Role Description: Non-Executive Director – Commercial Development (Volunteer)

Purpose of the Role

The Board provides strategic leadership and oversight to ensure Welsh Rowing delivers against its vision, mission and strategic priorities while maintaining the highest standards of governance.

As a Non-Executive Director, you will provide independent judgement, constructive challenge and strategic insight to support the long-term success of Welsh Rowing. Working collectively with fellow Directors and the Executive Team, you will help ensure the organisation remains financially sustainable, well governed and responsive to the needs of the rowing community across Wales.

The Board operates in accordance with the Sport Wales' Arwain Cymru Governance & People Framework and Welsh Rowing's governing documents.

Welsh Rowing's Aims

Inform: Effectively communicate with the rowing community, utilising a multi-channel approach including email, forums, newsletters, social media, and face-to-face interactions.

Educate: Skill development facilitated via forums, online learning, and workshops.

Assist: Supporting the community in event administration, facilitating access to Sport Wales grant funding, conducting in-person visits, and exploring additional funding avenues for the community to access.

Our work is centred on four strategic pillars:

Participation

- To increase participation in the sport in Wales across all disciplines.
- To establish a schools-based club, providing rowing opportunities for 11–18-year-olds as well as coaching qualifications to staff, in a major conurbation. The aim is to establish one club in 2024 and roll-out to other areas over the term of the Strategic Plan to 2028.

- To work with Welsh Sea Rowing to develop opportunities for increased participation at coastal clubs.
- To use leagues to build interest and participation in indoor rowing in Wales e.g. within universities and schools.
- To provide members of the public with information and opportunities to “try their hand” at rowing events in Wales.

Performance

Junior

- To identify athletes and give the best opportunity to maximise their potential with the possibility of gaining an international vest.
- To work with and assist junior rowers seeking to engage in high-performance programmes and identify and engage with suitable development opportunities and pathways.

Senior

- To provide assistance to Welsh university crews to perform at the highest level possible.
- To provide assistance to senior club athletes to perform at the highest level possible.

Both

- Pathway development for athletes to have the best start through our camp programme.
- To assist Welsh athletes transition to the GB pathway and gain medals at Olympic and Paralympic Games (3 medals).
- To maintain international GB success at junior and senior level.

Events & Competitions

- To establish a domestic Coastal Rowing event series, providing an increasing level of competition for the coastal disciplines between 2025 – 2030.
- To explore and secure future international events in Wales, delivering them to a high standard promoting accessibility and innovation for the sport.
- To work closely with clubs to ensure a robust calendar of domestic events throughout Wales, supporting existing events to be successful and new events to become established.

Education

- To work with clubs to create a greater selection of courses and workshops in all aspects of the sport.

- To increase the number of Welsh coaches and umpires through course funding and help with grant applications.
- To assist members in their Continuing Professional Development (CPD) within the sport.
- To work with British and Scottish Rowing to increase opportunities for our members.

Key Responsibilities
As a Non-Executive Director, you will contribute to the collective leadership of Welsh Rowing by:

Strategic Leadership

- Supporting the development, implementation and review of Welsh Rowing's strategic plan.
- Championing the organisation's four strategic pillars.
- Ensuring Board decisions support Welsh Rowing's aims.
- Contributing independent thinking, innovation and constructive challenge to strategic discussions.
- Helping Welsh Rowing anticipate future opportunities and challenges within sport, governance and society.

Governance and Stewardship

- Ensure Welsh Rowing operates to the highest standards of governance, accountability and transparency.
- Uphold the principles of the Sport Wales Arwain Cymru framework.
- Monitor organisational performance against agreed strategic objectives and key performance indicators.
- Oversee effective financial management, risk management and organisational sustainability.
- Ensure compliance with legal, regulatory and safeguarding responsibilities.

Leadership and Culture
The Board has collective responsibility for setting the culture and behaviours of the organisation.

Directors will actively:

- Uphold the organisations values of Passion, Teamwork, Integrity and Innovation

- Demonstrate Ethical and Inclusive leadership.
- Ensure Equality, Diversity and Inclusion.
- Create safe, welcoming and respectful environments.
- Collaborate across the rowing community.
- Undergo continuous learning and improvement.
- Demonstrate Innovation in service delivery and organisational development.
- Show respect, openness and accountability.

Stakeholder Engagement

Directors are ambassadors for Welsh Rowing and will:

- Promote positive relationships with members, clubs, volunteers, athletes, officials and partners.
- Strengthen relationships with Sport Wales, British Rowing, Scottish Rowing, World Rowing, The Commonwealth Rowing Association and wider stakeholders.
- Listen to and understand the needs of the rowing community across Wales.
- Support advocacy for rowing and its wider social, health and wellbeing benefits.

Board Responsibilities

Board members are expected to:

- Attend and actively participate in Board meetings.
- Prepare thoroughly for meetings and contribute effectively to discussion.
- Serve on Board Committees where appropriate.
- Participate in Board evaluation and continuous development.
- Declare and manage conflicts of interest.
- Maintain confidentiality.
- Accept collective responsibility for Board decisions in line with the Companies Act

Person Specification

Essential

The successful candidate will demonstrate:

- Demonstrable knowledge of and experience in commercial development.

- A strong understanding of communications, supported by relevant practical experience.
- Experience in shaping and delivering effective marketing strategies.
- Confidence in applying digital tools, platforms and approaches.
- An entrepreneurial mindset, with the ability to identify opportunities and turn ideas into action.
- Strategic thinking and sound judgement.
- An understanding of good governance and organisational oversight.
- Excellent communication and influencing skills.
- Ability to provide constructive challenge while maintaining collaborative relationships.
- Commitment to equality, diversity, inclusion and safeguarding.
- Commitment to ethical and inclusive leadership and public accountability.
- Alignment with Welsh Rowing's values of Passion, Teamwork, Integrity and Innovation.

Desirable
Experience in one or more of the following areas would strengthen the Board:

- Senior leadership, executive or Board-level experience – preferrable but not essential.
- Ability to interpret financial and organisational performance information.

-Knowledge of rowing is welcomed but is **not essential**.

Personal Attributes
We are looking for individuals who demonstrate:

- Integrity and independence of thought.
- Strategic curiosity.
- Collaborative leadership.
- Emotional intelligence.
- Courage to ask challenging questions constructively.
- Respect for differing perspectives.

- Commitment to continuous improvement.
- A genuine passion for developing sport and physical activity in Wales.

Time Commitment

Board members are expected to commit sufficient time to prepare for and participate fully in the following activities:

- **Board meetings:** Six meetings each year, held approximately every two months. Typically, two meetings are in person or hybrid and four are online. Meetings last between two and two and a half hours. Online meetings are usually held on weekday evenings, while in-person meetings generally take place at weekends.
- **Committee meetings:** Where the role includes Committee participation, members should expect to attend between two and six meetings each year. These are held during the working day or on weekday evenings and rarely at weekends. Meetings usually last one hour, although they may occasionally extend to two hours.
- **Training and continuing professional development (CPD):** Board members are expected to undertake training and CPD relevant to their role once or twice each year. These sessions are usually held in the evening, although may occur during the workday depending on the type of training.
- **Welsh Rowing events:** Board members are expected to attend selected events throughout the year. This includes the AGM in November or December, held during an evening either online or in person in Cardiff.
- **Sporting events:** Board members are expected to attend at least one sporting event each year to develop hands-on, operational knowledge of the sport. These events take place across Wales and are usually scheduled alongside an in-person or hybrid Board meeting.
- **International events:** Board members may also choose to attend up to two international events involving the Welsh team each year. These optional weekend events take place across Wales, Scotland, Ireland and England.
- **Preparation:** Additional time is required to read and consider Board and Committee papers in advance of each meeting.

The commitment may involve evening and weekend availability, as well as occasional travel within Wales and elsewhere in the UK and Ireland.

Remuneration and Expenses

This is a voluntary, unremunerated role. Reasonable travel expenses, including mileage to and from meetings and events, may be reclaimed in accordance with Welsh Rowing's expenses policy. Accommodation will usually be arranged and paid for by Welsh Rowing; where this is not possible, agreed accommodation costs may be reclaimed, together with the cost of eligible meals.

Our Commitment

Welsh Rowing is committed to creating a diverse, skilled and inclusive Board that reflects the communities we serve.

We actively encourage applications from people with a wide range of backgrounds, lived experiences and perspectives. Diversity strengthens governance, improves decision-making and helps us better serve rowing across Wales.

Appointments will be made on merit while seeking an appropriate balance of skills, knowledge, experience and diversity.

If you require any reasonable adjustments or accommodations during the application process or to help you fulfil this role (such as alternative formats or technological support), please let us know.

Governance Framework
All Directors are expected to uphold:

- Arwain Cymru Framework
- Nolan Principles of Public Life
- Welsh Rowing's Articles of Association
- Welsh Rowing's Board Member Code of Conduct
- Equality, Diversity and Inclusion Policies
- Safeguarding Policies
- Financial Regulations and Risk Management Framework

How to apply
Please submit a letter expressing your interest in the role, outlining your relevant experience, skills and suitability to:

admin@welshrowing.com

Please include “Commercial Development Board Role – Expression of Interest” in the subject line.

The **closing date** for expressions of interest is **Sunday 13th September at 9 p.m.**

For an informal discussion about the role, please contact the Board Secretary via email at emma.argall@welshrowing.com