

British Rowing Limited

Annual Report and Financial Statements

31 March 2022

Company Limited by Guarantee

Registration Number: 01706271 (England & Wales)



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Reference and administrative details

Directors	M Davies (Chair) K S O'Sullivan (Deputy Chair) J Beaumont (resigned 24.09.21) E Behnke M Claxton N Hubble T Kokkinos (appointed 01.04.21) L Lion P Milhofer (appointed 01.04.21) A Parkinson (resigned 24.09.21) S Reeves K Vleck A Marks (appointed 01.04.22)
Registered office	The Priory 6 Lower Mall Hammersmith London W6 9DJ
Company registration number	01706271
Independent auditor	Buzzacott LLP 130 Wood Street London EC2V 6DL
Bankers	Natwest PLC 22 King Street Hammersmith London W6 0PZ
Solicitors	Irwin Mitchell 40 Holborn Viaduct London EC1N 2PZ

Group Strategic Report 31 March 2022

Introduction

British Rowing is the governing body for the sport of rowing, both indoor and on-water, in England¹. We are committed to ensuring that the sport continues to thrive from the grass roots to winning medals at the Olympic and Paralympic Games.

A sport that welcomes and has an offer for everyone: Whatever your goal, age, background or ability. Whether you are a spectator or participant, a newcomer or a lifer, seeking competition or recreation, indoor or on-water. Rowing has something for you.

Our mission is to create a healthy, inclusive and life-enhancing sport: Working in partnership with the whole rowing community, our mission is to grow rowing as a healthy, accessible and inclusive sport with positive individual and societal impact.

On the international front, we manage the GB Rowing Team on behalf of all the Home Nations, seeking to uphold our position as a leading rowing nation. We are responsible for the training and selection of individual rowers and crews representing Great Britain. We also represent the British team and the wider sport's interests at the international rowing federation, World Rowing, as well as with the British Olympic Association, the British Paralympic Association, the Sport and Recreation Alliance, UK Sport, Sport England, in addition to government and non-governmental agencies and many other organisations.

Business review

This year saw a significant amount of change across the organisation as the sport started its recovery following the easing of restrictions brought about by the Covid-19 pandemic.

Whilst the early part of the year continued to be affected by COVID-19 (with restrictions easing in full only as we ended the financial year), our membership numbers and participation in the sport have returned to pre-Covid levels – at over 31,000 members. On-going uncertainty continued to result in the cancellation of many competitions and events over the summer months, which meant that there were limited opportunities for racing in the early part of the year. But these, too, have returned - and early signs in the 22/23 financial year are positive.

Last year we reported on how the pandemic had reinforced the value of sport and of reconnecting with our environment. It also demonstrated how we as a National Governing Body can add real value to our community: our regular advice and guidance helped them navigate through the challenges of the pandemic. We continued to support the rowing community with regular guidance on COVID-19, interpreting Government guidelines whilst continuing to engage our clubs and members through regular webinars on a wide range of topics.

We once again celebrated the great work of our community with a virtual Community Awards ceremony where our volunteers, umpires and rowers were recognised for their immense contributions to the sport. Thank you to each and every one of you who continue to make rowing happen – even in the toughest of circumstances.

¹ Rowing in Scotland and Wales is governed and organised nationally by Scottish Rowing and Welsh Rowing respectively

Business review (continued)

The British Indoor Virtual championships in partnership with Asensei were held in September with 898 entries, while the British Rowing Indoor Championships (BRIC), held online from 4th December 2021, attracted 1,107 entries from 31 countries. Row 31, our New Year's indoor rowing programme that runs in January, saw an increase in participation on last year.

The Tokyo 2020 Olympic and Paralympic Games

The 2020 Tokyo Olympic and Paralympic Games took place in 2021 on the Sea Forest Waterway in Tokyo Bay. Team GB's performance in the former resulted in a historic silver in the men's quadruple sculls and a bronze in the men's 8, as well as six fourth-placed finishes. At the Paralympic games, GB was the only nation to win more than one gold at the regatta, with two wins from four events. Our PR2 Mixed Double Sculls and the PR3 Mixed Coxed Four both became Olympic champions.

Our thanks are due to all our athletes, along with our best wishes to those who have decided to retire post the games. We wish each of them well in their future careers.

There were some challenges in the run-up to and during the games, and we acted quickly in the aftermath to understand how we can create a better outcome in Paris 2024. We have a strong cohort of athletes and a new-look team in place for the shorter run-up to Paris 2024. Louise Kingsley has been named our new Director of Performance, while Andrew Randall, Paul Stannard and Nick Baker are our three head coaches for Olympic women's, Olympic men's and Paralympic athletes respectively. Paris 2024 qualification will take place at the World Rowing Championships in Belgrade 2023.

Since the end of the year, the GBRT has completed with success at two World Cup regattas, in Belgrade and Lucerne, the European Championships and World Championships. In October 2022 we hosted the World Rowing Coastal Championships and Beach Sprint Finals in association with Welsh Rowing at Saundersfoot, Pembrokeshire. No decision on whether Beach Sprints will be included in the 2028 Los Angeles Olympic Games has yet been taken by World Rowing and the IOC, both of whom we hope to host at our event in October.

Organisational Changes

Andy Parkinson left in September after six years as CEO. Alastair Marks was appointed as his permanent replacement with effect from 1 April 2022, having spent five months as interim while a full search took place. The organisation is now focused on a new strategy and aims to deliver greater support and value to the rowing community across Britain. A team restructure was announced in June 2022, and British Rowing's focus is on accelerating the levels of delivery and support that we provide, by being more agile and more responsive. Small but significant changes have already been made, and we are confident that members will see considerable improvements in the months ahead. Through a combination of cost-cutting and growth we delivered a good financial performance for the year whilst continuing to invest in the sport and implement our new strategy. This approach continues for 2022/3 where we focus on growth, with the intention being that any surplus proceeds are reinvested into programmes that will benefit our members.

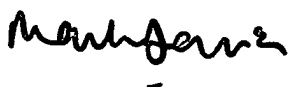
Group Strategic Report 31 March 2022

Organisational Changes (continued)

As we work more closely with the British Rowing community to deliver benefit to rowers everywhere, we will look to broaden their reach and grow the communities that surround them leading to a stronger and thriving sport for all.

Our UK Sport funding was confirmed for the remainder of the Paris cycle, including an uplift in Paralympic athletes' support. It will allow us to continue to build our high performance programmes alongside supporting our talent pathways. Sport England also continued to support us with transitional award for a year which includes support for our START talent development programme that has been fundamental to GB team success over the past 20 years. We are reviewing our approach to bringing in new audiences to the sport, with our focus being on increasing diversity and offering more opportunities to those that traditionally would not take up rowing.

We are delighted to welcome Nike, Irwin Mitchell, SIS and Pulseroll into the British Rowing Family of supporters, while bidding farewell with thanks to former commercial partners Mizuno and SAS, whose support ended as we moved into 2022. Thank you to all our sponsors and partners for the invaluable support they provide, especially in the challenging times we have faced in the past few years.



Mark Davies

Chair

Date: 03/10/2022

Group Strategic Report 31 March 2022

Finance review

The group surplus for the year before taxation amounted to £67,798 (2021 surplus: £5,462). As highlighted in the business review, the start of this financial year the UK continued to be restricted by lockdown and restrictions impacting rowing at all levels.

For the operations funded by grants such as high performance we were able to build up quickly at the start of the year to levels of activities planned for in the grants. The costs of doing this in a Covid secure way were higher, and we were allowed to use some of the underspend from previous years to cover this.

Our grass roots programmes built up more slowly through the year as restrictions lifted, membership numbers rose and events started to take place in increasing numbers and size. On the unrestricted part of operations, we recovered our income from memberships and events to pre Covid 19 levels.. The investment portfolio continued to perform strongly compared to the investment mandate despite uncertain conditions.

British Rowing remains financially secure and maintains a healthy cash flow and a suitable level of reserves. Some of the reserves of the group have been designated by the directors for purposes and these are detailed in Note 18 of the financial statements.

British Rowing prudently invests its reserves across a broad range of financial assets including cash with a view to enhancing their real value over time. The investment policy objectives seek the best financial return within an acceptable level of risk and generate a return above inflation over the long term after expenses and tax by adopting a total return approach.

The Board does not consider that there is currently any material uncertainty relating to the going concern of British Rowing.

Principal risks and uncertainties

British Rowing faces a number of risks in common with many sports governing bodies. The key risks are considered to be a significant drop in Government funding, IT/cyber, Safeguarding, Safety and failure to deliver on its strategic objectives.

British Rowing has an agreed risk management policy to ensure that effective processes are in place to track and report upon existing and emerging risks that could cause damage to British Rowing or its stakeholders. The objective is to support better decision making and risk mitigation through a comprehensive and proactive understanding of our risks and their likely impact.

The Audit & Risk Committee provides advice and assurance on risk management policy and strategy, conducts reviews of strategic business risks, mitigating actions, risk appetite and assurance processes.

Structure, governance, and management

British Rowing is a company limited by guarantee constituted by a Memorandum and Articles of Association. British Rowing Events Ltd was incorporated in January 2018 and is a wholly owned subsidiary of British Rowing. British Rowing Charitable Foundation was established in July 2018 as a registered charity and a company limited by guarantee of which British Rowing is the sole member. These two subsidiary undertakings together with British Rowing form the group British Rowing.

The members of the Board are the directors of British Rowing and have the powers and responsibilities of the management of the business of the organisation. The Board comprises:

- ◆ The Chair and Deputy Chair
- ◆ Chief Executive Officer
- ◆ The Home Nations-appointed Director
- ◆ Chairman of the Sport Committee
- ◆ Two elected Directors
- ◆ The Athlete-elected Director; and
- ◆ Four independent Directors.

With the exception of the Chief Executive Officer, the Board is comprised of non-executive directors, therefore the day to day running of the organisation is delegated to the Chief Executive Officer.

The Members of British Rowing Ltd are the Regional Representatives, who in turn are elected by the affiliated clubs and events in a Region. The Regional Representatives hold all the powers of the members of a company as defined by the Companies Act (e.g., power to call General Meetings and the power to vote on Resolutions). In addition, they have the power to elect four directors to the Board.

The Board has appointed five Committees to support its work: a Sport Committee, a Finance Committee, an Audit & Risk Committee, a Safeguarding Committee, and a Nominations Committee.

The Sport Committee's purpose is to coordinate the development of the sport of rowing, and it has a number of subcommittees to support it in this work.

The Finance Committee's purpose is to provide oversight of all financial matters, monitoring financial performance and targets and ensuring the appropriate investment of British Rowing's reserves.

The Audit & Risk Committee's purpose is to ensure that British Rowing's statutory financial reporting, internal controls and risk management procedures are comprehensive and appropriate.

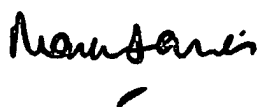
Group Strategic Report 31 March 2022

Structure, governance, and management (continued)

The Safeguarding Committee's purpose is to liaise with and monitor British Rowing's safeguarding function and report on its performance to the Board.

The Nominations Committee's purpose is to evaluate the balance of skills, knowledge, and experience of the Board and to make recommendations on the role and capabilities required for a particular appointment to the Board and to oversee the process by which a particular appointment is made.

This report was approved by the Board on 28 October 2022 and signed on its behalf.

A handwritten signature in black ink, appearing to read 'M Davies', with a small horizontal line underneath.

M Davies (Chair)

Director

Director's Report 31 March 2022

The directors present their report and the financial statements for the year ended 31 March 2022.

Directors' Responsibilities Statement

The directors are responsible for preparing the Group Strategic Report, the Directors' Report and the consolidated financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and the Group and of the surplus or deficit of the Group for that period.

In preparing these financial statements, the directors are required to:

- ◆ select suitable accounting policies for the Group's financial statements and then apply them consistently;
- ◆ make judgements and accounting estimates that are reasonable and prudent;
- ◆ prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and the Group and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Results

The deficit for the year, after taxation, amounted to £5,034 (2021 - £76,911).

Director's Report 31 March 2022

Directors

The directors who served during the year and at the date these financial statements were approved:

M Davies (Chair)
K S O'Sullivan (Deputy Chair)
A D G Parkinson (Chief Executive Officer) (resigned 24.09.2021)
J Beaumont (resigned 24.09.2021)
E Behnke
M Claxton
N Hubble
T Kokkinos (appointed 01.04.21)
L Lion
P Milhofer (appointed 01.04.21)
S Reeves
K Vleck
A Marks (appointed 01.04.2022)

Disclosure of information to auditors

Each of the persons who are directors at the time when this Directors' Report is approved has confirmed that:

- ♦ so far as the director is aware, there is no relevant audit information of which the Company and the Group's auditors are unaware, and
- ♦ the director has taken all the steps that ought to have been taken as a director in order to be aware of any relevant audit information and to establish that the Company and the Group's auditors are aware of that information.

Post balance sheet events

There have been no significant events affecting the Group since the year end.

Auditors

The auditors, Buzzacott LLP, will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

This report was approved by the board on 24 October 2022 and signed on its behalf.



M Davies (Chair)
Director

Independent Auditor's Report 31 March 2022

Independent auditor's report to the members of British Rowing Limited

Opinion

We have audited the financial statements of British Rowing Ltd (the 'parent company') and its subsidiaries (the 'group') for the year ended 31 March 2022 which comprise the group statement of comprehensive income, the group and company statement of financial position, the group statement of cash flows, the group and company statements of changes in equity and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- ◆ give a true and fair view of the state of the group's and of the parent company's affairs as at 31 March 2022 and of the group's result for the year then ended;
- ◆ have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- ◆ have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's or the parent company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Independent Auditor's Report 31 March 2022

Other information

The other information comprises the information included in the Strategic report and the Directors' report, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the Strategic report and the Directors' report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- ◆ the information given in the Strategic report and the Directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- ◆ the Strategic report and the Directors' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic report or the Directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- ◆ adequate accounting records have not been kept by the parent company; or
- ◆ the parent company financial statements are not in agreement with the accounting records and returns; or
- ◆ certain disclosures of directors' remuneration specified by law are not made; or
- ◆ we have not received all the information and explanations we require for our audit.

Independent Auditor's Report 31 March 2022

Responsibilities of directors

As explained more fully in the Directors' responsibilities statement on page 10, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the group's and the parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the group or the parent company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- ◆ The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulation;
- ◆ We identified the laws and regulations applicable to the company through discussions with key management;
- ◆ We focused on specific laws and regulations which we considered may have a direct material effect on the accounts or the activities of the company. These included but were not limited to the Companies Act 2006 and the Code for Sports Governance; and
- ◆ We assessed the extent of compliance with the laws and regulations identified above through making enquiries of key management and review of minutes of directors' meetings.

Independent Auditor's Report 31 March 2022

Auditor's responsibilities for the audit of the financial statements (continued)

We assessed the susceptibility of the group and company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- ◆ Making enquiries of key management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud;
- ◆ Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- ◆ Performed analytical procedures to identify any unusual or unexpected relationships;
- ◆ Tested and reviewed journal entries to identify unusual transactions;
- ◆ Tested the authorisation of expenditure;
- ◆ Assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- ◆ Investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- ◆ agreeing financial statement disclosures to underlying supporting documentation;
- ◆ reading the minutes of meetings of those charged with governance;
- ◆ enquiring of management as to actual or potential litigation and claims; and
- ◆ reviewing correspondence with HMRC and the company's legal advisors.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

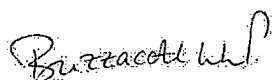
Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditor's report.

Independent Auditor's Report 31 March 2022

Use of our report

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Shachi Blakemore (Senior Statutory Auditor)
For and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

Date: 04 November 2022

Consolidated Statement of Comprehensive Income Year to 31 March 2022

	Notes	2022 £	2021 £
Income	1	9,898,193	8,998,572
Administrative expenses		(10,173,374)	(9,685,137)
Fair value movement on investments	10	172,149	502,342
Deficit on ordinary activities before interest	2	(103,032)	(184,223)
Income from fixed assets investments	6	124,769	77,347
Surplus on disposal of fixed assets		45,913	110,343
Interest receivable and similar income	7	148	1,996
Surplus on ordinary activities before tax		67,798	5,463
Taxation	8, 17	(72,832)	(82,374)
Deficit for the financial year		(5,034)	(76,911)

There was no other comprehensive income for 2022 (2021: £nil).

The notes on pages 26 to 35 form part of these financial statements

The Company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own statement of comprehensive income in these financial statements. The surplus after tax of the parent company for the year was £29,413 (2021: deficit of £47,655).

Consolidated Statement of Financial Position Year to 31 March 2022

	Notes	2022 £	2022 £	2021 £	2021 £
Fixed assets					
Tangible assets	9		2,316,574		2,409,053
Investments	10		6,136,583		5,857,855
			8,453,157		8,266,908
Current assets					
Stocks	11	10,255		30,343	
Debtors	12	693,721		414,607	
Cash at bank and in hand	13	677,636		418,648	
		1,381,612		863,598	
Creditors: amounts falling due within one year	14	(3,898,176)		(3,478,368)	
Net current liabilities			(2,516,564)		(2,614,770)
Total assets less current liabilities			5,936,593		5,652,138
Creditors : amounts due after more than one year	15		(742,724)		(526,067)
Provisions for liabilities					
Deferred tax	17	(164,533)		(91,701)	
			(164,533)		(91,701)
Net assets			5,029,336		5,034,370
Capital and reserves					
Designated funds					
♦ Revaluation reserve	18		188,831		195,824
♦ Investment reserve	18		493,598		578,752
♦ Specific reserves	18		1,378,916		1,449,288
Accumulated surplus reserve	18		2,967,991		2,810,506
			5,029,336		5,034,370

The financial statements were approved and authorised for issue by the board and were signed on its behalf on 24 October 2022.



M Davies (Chair)
Director

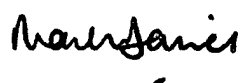
The notes on pages 26 to 35 form part of these financial statements

Company Registration number: 01706271

Company Statement of Financial Position Year to 31 March 2022

	Notes	2022 £	2022 £	2021 £	2021 £
Fixed assets					
Tangible assets	9		2,316,574		2,409,053
Investments	10		6,136,585		5,857,857
			<u>8,453,159</u>		<u>8,266,910</u>
Current assets					
Stocks	11	10,255		30,343	
Debtors	12	1,102,213		863,945	
Cash at bank and in hand	13	464,971		340,189	
		<u>1,577,439</u>		<u>1,234,477</u>	
Creditors: amounts falling due within one year	14	<u>(4,036,721)</u>		<u>(3,826,412)</u>	
Net current liabilities			<u>(2,459,282)</u>		<u>(2,591,935)</u>
Total assets less current liabilities			<u>5,993,877</u>		<u>5,674,975</u>
Creditors : amounts due after more than one year	15		<u>(742,724)</u>		<u>(526,067)</u>
Provisions for liabilities					
Deferred tax	17	<u>(164,533)</u>		<u>(91,701)</u>	
			<u>(164,533)</u>		<u>(91,701)</u>
Net assets			<u>5,086,620</u>		<u>5,057,207</u>
Capital and reserves					
Designated funds					
♦ Revaluation reserve	18		188,831		195,824
♦ Investment reserve	18		493,598		578,752
♦ Specific reserves	18		1,378,916		1,449,288
Accumulated surplus reserve	18		3,025,275		2,833,343
			<u>5,086,620</u>		<u>5,057,207</u>

The financial statements were approved and authorised for issue by the board and signed on its behalf on 24 October 2022.



M Davies (Chair)
Director

The notes on pages 26 to 35 form part of these financial statements.

Group and Company Statement of Changes in Reserves Year to 31 March 2022

Group Statement of Changes in Reserves

	Investment reserve £	Revaluation reserve £	Specific reserves £	Accumulated surplus £	Total reserves £
At 1 April 2020	76,410	202,817	1,550,739	3,281,315	5,111,281
Deficit for the year	—	—	—	(76,911)	(76,911)
Transfer from (to) accumulated surplus reserve	502,342	(6,993)	(101,451)	(393,898)	—
At 1 April 2021	578,752	195,824	1,449,288	2,810,506	5,034,370
Deficit for the year	—	—	—	(5,034)	(5,034)
Transfer from (to) accumulated surplus reserve	(85,154)	(6,993)	(70,372)	162,519	—
At 31 March 2022	493,598	188,831	1,378,916	2,967,991	5,029,336

Company Statement of Changes in Reserves

	Investment reserve £	Revaluation reserve £	Specific reserves £	Accumulated surplus £	Total reserves £
At 1 April 2020	76,410	202,817	1,550,739	3,275,398	5,105,364
Deficit for the year	—	—	—	(48,157)	(48,157)
Transfer from (to) Accumulated surplus reserve	502,342	(6,993)	(101,451)	(393,898)	—
At 1 April 2021	578,752	195,824	1,449,288	2,833,343	5,057,207
Surplus for the year	—	—	—	29,413	29,413
Transfer from (to) Accumulated surplus reserve	(85,154)	(6,993)	(70,372)	162,519	—
At 31 March 2022	493,598	188,831	1,378,916	3,025,275	5,086,620

The notes on pages 26 to 35 form part of these financial statements.

Consolidated statement of cash flows 31 March 2022

	Notes	2022 £	2021 £
Cash flow from operating activities:			
Deficit for the financial year		(5,034)	(76,911)
Adjustments for:			
Depreciation of tangible assets		334,776	499,766
(Surplus) on disposal of tangible assets		(49,373)	(110,343)
Interest and dividends received		(124,769)	(79,343)
Taxation charge		72,832	—
Decrease (increase) in stocks		20,088	(3,959)
(Increase) decrease in debtors		(279,112)	2,209,068
Increase (decrease) in creditors		636,465	(1,163,665)
Investment fair value gains recognised		(172,149)	(502,342)
Corporation tax received (paid)		—	(654)
Net cash generated from operating activities		433,724	771,617
Cash flow from investing activities:			
Purchase of tangible fixed assets		(250,644)	(138,794)
Sale of tangible fixed assets		57,717	110,343
Purchase of listed investments		(235,562)	(1,823,654)
Sale of listed investments		128,984	69,167
Interest received		148	1,996
Dividends received		124,621	77,347
Net cash (used in) investing activities		(174,736)	(1,703,595)
Net increase (decrease) in cash and cash equivalents		258,988	(931,978)
Cash and cash equivalents at the beginning of the year		418,648	1,350,626
Cash and cash equivalents at the end of the year		677,636	418,648
Cash and cash equivalents at the end of the year comprise:			
Cash at bank and in hand		677,636	418,648
		677,636	418,648

Consolidated analysis of changes in net debt

	1 April 2021 £	Cash flows £	31 March 2022 £
Cash at bank and in hand	334,745	285,503	620,248
Cash held by investment manager	83,903	(26,515)	57,388
	418,648	258,988	677,636

Principal accounting policies 31 March 2022

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are laid out below.

General information

British Rowing Limited is a private company (registered number: 1706271) limited by guarantee and was incorporated in England and Wales. The company's registered office is The Priory, 6 Lower Mall, Hammersmith, London, W6 9DJ.

British Rowing is the governing body for the sport of rowing, both indoor and on-water, in England¹. The company is responsible for ensuring that the sport continues to thrive from the grass roots to the training and selection of rowers representing Great Britain at the Olympic and Paralympic Games.

Accounting policies

Basis of preparation of financial statements

The financial statements have been prepared under the historical cost convention unless otherwise specified within these accounting policies and in accordance with Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and the Republic of Ireland and the Companies Act 2006.

The financial statements are presented in pound sterling except when otherwise indicated.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgement in applying the Group's accounting policies.

British Rowing Limited has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of Comprehensive Income in these financial statements.

The following principal accounting policies have been applied:

Basis of consolidation

The consolidated financial statements present the results of British Rowing Limited ("the parent company") and its subsidiaries, British Rowing Events Limited and British Rowing Charitable Foundation (collectively referred to as the Group") as if they form a single entity. Intercompany transactions and balances between group entities are therefore eliminated in full.

Going concern

The directors have reviewed their forecasts for the foreseeable future. The directors consider that the group and the parent company will have adequate working capital available to continue in operational existence for the foreseeable future. They believe the going concern basis of accounting is appropriate for these financial statements.

Principal accounting policies 31 March 2022

Income

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Group and the parent company and that it can be reliably measured. Revenue is measured as the fair value of the consideration received or receivable, excluding discounts, rebates, value added tax and other sales taxes. The following criteria must also be met before revenue is recognised:

Grants

Income grants received in respect of expenditure charged to the income and expenditure account during the year have been included in the income for the year. Donations and grants relating to capital expenditure are released to the income and expenditure account over the estimated useful life of the related asset.

Membership and Affiliation

Membership fees and club affiliation fees are recognised in the year to which they relate with any amounts relating to subsequent years held within deferred income.

Sponsorship

Sponsorship income that is received in respect of expenditure is matched with the related expenditure and any unspent amount is carried forward in creditors. All other sponsorship income is taken to the income and expenditure account for the period in which it is receivable and the application of the income is charged in the period in which it is applied.

Tangible fixed assets

Tangible fixed assets under the cost model are stated at historical cost less accumulated depreciation and any accumulated impairment losses. The capitalisation threshold is £1,000. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

At each reporting date the company assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined which is the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

Depreciation is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using the straight-line method. Depreciation is provided on the following basis:

- ◆ Freehold property - 2% straight line
- ◆ Leasehold improvements - Over the term of the lease
- ◆ Motor vehicles and trailers - 14% - 25% straight line
- ◆ Office equipment - 25% straight line
- ◆ Boats, oars and equipment - 12.5% - 25% straight line

Principal accounting policies 31 March 2022

Tangible fixed assets (continued)

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in the Consolidated Statement of Comprehensive Income.

Valuation of investments

Investments in listed company shares are remeasured to market value at each Statement of Financial Position date. Gains and losses on remeasurement are recognised in the Statement of Comprehensive Income for the period.

Stocks

Stocks are stated at the lower of cost and net realisable value, being the estimated selling price less costs to complete and sell. Cost is based on the cost of purchase on a weighted average basis. Work in progress and finished goods include labour and attributable overheads.

At each reporting date, stocks are assessed for impairment. If stock is impaired, the carrying amount is reduced to its selling price less costs to complete and sell. The impairment loss is recognised immediately in the income statement.

Debtors

Short term debtors are measured at transaction price, less any impairment.

Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

In the Consolidated Statement of Cash Flows, cash and cash equivalents are shown net of bank overdrafts that are repayable on demand and form an integral part of the Group's cash management.

Financial instruments

The Group only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other debtors and creditors, loans from banks and other third parties, loans to related parties and investments in ordinary shares.

Financial assets that are measured at cost and amortised cost are assessed at the end of each reporting period for objective evidence of impairment. If objective evidence of impairment is found, an impairment loss is recognised in the Statement of Comprehensive Income.

Principal accounting policies 31 March 2022

Financial instruments (continued)

For financial assets measured at amortised cost, the impairment loss is measured as the difference between an asset's carrying amount and the present value of estimated cash flows discounted at the asset's original effective interest rate. If a financial asset has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract.

For financial assets measured at cost less impairment, the impairment loss is measured as the difference between an asset's carrying amount and best estimate of the recoverable amount, which is an approximation of the amount that the Group would receive for the asset if it were to be sold at the reporting date.

Creditors

Short term creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

Foreign currency translation

The Company's functional and presentational currency is GBP.

Foreign currency transactions are translated into the functional currency using the spot exchange rates at the dates of the transactions.

At each period end foreign currency monetary items are translated using the closing rate. Nonmonetary items measured at historical cost are translated using the exchange rate at the date of the transaction and non-monetary items measured at fair value are measured using the exchange rate when fair value was determined.

Foreign exchange gains and losses resulting from the settlement of transactions and from the translation at period-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the Statement of Comprehensive Income, except when deferred in other comprehensive income as qualifying cash flow hedges.

Operating leases

Rentals paid under operating leases are charged to the Consolidated Statement of Comprehensive Income on a straight line basis over the lease term.

Pensions

Defined contribution pension plan

The Group operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the Group pays fixed contributions into a separate entity. Once the contributions have been paid the Group has no further payment obligations.

The contributions are recognised as an expense in the Statement of Comprehensive Income when they fall due. Amounts not paid are shown in accruals as a liability in the Statement of Financial Position. The assets of the plan are held separately from the Group in independently administered funds.

Principal accounting policies 31 March 2022

Pensions (continued)

Multi-employer pension plan

The Group is a member of a multi-employer plan. Where it is not possible for the Group to obtain sufficient information to enable it to account for the plan as a defined benefit plan, it accounts for the plan as a defined contribution plan.

Provisions for liabilities

Provisions are made where an event has taken place that gives the Group a legal or constructive obligation that probably requires settlement by a transfer of economic benefit, and a reliable estimate can be made of the amount of the obligation.

Provisions are charged as an expense to the Consolidated Statement of Comprehensive Income in the year that the Group becomes aware of the obligation, and are measured at the best estimate at the Statement of Financial Position date of the expenditure required to settle the obligation, taking into account relevant risks and uncertainties.

When payments are eventually made, they are charged to the provision carried in the Statement of Financial Position.

Current and deferred taxation

The tax expense for the year comprises current and deferred tax. Tax is recognised in the Statement of Comprehensive Income, except that a charge attributable to an item of income and expense recognised as other comprehensive income or to an item recognised directly in equity is also recognised in other comprehensive income or directly in equity respectively.

The current income tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the reporting date in the countries where the Company and the Group operate and generate income.

Deferred tax balances are recognised in respect of all timing differences that have originated but not reversed by the Statement of Financial Position date, except that:

- ◆ The recognition of deferred tax assets is limited to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits;
- ◆ Any deferred tax balances are reversed if and when all conditions for retaining associated tax allowances have been met; and
- ◆ Where they relate to timing differences in respect of interests in subsidiaries, associates, branches and joint ventures and the Group can control the reversal of the timing difference and such reversal is not considered probable in the foreseeable future.

Principal accounting policies 31 March 2022

Current and deferred taxation (continued)

Deferred tax balances are not recognised in respect of permanent differences except in respect of business combinations, when deferred tax is recognised on the differences between the fair values of assets acquired and the future tax deductions available for them and the differences between the fair values of liabilities acquired and the amount that will be assessed for tax. Deferred tax is determined using tax rates and laws that have been enacted or substantively enacted by the reporting date.

Judgements in applying accounting policies and key sources of estimation uncertainty

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Although these estimates are based on management's best knowledge of the amount, events or actions, actual results ultimately may differ from those estimates. The directors consider the following items to be areas subject to estimation and judgement.

Depreciation:

The useful economic lives of tangible fixed assets are based on management's judgement and experience. When management identifies that actual useful economic lives differ materially from the estimates used to calculate depreciation, that charge is adjusted prospectively. Variances between actual and estimated useful economic lives will not have a material impact on the operating results.

Impairment provisions:

At the reporting date, the group evaluates the need for an impairment provision against its assets, comparing the net book value against the fair value of the asset. The group has a policy of providing against specific assets at the year-end.

Notes to the financial statements 31 March 2022

1 Analysis of income

An analysis of turnover by class of business is as follows:

	2022 £	2021 £
Club and Regatta affiliation fees	282,635	260,373
Registered Individual membership fees	941,543	760,293
Grants and donations	8,039,450	7,714,738
Sponsorship and other commercial income	524,042	277,593
Other income	110,523	(14,425)
	9,898,193	8,998,572

All turnover arose within the United Kingdom.

2 Operating deficit

The operating deficit is stated after charging:

	2022 £	2021 £
Depreciation of tangible fixed assets	334,776	499,766
Exchange differences	64	(25)
Other operating lease rentals	52,513	50,131
Pension costs	331,093	336,427

3 Auditor's remuneration

	2022 £	2021 £
Fees payable to the Group's auditor for the audit of the Group's annual financial statements	18,835	16,500

	2022 £	2021 £
Fees payable to the Group's auditor in respect of all other services	2,985	2,900

4 Staff costs

Staff costs, including directors' remuneration, were as follows:

	Group		Company	
	2022 £	2021 £	2022 £	2021 £
Wages and salaries	4,239,751	4,306,334	4,239,751	4,306,334
Social security costs	445,541	411,030	445,541	411,030
Pension costs	331,093	336,427	331,093	336,427
	5,017,491	5,114,397	5,017,491	5,114,397

The key management personnel of the group comprises the CEO and the other members of the Senior Management Team. The total employee benefits of the key management personnel of the Group, including employers' national insurance and pension contributions were £865,371 (2021: £815,549).

4 Staff costs (continued)

The average number of employees over the year, including the directors, was as follows:

	2022 No.	2021 No.
	93	96

5 Directors' remuneration

	2022 £	2021 £
Directors' emoluments	184,082	132,654
Company contributions to defined contribution pension schemes	8,181	10,038
Total funds	192,263	142,692

During the year retirement benefits were accruing to 1 director (2021: 1) in respect of defined contribution pension schemes. Non-executive directors were not remunerated in the current or the prior year.

6 Income from investments

	2022 £	2021 £
Income from fixed asset investments	124,769	77,347
Total funds	124,769	77,347

7 Interest receivable

	2022 £	2021 £
Bank interest receivable	148	1,996
Total funds	148	1,996

8 Taxation

	2022 £	2021 £
Corporation tax:		
Current tax on deficit for the year	—	—
Total current tax	—	—
Deferred tax:		
Origination and reversal of timing differences	72,832	82,374
Total deferred tax	72,832	82,374
Taxation on ordinary activities	72,832	82,374

Notes to the financial statements 31 March 2022

8 Taxation (continued)

Factors affecting tax charge for the year

The standard rate of corporation tax in the UK is 19% (2021 - 19%). The differences are explained below:

	2022 £	2021 £
Profit (loss) on ordinary activities before tax	67,798	5,463
Profit on ordinary activities multiplied by standard rate of corporation tax in the UK of 19% (2021 - 19%)	12,882	1,038
Effects of:		
Adjustments to tax charge in respect of prior periods	—	—
Non-taxable income less expenses not deductible for tax purposes, other than goodwill and impairment	(15,748)	(1,484)
Chargeable gains	2,866	446
Group relief	—	—
Total tax charge for the year	—	—

Factors that may affect future tax charges

There were no factors that may affect future tax charges.

9 Tangible fixed assets

Group and company

	Freehold property £	Caversham leasehold improvements £	Boats, oars and equipment £	Motor vehicles and trailers £	Office equipment £	Total £
Cost or valuation						
At 1 April 2021	1,172,094	1,460,954	3,290,373	493,835	104,614	6,521,870
Additions	—	—	244,456	—	6,187	250,643
Disposals	—	—	(125,884)	(136,707)	—	(262,591)
At 31 March 2022	1,172,094	1,460,954	3,408,945	357,128	110,801	6,509,922
Depreciation						
At 1 April 2021	337,153	647,477	2,606,938	427,649	93,600	4,112,817
Charge for the year	23,442	73,048	224,073	12,831	1,382	334,776
Disposals	—	—	(117,538)	(136,707)	—	(254,245)
At 31 March 2022	360,595	720,525	2,713,473	303,773	94,982	4,193,348
Net book value						
At 31 March 2022	811,499	740,429	695,472	53,355	15,819	2,316,574
At 31 March 2021	834,941	813,477	683,435	66,186	11,014	2,409,053

On 31 March 1991, the freehold premises at 6 Lower Mall, Hammersmith were valued externally at £500,000 on the basis of existing use value. The cost of the freehold premises was £150,348, with further extension costs of £672,094. On transition to FRS 102, the company took the option to include the previous valuation as deemed cost, and depreciation has been charged on the property since the date of valuation.

Notes to the financial statements 31 March 2022

10 Fixed asset investments

	2022
Group	£
Cost or valuation	
At 1 April	5,857,855
Additions	235,563
Disposals	(128,984)
Net gain on revaluation	172,149
At 31 March	6,136,583
Historic cost	5,478,452

Company	Investments in subsidiary companies £	Listed investments £	Total £
Cost or valuation			
At 1 April	2	5,857,855	5,857,857
Additions	—	235,563	235,563
Disposals	—	(128,984)	(128,984)
Revaluations	—	172,149	172,149
At 31 March	2	6,136,583	6,136,585

Subsidiary undertakings

The following were subsidiary undertakings of the company:

	Registered office	Class of shares	Holding
British Rowing Events Limited	6 Lower Mall, Hammersmith, London, W6 9DJ	Ordinary	100%
British Rowing Charitable Foundation	6 Lower Mall, Hammersmith, London, W6 9DJ		100%

The aggregate of the share capital and reserves as at 31 March 2022 and the surplus or deficit for the year ended on that date for the subsidiary undertakings were as follows:

	Aggregate of share capital and reserves £	Surplus/ (deficit) £
British Rowing Events Limited	(348,505)	(9,293)
British Rowing Charitable Foundation	(46,688)	(25,248)

11 Stocks

	Group		Company	
	2022 £	2021 £	2022 £	2021 £
Finished goods and goods for resale	10,255	30,343	10,255	30,343
	10,255	30,343	10,255	30,343

12 Debtors

	Group		Company	
	2022 £	2021 £	2022 £	2021 £
Trade debtors	201,739	94,427	320,170	197,326
Amounts owed by group undertakings	—	—	373,631	346,439
Other debtors	75,243	41,499	71,691	41,499
Prepayments	300,110	220,100	200,100	220,100
Accrued income	48,021	50,495	48,021	50,495
	693,721	414,607	1,102,213	863,945

13 Cash and cash equivalents

	Group		Company	
	2022 £	2021 £	2022 £	2021 £
Cash at bank and in hand	677,636	418,648	464,971	340,189
	677,636	418,648	464,971	340,189

14 Creditors: Amounts falling due within one year

	Group		Company	
	2022 £	2021 £	2022 £	2021 £
Trade creditors	580,723	714,094	570,213	712,843
Amounts owed to group undertakings	—	—	19,349	24,013
Other taxation and social security	165,000	122,863	165,000	122,864
Other creditors	107,873	36,892	435,155	364,173
Deferred income – membership & commercial	968,466	503,906	968,466	503,906
Deferred income – grants	1,039,212	954,329	1,039,212	954,329
Deferred income – other	463,822	179,883	271,031	179,883
Deferred income – capital	163,131	240,619	163,131	240,619
Accruals	409,949	725,782	405,164	723,782
	3,898,176	3,478,368	4,036,721	3,826,412

Deferred income relates to grant funding, capital grants, affiliation and registration fees.

15 Creditors: Amounts falling due after more than one year

	Group		Company	
	2022 £	2021 £	2022 £	2021 £
Deferred income - grants	154,053	—	154,053	—
Deferred income - other	500	—	500	—
Deferred income - capital	588,162	526,067	588,162	526,067
	742,724	526,067	742,724	526,067

Notes to the financial statements 31 March 2022

16 Financial instruments

	Group		Company	
	2022 £	2021 £	2022 £	2021 £
Financial assets				
Financial assets that are debt instruments				
measured at amortised cost	276,979	135,926	765,492	585,264
Financial liabilities				
Financial liabilities measured at amortised cost	853,157	873,849	1,189,718	1,223,893

Financial assets measured at amortised cost comprise trade debtors, other debtors and amounts due from group companies.

Financial liabilities measured at amortised cost comprise trade creditors, other creditors and amounts owed to group companies.

17 Deferred taxation

Group	2022 £
At beginning of the year	(91,701)
Charged to profit or loss	(72,832)
At end of year	(164,533)
Company	2022 £
At beginning of the year	(91,701)
Charged to profit or loss	(72,832)
At end of year	(164,533)

	Group		Company	
	2022 £	2021 £	2022 £	2021 £
Capital gains on investments	(164,533)	(91,701)	(164,533)	(91,701)

18 Reserves

Revaluation reserve

British Rowing Revaluation Reserve comprises the movements on revaluation of 6 Lower Mall in 1991. This is released in line with the depreciation policy of the freehold assets each year. The reserve illustrates the Net Book Value of the freehold premises over cost.

Group and company	Revaluation reserve £
At 1 April 2021	195,824
Transfer to accumulated surplus reserve – depreciation charge on premises revaluation	(6,993)
At 31 March 2022	188,831

Notes to the financial statements 31 March 2022

18 Reserves (continued)

Investment reserve

British Rowing Investment Reserve comprises of the accumulated unrealised gains within the investment portfolio less any deferred tax payable on the investments.

Group and company	Investment reserve £
Market value of listed investments at 31 March 2022	6,136,583
Less: historical cost of listed investments at 31 March 2022	(5,478,452)
	658,131
Less: capital gains on investments (note 17)	(164,533)
At 31 March 2022	493,598

Accumulated Surplus Reserve

British Rowing Accumulated Surplus Reserve comprises of surpluses and deficits generated in the current and previous periods.

The movements on the revaluation reserve, investment reserve and accumulated surplus reserve are also detailed on page 18.

Specific reserves

British Rowing's Specific reserves equate to the net book value of fixed assets that have been purchased from British Rowing own funds rather than funded through capital grants, less the property revaluation reserve. These reserves are held to release against the depreciation for the life of the assets.

Group and company	At 1 April 2021 £	Released £	New designations £	At March 2022 £
Fixed asset reserve – Hammersmith (excluding revaluation reserve)	639,117	(16,449)	—	622,668
Fixed asset reserve – Caversham lakes	813,411	(13,046)	—	799,423
Fixed asset reserve – office equipment	11,014	(1,382)	6,187	15,819
Fixed asset reserve – boats, vehicles and trailers*	(14,320)	14,320	—	—
	1,449,288	(76,559)	6,187	1,378,916

19 Company status

The company is a private company limited by guarantee and consequently does not have share capital. Each of the members is liable to contribute an amount not exceeding £1 towards the assets of the company in the event of liquidation.

20 Pension commitments

The Group operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Group in an independently administered fund. The pension cost charge represents contributions payable by the Group to the fund and amounted to £248,500 (2021: £257,642). No contributions (2021: £nil) were payable to the fund at the balance sheet date.

The Group also operates a defined benefit pension scheme for which the pension liability is the responsibility of the Teachers' Pension Agency. The Scheme is a multiple employer scheme and the Group is unable to identify its share of the underlying assets and liabilities. The pension cost charge represents contributions payable by the Group to the fund and amounted to £82,593 (2021: £78,785). No contributions (2021: £nil) were payable to the fund at the balance sheet date.

21 Commitments under operating leases

At 31 March the Group and the Company had future minimum lease payments under non-cancellable operating leases as follows:

	Group		Company	
	2022	2021	2022	2021
	£	£	£	£
Land and Building				
Not later than 1 year	51,909	53,622	51,909	53,622
Later than 1 year and not later than 5 years	207,636	207,636	207,636	207,636
Later than 5 years	220,613	272,522	220,613	272,522
	480,158	543,980	480,158	543,980
	Group		Company	
	2022	2021	2022	2021
	£	£	£	£
Other leases				
Not later than 1 year	5,319	9,409	5,319	9,409
Later than 1 year and not later than 5 years	296	6,431	296	6,431
	5,615	15,840	5,615	15,840

22 Related party transactions

The company has taken advantage of the exemption offered by FRS 102 section 33.1A and has not disclosed transactions or balances with wholly owned subsidiaries of the group.

During the year directors received £2,947 (2021: £6,088) for the reimbursement of expenses.

There were no other related party transactions during the year.

Notes to the financial statements 31 March 2022

23 Sports Council Awards detailed breakdown - Company Only

	Sport England £	UK Sport £	Non-public income £	2022 Total £
Club and Regatta Affiliation Fees	—	—	282,635	282,635
Registered individual membership fees	—	—	941,543	941,543
Grants and Donations	1,000,120	0,110,430	100,000	1,990,140
Sponsorship and Other Commercial Income	—	—	524,042	524,042
Other Income	—	—	453,501	453,501
Total Income	1,686,126	6,118,430	2,367,311	10,171,867
Core Market	657,061	—	—	657,061
Mass Market	247,527	—	—	247,527
Satellite Cubs	10,380	—	—	10,380
Talent Pathway	771,158	—	—	771,158
Performance	—	6,116,136	—	6,116,136
International Relations	—	2,294	—	2,294
Unrestricted salaries	—	—	983,747	983,747
Depreciation	—	—	334,776	334,776
Professional fees	—	—	159,478	159,478
Membership costs	—	—	103,924	103,924
Rent, rates and utilities	—	—	76,563	76,563
IT costs	—	—	72,108	72,108
Corporation tax and deferred tax movement	—	—	72,832	72,832
Overheads and other costs	—	—	534,470	534,470
Total Expenditure	1,686,126	6,118,430	2,337,898	10,142,454
Surplus	—	—	29,413	29,413

23 Sports Council Awards detailed breakdown - Company Only (continued)

	Sport England £	UK Sport £	Non-public income £	2021 Total £
Club and Regatta Affiliation Fees	—	—	260,373	260,373
Registered Individual Membership Fees	—	—	760,293	760,293
Grants and Donations	1,363,233	6,055,602	276,742	7,695,577
Sponsorship and Other Commercial Income	—	—	277,593	277,593
Other Income	—	—	677,603	677,603
Total Income	1,363,233	6,055,602	2,252,604	9,671,439
Core Market	687,468	—	—	687,468
Mass Market	238,568	—	—	238,568
Satellite Clubs	60,077	—	10,286	70,363
Talent Pathway	377,120	—	—	377,120
Performance	—	6,055,602	—	6,055,602
Unrestricted salaries	—	—	1,106,520	1,106,520
Depreciation	—	—	315,781	315,781
Professional fees	—	—	153,558	153,558
Membership costs	—	—	103,191	103,191
Rent, rates and utilities	—	—	110,295	110,295
IT costs	—	—	108,664	108,664
Corporation tax and deferred tax movements	—	—	84,209	84,209
Overheads and other	—	—	307,755	307,755
Total Expenditure	1,363,233	6,055,602	2,300,259	9,719,094
Deficit	—	—	(47,655)	(47,655)