference

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1. Establishment

The Safety 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 rowing safety and safety management within HKCRA;
- support the development, review and promotion of safety policies, standards, guidance and good practice intended to protect persons participating in rowing activities, competitions and programmes organised or sanctioned by the Association;
- review safety-related information, incidents and emerging issues in order to promote continuous improvement in safety arrangements;
- support the Board in fulfilling its governance and oversight responsibilities in relation to rowing safety and related 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, including in relation to review of safety matters or protest-related procedures, 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 Safety Compliance

- advise the Board on safety-related matters affecting rowing activities, competitions, training and associated operations conducted by or under the auspices of HKCRA;
- contribute to the development and periodic review of safety policies, strategies, standards and priorities relevant to the Association;
- promote a strong safety culture and continuous improvement in safety awareness and practice across the Association;
- monitor and advise on the Association's compliance with relevant safety-related laws, regulations, standards and approved policies;
- recommend measures to support HKCRA's compliance with applicable legal and regulatory safety requirements;
- consider relevant overseas safety guidance and good practice and advise whether any part of it may appropriately be adapted or applied in Hong Kong.

6.2 Safety Guidance and Publications

- review, recommend, prepare or update, as appropriate, safety guidance documents, including the Water Sports Safety Guidelines booklet and other safety awareness materials or pamphlets;
- advise on the adequacy, relevance and accessibility of HKCRA safety guidance and communications;
- recommend updates where necessary in light of incidents, legal requirements, operational changes or emerging good practice.

6.3 Incident Review, Suggestions and Continuous Improvement

- review safety records and accident and incident reports submitted by members, clubs or other relevant parties;
- consider whether improvements to guidance, procedures, facilities, training or supervision are needed in order to reduce the risk of recurrence;
- make recommendations to the Board and/or management on lessons learned and preventive measures arising from incidents or safety concerns;

- consider suggestions on safety matters made by members, clubs, staff or other relevant groups;
- review proposals for improvements to safety guidance, facilities, systems or practices;
- support the implementation, through proper authorised channels, of suitable safety improvements approved by the Association.

6.4 Review of Safety-Related Concerns and Protests

- consider, where within its approved remit, protests, representations or review requests from members or clubs in relation to warnings, penalties or safety-related decisions arising from alleged breaches of safety guidelines;
- advise the Board on appropriate handling or resolution of such matters in accordance with HKCRA policies and approved procedures;
- ensure that any such review role is exercised fairly and consistently and does not duplicate any separate disciplinary or appeals mechanism established by the Association.

6.5 Review of Safety Measures in Activities and Competitions

- review the adequacy of safety measures applied to water rowing competitions, indoor rowing competitions, training and other relevant activities under HKCRA's auspices;
- advise on whether existing controls, procedures and supervision arrangements remain appropriate;
- make recommendations on improvements to safety systems, facilities and operational arrangements where necessary;
- maintain regular communication with relevant HKCRA staff responsible for safety and facilities matters, providing expert advice and guidance as required; recognising that operational implementation and approval of safety and facilities arrangements rests with the responsible staff, who have direct knowledge of available resources.

6.6 Risk Management

- identify material risks within the Committee's remit, including risks relating to participant safety, event safety, facility safety, operational practices, legal compliance and governance;
- escalate significant safety issues or risks to the Board in a timely manner.

6.7 Financial Responsibility

- review, where relevant, the budgetary implications of safety-related measures, publications, equipment, training or facility improvements within its remit;
- monitor the use of any budget or resources specifically allocated to safety-related activities within its area of responsibility, subject always to the Association's financial controls and Board authority;
- make recommendations to the Board on safety-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 incident reviews, protest-related matters, safety findings, facility recommendations 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, safety personnel, coaches, umpires, 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: