



**Rowing Handbook
for
British Universities**

1 Introduction

Welcome to the Amateur Rowing Association (ARA) and British Universities Sport Association (BUSA) guide to Rowing at Universities. The organisations would like to thank the many individuals who contributed advice, information and enthusiasm to this guide, in particular the Rowing Service.

The Handbook aims to present a simple, informative reference point for students wishing to start or who are taking over running a Rowing Club at University. It will answer some key questions while leaving room for you to actively learn by filling in your local knowledge. Each club is unique and while we cannot always give you a definitive answer, we can show you where to find one.

It is hoped that this booklet will become a 'living document' that will be reviewed and added to by your committee each year, becoming your University's record of how to run your club. This will help to ensure continuity when key committee members leave & hopefully mean that only a small number of wheels are reinvented each year.

Objectives

- To provide information on Rowing with the ARA & with BUR BUSA
- To provide links to other organisations of benefit to your club
- To improve University rowing club management
- To contribute to a smooth, effective annual hand over of duties.

Version

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This Handbook may be downloaded free by those involved in university rowing. Whilst every effort has been made to update information, the authors and revisors shall not be held liable for errors of omission or fact. Readers are encouraged to contact BUSA or the ARA should they require further information or clarification.

ARA
6 Lower Mall
Hammersmith
London W6 9DJ
Phone : 020 8237 6700
Fax : 020 8741 4658
Email: info@ara-rowing.org
www.ara-rowing.org

BUSA
20-24 Kings Bench Street
Southwark
London SE1 0QX
Tel 0207 633 5080
Fax 0203 268 2124
www.busa.org.uk

2 The ARA and BUSA; Twin Governing Bodies

The Amateur Rowing Association (ARA)

Founded in 1882 the ARA is affiliated to Federation Internationale des Societies d'Aviron (FISA). It is the governing body for the sport or rowing in Great Britain responsible for representing GB's interests to FISA, and for the preparation, training and selection of Open and Adaptive GB rowing teams. The ARA is also responsible for the organisation and development of rowing in England. The Scottish Amateur Rowing Association (SARA) and Welsh Rowing Association (WARA) are responsible for the organisation and development of rowing in Scotland and Wales respectively.

ARA Clubs

There are approximately 550 rowing clubs who annually affiliate to the ARA. Universities and colleges account for around 150 of these. Not all Universities or their colleges affiliate a rowing club to the ARA as many students row with 'open clubs' and only choose to compete under their University banner at 'closed' BUSA events. Club affiliation is required to compete in 'open' ARA events

ARA Membership

Upwards of 80,000 people in the UK row on a regular basis, with the ARA Individual registered membership around 23,000 in 2007.

ARA Regions

The ARA is split into twelve regions, each governed by a Regional Rowing Council, (RRC), some of which are also then further sub-divided into divisions, particularly along the Thames where a large number of clubs are based. The ARA has strong links with coastal rowing through the Western Region, Hants and Dorset ARA and the Cornish Pilot Gig Association, as well as the UK Surf Rowing League.

ARA Policy making

The governance of the sport at a national level is through the ARA Council whose membership is made up of representatives of divisions within the regional structure. Also included on the ARA Council are those representing specialist areas of the sport (eg coaching, water safety, competition). The Executive Committee meets monthly to carry out the management of the Association.

ARA Personnel

The national and regional councils, committees and commissions are composed of volunteers drawn from the affiliated clubs of the association. They are supported at ARA HQ and in Regional bases by a small group of full time staff who provide day to day support to the running of the association.

The ARA also has a large team of Coaching and Development Officers (CDOs), Henley Stewards' Charitable Trust (HSCT) Scholarship Coaches and Community Sports Coaches (CSC) funded and employed to support particular programmes. The CDO and CSC roles are either full or part-time paid posts. The HSCT Scholarships are intended for those who would like to broaden their coaching experience while at the same time continuing their studies on an appropriate academic course. Contact details for all staff are available from the ARA website www.ara-rowing.org

British Universities Sport Association (BUSA)

Established by the merger of University, Polytechnic and College sporting bodies in 1993 the British Universities Sports Association is the national multi-sports governing body for Higher Education. It deals with a vast range of student sport at domestic and international level. All major Universities and Colleges are affiliated members of BUSA, which in turn is a member of the European (EUSA) and World (FISU) student sports associations. BUSA operates the largest multi-sports programme for students in Europe from their offices in London, as well as helping with organising international competition across over 50 sports.

BUSA management is conducted through a Regional structure of Divisions, usually attended by Athletic Union Presidents, with the Regional Chairs then contributing to the Chairs Forum that leads directly to the Executive Committee. The Executive contains an equal balance of Student Directors working alongside Portfolio Directors for Development, Competition, Marketing and Finance, ensuring that BUSA retains a student focus on all activities.

Each BUSA-recognised sport also has a Sports Management Group made up of volunteers providing sport-specific guidance and often contributing to BUSA event delivery. Each BUSA sport also has a professional Sports Programme Manager responsible for overseeing the delivery of each sport

Membership of BUSA and the ARA

As an ARA-affiliated University Club you receive BUSA membership services detailed later in this document. Individual Membership of the ARA also gives you additional further services.

Affiliation to BUSA is by Institution, giving their students the right to participate in all BUSA events. No Individual membership fees are payable.

Lines of communication will alter depending on your Divisional and Regional set-up, in BUSA it is always directed through your Athletic

Union President, within the ARA usually by attendance at Regional Meetings.

You have a voice in both the ARA and BUSA. It is up to you to ensure they are heard. Both BUSA and the ARA exist to serve and support their membership - that means you!

3 Memberships – Club and Individual Finance

ARA Club Affiliation

Affiliated clubs pay an annual per capita fee per member to the ARA. This affiliation gives your club regular mail-out information and access to the ARA's support services. It also binds your club to the rules of the Association. Think about this payment in terms of society membership of the student union. If your society were not 'official' the University wouldn't support or sanction your activities.

If you are setting up a new rowing club at your university you can contact BUSA. For advice on how to affiliate to the ARA when you are ready email irene.townsend@ara-rowing.org.

BUSA Affiliation

This is paid annually by your University Students' Association/Union on a per-capita basis for all students at your Institution and is not a direct charge to your Club; it automatically makes each student a BUSA member, and eligible to compete in the events they support or promote. Most Guilds/Unions have different funding systems for BUSA and non-BUSA events, with participation in BUSA events usually receiving higher levels of subsidy than "open" rowing events, including the Henleys; some institutions will meet all costs of BUSA competition, including accommodation and travel costs!

Individual memberships

ARA Individual membership gives each person a racing licence, insurance and an individual copy of the sport's magazine – Rowing & Regatta. The magazine, alongside the website, is our way of keeping members up to date with news, products and the developments within the sport. There are special rates for students.

BUSA do not make any secondary charge for Individuals, all students at member Institutions are automatically eligible to compete and are usually also insured by their Athletic Unions. The BUSA website attracts over 7 million hits each month and BUSA also send out weekly mailings.

Communication

Formal correspondence from the ARA goes to your club secretary, either through the Athletic Union Office or via the address published for your club in the ARA Almanack.

The ARA Almanack is published annually in the Spring and provides useful information on events etc. If your club hasn't received its copy then you either didn't tell us of a change of address, forgot to affiliate to the ARA, or it has been left in the 'secretary's black hole' - the AU Pigeon Hole. Announcements include coaching updates, events, financial matters and safety and are all very important. The ARA website is updated regularly; www.ara-rowing.org

Student members who want to keep getting their copy of Rowing & Regatta should make sure they let the ARA know their change of address; those with online membership accounts can update this information themselves – or email membership@ara-rowing.org. The ARA recently discovered that one club's mailings were being sent to a landing stage (i.e. no building).

British Universities send out Seasons Information at the beginning of each academic year and have a supplementary electronic mail-out each week. Information on all aspects of university rowing can be found on www.busa.org.uk

Money, Money, Money

Where does your money go? Contrary to popular opinion your ARA subscription does not go to support International Rowing: most of that funding comes from Government agencies and sponsorships that fund the International Team. In fact a large chunk of your money goes towards funding the highly successful coaching programme.

The coaching programme includes the training of coaches to assist members of Clubs, Schools and Universities to compete at events. Funding of the registration scheme ensures that competitors race under fair and equal conditions. The rest of your money contributes towards servicing and developing the sport, communicating with you via club correspondence, including your ten copies of Rowing & Regatta per annum. It also goes to providing services to the region and regional rebates to support regional administration.

BUSA funds support the largest sporting programme in the UK. The vast majority of rowing funds (90%+) are generated directly by BUSA through their sponsorship and event management, with the BUSA Finance group also allocating a small annual budget to

support their activities. BUSA significantly self-funds both the large domestic programme and significant international teams & events.

4 ARA Regional Rowing Councils (RRCs)

Most RRCs accept representatives from clubs at all meetings as well as the AGM. Don't let this opportunity pass you by. Many also have a student representative on their committee. The RRC is often a club's first point of contact with the Association and deals with matters at a local level before relaying them nationally if appropriate.

All members of the RRC are volunteers who probably hold another position on their club committee and want to make sure their club's voice is heard regionally and the region's opinion is noted nationally. The Divisional Representative is not a regional officer, but is selected directly by the clubs and events of that division. The size of the ARA divisions varies across the country, however, a well run region will clearly work closely with its div rep(s).

How does this help us?

The Regional Rowing Council can be of great help to you in meeting your club objectives. Just as you don't know who they are they certainly won't have heard of you. By making the first move and attending general meetings and AGMs, or even corresponding, you will certainly be moving in the right direction.

The next step is to attend the Regional Coaching Commission meetings as coaching in your club will always benefit from regular updates and training. These meetings are held around the various clubs in the Region and you will very quickly meet all the dynamic club coaches who will be in a position to help - even if it's just lending a boat for next regatta. The message is take the first step and get networking.

A brief list of functions and responsibilities are listed below to help you to identify who on the RRC can be of assistance.

❖ *RRC Chairman*

Runs meetings and calls all general and executive meetings, advises on lottery bids on behalf of the region and sits on the ARA National Development Committee.

❖ *Treasurer*

Controls Regional finances, produces end of year reports and accounts.

❖ *Secretary*

Takes minutes at meetings, reports all correspondence to ARA Council, produces the agenda and minutes, has key role in the dissemination of information and keeps up to date contact details.

❖ *Chairman of the Coaching Commission*

Responsible for the coach education programme in the Region, reports to the National Coaching Committee and acts as regional line of contact for the regional Coaching and Development Officer.

❖ *Chairman of the Umpires Commission*

Co-ordinates the regional Umpires Commission which officiates at all regional regattas and sits on the National Umpires Committee.

❖ *Junior Representative*

Co-ordinates all Junior activities within the region, appoints team managers for the inter-regional team, reports to the National Junior Commission which reports to the National Coaching Committee.

❖ *Regional Water Safety Adviser*

Liaises with all Event and Club safety advisers, reports any incidents in breaches of the Water Safety Code to the RRC and the ARA HQ, sits on the National Water Safety Sub-committee and is responsible for undertaking club safety audits and event safety inspections.

❖ *Student Representative*

Several regions now have their own student representative to co-ordinate university activity and arrange support for individual universities. **If your region doesn't have one, push for one.**

❖ *Divisional Representative*

Elected by the Clubs and Events every three years, acts as their representative on the ARA Council and ensures the policies and action by the Council are reported back to the clubs and events, has local knowledge of all clubs in the area.

Up to date contact details for ARA and BUSA are available from www.ara-rowing.org (Regional pages) and www.busa.org.uk.

5 Contact Lists for ARA and BUSA

ARA: Regional and Club contacts can be found in the British Rowing Almanack, in the Year Book section, or on the ARA website which lists contact information for each Region as well as a Club Finder section listing contact details for all affiliated clubs. The Almanack is updated annually and contains all the relevant information on contact lists for each region and clubs as well as who won what and when. When you ring up the ARA HQ and ask for such and such a Club, ARA staff are only looking it up in the Almanack - so cut out the middle man, save your phone bill and use your Almanack.

Coaching and Development Officers are full time staff members of the ARA, responsible for developing the sport through coach education programmes and development strategies. CDOs may produce coaching and/or club newsletters to advertise courses and events. Keep the CDO informed of your relevant contacts if you want to be kept up to date. They are available for advice and you can find their contact information through either the Regional pages on the website or the Contact page.

Please remember to update the CDO and the Regional Council's contact list each year especially before you go on your summer vacation. If this is not done then you won't know what is going on when you get back.

BUSA: Contact will usually be made on your behalf by your Union Sports Officers with the BUSA main office in London, or by Club Officers with British Universities Rowing. As BUSA caters for many sports, it is always best to consult with your Union President in the first instance to utilise their knowledge of BUSA practice, both in your Region and nationally.

BUSA ☎0207 633 5080
www.busa.org.uk

6 Partnerships – Other Clubs, Water Users, Your University

Other Clubs

It is likely that your club will reside close to or be in partnership with an 'open' club, even if it is just sharing the same piece of water. A club is defined as 'open' if anyone can join. Most University clubs are restricted to members of the University. If you share or lodge with another club keep your links with them as strong as possible as they can aid your continuity and make sure you don't spend valuable time and effort re-inventing the wheel.

You should have a member on their Committee, and vice-versa. If not, you need to re-double your efforts to ensure that there are no misunderstandings, especially in terms of local water safety and boat use. The 'open' club will also be very useful in terms of local contacts in terms of trailer towing/use, coaching and boat repairs. Your BUSA or ARA contacts will be happy to assist with advice on partner-club contracts and equitable-costing agreements as required

Case History: one open club and one University club reached an agreement where the University committed to staff the club-school

links during the day (4 hours each person per week) with its qualified coaches. The University club also provided coaches for the open clubs Annual Taster Sessions for young people run through the Local Authority. Both these projects have always been difficult for the open club to resource.

In return the open club provided improved coaching for the University at senior levels, helped with its annual competition, and towed boats to events. Both clubs also revised the local Rules of the River to ensure correct good-practice. A mutually beneficial partnership.

Water users

Local Water User Groups exist throughout the country, normally hosted by one of the Water Authorities. They serve as a forum to promote safe practice, agree event timetables, agree codes of conduct, etc. If you make a change to your set of rules then notify them of the change and offer to come and present this change at their next meeting. This will ensure a good response. Make sure you are aware of other water users rules and the protocol if any complaints are to be made.

Your University

You are in partnership with the university as well. They provide you with funding, insurance and support and you provide them with a sporting facility. You should know the answers to the questions below:

- Who does your club report to?
- Who is your club's contact in the athletic union / sports office?
- Do you need to produce an annual report?
- Does the University have a sport safety policy?
- Does the University have a sports development strategy?
- Who keeps a copy of your clubs constitution?
- Do you need to inform the University when you travel over night?
- Which companies can they recommend for sponsorship approaches/ alumni lists?
- Who holds the copy of your insurance?
- What does it entitle you to?
- Who pays it? (e.g. club, university, both)
- When is it due?
- Who owns the equipment?
- Who owns the boathouse?
- Who is responsible for the repair and maintenance of the above?

If the above questions are left unanswered, un-actioned or simply forgotten they can really trip up your club. Find them out before you even get started. One club was banned by its own University prior to Men's and Women's Henley because it consistently failed to maintain the terms of its own agreement with the University. This will happen when you least expect and with maximum impact.

7 Club Structure - Friends, Roles, Responsibilities, Finance

A Rowing Club usually exists for three simple reasons:

- to attract people of all standards to participate in rowing and associated club activities
- to service their needs as effectively as possible
- to liaise with the Universities Athletic Union - reporting progress and activities and presenting budget updates.

Clubs run themselves don't they?

Clubs **do not** run themselves; they depend on the voluntary help from a group of dedicated, self-motivated individuals – the Club Committee. The time and effort you put in may not always seem to be appreciated by all your club members but the camaraderie and skills learnt during this time will make it all worthwhile. Brief job descriptions are outlined below for the various positions in your rowing club. Although lacking in detail they offer a useful checklist in terms of weighing up if a particular candidate fits the job and vice-versa. Responsibility is the key. **If you are not prepared to take the responsibility for the challenges the job presents then don't do it.**

Running a rowing club takes a large degree of commitment. Future employers will be more impressed by an efficient CV in this respect.

'I was Captain of X Rowing Club and enclose a copy of my job description, development plan with summary of achievements', or 'I was club safety adviser, list of qualifications and was responsible for training X people in 3 years' is much more impressive than, 'I was Captain of X Rowing Club for 2 years'.

In the future you will never take on a paid job without knowing its limits; who you work for, who works under you, how many hours you are supposed to work, what you are trying to achieve. All this is the same for a voluntary position - except for the money and the hours. If a position is genuinely felt to be too demanding to undertake on a conventional basis then an assistant position can be created. This role should have a degree of responsibility of the original position and will also assist progression and continuity.

Ensuring you have an able, willing and adequately briefed successor is probably the largest responsibility of every Student Rowing Officer, yet one few give sufficient attention to.

Friends of Your Rowing Club

One of the most important roles you can fulfil is to ensure that 'old' members of the Rowing Club are kept informed and involved in the activities of the club. Many of these people will stay in or return to Rowing and be in a position to help the club with practical issues. Also this group can add continuity to the club in terms of coaching and financial support. Consider creating the position of Friends Co-ordinator - preferably an old member of the club. If people have lost touch with the club and the sport try and find out why and then put across your case for how this has changed or is changing.

Case history: one club required members sign a covenant for 0.1% of their future earnings for the next 10 years before they are allowed to row in competition for them. This allowed them to keep in touch with their 'old' members who want to see where their money is going as well as running an ambitious rowing programme.

Club structure - things you need to know

- How many meetings per year of which groups?
- Does it work (are people happy with it)?
- Problems the club has faced and overcome?
- Problems the club is still faced with?
- How to communicate with members who live outside the University campus?
- Who collects and actions the correspondence from the ARA?

Club Constitutions

Use your own Union rules and the ARA's model constitution as a basis - required officers and responsibilities, required membership numbers and safety/coaching requirements of members and officers. Standard frameworks for committees should reflect the needs of the club - Organisation/ Safety/ Fund raising etc.

The Constitutional model will have to be approved by Athletic Union for you to get their support. Getting your Union and an ARA model constitution to overlap may take a bit of work, but in most cases will already exist, just need revision. You must check with your Union if they allow External Membership, remember it is usually their money / facilities you are using, so they have that control!

Examples of Posts and Outline Responsibilities

The posts below with their responsibilities, are examples of good practice you may aspire to. Not all may be required, or held by

separate people, particularly in a smaller club, but those marked * are key to your success.

❖ *President* *

All policy matters. Chair all meetings, organise/allocate Recruitment Fair, attend all Athletic Union meetings and oversee general conduct of Club, liaise with Boatman and Coaches as appropriate. Encourage and support all other committee members. **The President should be a confident, out-going and organised person and not rowing if possible.**

❖ *Director of Rowing* *

Coach recruitment / supervision / mentoring. Training and racing programmes, practical coaching, liaison with other Officers. **Non-student where possible, certainly not rowing as well!**

❖ *Treasurer* *

Oversee all financial aspects. Paying in money to Union Treasury, raising cheques, monitoring all accounts, providing detailed reports to Club Officers and the end of year statement. Ensure ARA Annual affiliation fee is paid, may co-ordinate individual registrations. **Requires attention to detail, some financial acumen and an ability to collect what is owed by members...**

❖ *Secretary* *

Minutes all meetings, makes race entries, deals with transport requests, next of kin notification forms, collects race fees for Treasurer. Is key contact point for Union, ARA, BUSA, other rowing clubs. Collates database of club members and distributes to the Committee, names and contact numbers / addresses of the committee and all other club members. Updates the club constitution if any changes are made at the Annual General Meeting. **Required skills: organised, efficient and knowledgeable of all club activities and appropriate procedures.**

❖ *Entries Secretary/OARA Administrator*

It may be useful to have a separate entries secretary to make the job of the secretary easier. This person completes entry forms, chases or holds ARA racing licence numbers, and liaises with the Treasurer for entry fees. To make entries to online ARA affiliated events the Online Administrator will need to have an up-to-date ARA membership themselves, an activated online account (See www.ara-rowing.org/membership) and be the nominated Online ARA Administrator registered with the ARA. It is a good idea for the administrator to appoint a deputy.

❖ *Captain(s)*

Organise(s) outings/training sessions, liaises with coaches to establish events/crews, supports/ensures compliance with ARA rules and regulations. Organises training camp/s. May be split between Men / Women / Novices. May represent club on Student Union

body. Responsible for boat allocation. **Needs to be fair, diplomatic, enthusiastic, well organised and easily contacted.**

❖ *Vice President(s)*

Sponsorship and Company liaison, fund raising events/activities, substitutes for/represents President at meetings as appropriate. Needs to keep an up-to-date press folder and establish contacts with local media sources. **Positive, proactive and outgoing.**

❖ *Water Safety Adviser **

Responsible for implementing Water Safety Code and swimming test for new members. Completes all correspondence relating to notifiable incidents and forwards to the Student Union, ARA Regional Water Safety Adviser and the ARA HQ. www.ara-rowing.org/watersafety Ensures all boats display correct Boat ID if applicable and certainly if competing or training on Tideway. Ensures annual Water Safety Audit is completed and submitted on time. **Crucial role requiring attention to detail, responsibility and for which support can be had from Student Union Safety Advisors.**

❖ *Vice-Captain(s)*

Supports / deputises for Captain. Initial responsibilities may also include assistance with Intake / Novice rowers making sure their first encounter with the sport of rowing is safe and enjoyable.

❖ *Social Secretary*

Responsible for all Socials. Oversees and organises the Annual Ball including travel, venue, entertainment money, table allocation, tickets, guests and speaker.

❖ *Kit Secretary*

Obtains manufacturers quotes, collates orders & money, organises distribution. Kit should be a major source of Club income not of dissatisfaction!

Executive Members of the Club should meet at least every fortnight. Full Committee meetings each term. Open Club Forums are held at least once per year in addition to the formal AGM. Up to two Honorary (non-student) posts may be allocated within the Committee, but only to those with a defined link to the University Club. Clubs should remain student-run, but make maximal use of any local-knowledge freely available!

Finance

Finance questions which need answering:

- Who does your treasurer report to?
- Is there training available?
- Membership fees - how much does your club charge and what should it cover?

Case history: one club had a policy covering development, finance and Captain's responsibility. Each year in the summer term it was the Captain's duty to buy a brand new boat for the club. This left the new Captain with a huge debt to be paid back to the Junior Common Room which took him/her all year until about the summer term when he/she would repeat the cycle. It ensured new Captains worked hard to fund raise and the club had some of the best equipment available. Captains took a record of fund-raising and working to deadlines into the work place, one graduated having raised over £26,000 for the club; he wasn't jobless for long.

Whilst we would not encourage any club to run into debt, or leave large bills to be paid for by future club officers, there is some value in strategically planning equipment purchases and putting responsibilities on certain club officers to 'deliver'.

8 Club Management - Meetings, Minutes, Members

Are you running the rowing club or is it running you?

As well as the ARA and BUSA there are other organisations who can help you to get to grips with running a club. First contact your University, RRC or CDO and find out if they are running any courses for administrators. Sport England also have a Promoting Sport toolkit www.sportengland.org/promotingsport and have a number of useful 'How to' guides available to download from their website. The skills you learn on these courses will not only help you in running the club but also in future employment.

❖ National Coaching Foundation

The National Coaching Foundation (NCF) operate training services for coaches and have a national, regional and local remit. The ARA incorporate NCF courses into level's 2 and 3 of their coaching award schemes. Information on the National Coaching Foundation and their resources can be found on their web page.

The Committee Meeting

'But I don't like sitting on committees they are boring and never do anything'. Meetings are only boring if you let them become so. During term time meetings should be regular, either weekly or every other for the following reasons:

- to enhance cohesion of the committee
- to address any matters that may arise
- to update on roles and responsibilities
- to give members a chance to voice their opinions and receive feedback
- to ensure continuity of service to the club
- to ensure the meetings don't become long and boring!

Think it and Ink it: *'Meetings are where the minutes are kept and the hours are lost.'* Don't rely on your memory. It is already working hard enough to take in information during lectures and practicals without trying to remember what happened at the last rowing meeting. Make sure an accurate and clear account is kept of any meeting, including decisions made, actions agreed, who took responsibility for the actions, deadlines set, etc and send these as soon as reasonably possible to all involved. Try and email the minutes to everyone in the club the next day or put them on the club website.

Example of Minutes

Minutes of the (University name) Rowing Club held at the (Venue) on the (Date)

- **Attendance**
- **Apologies**
- **Minutes of previous meeting** - The minutes of the meeting held on ... were signed as a true and accurate record of the meeting. (If any member of the meeting queries a matter from the minutes then it must be noted and an amendment made if necessary).
- **Matters Arising** - (pick up on tasks from the previous minutes unless down as separate agenda items).
- **Officers Reports** - including a financial statement from the Treasurer. (Record any action points, attribute a person to deal with them and also a time by which they should be looked into)
- **Any Other Business** - Items can be discussed that had not previously been covered in the meeting. However any contentious items that need proper consideration by all should ideally be included on the agenda of the next meeting.
- **Date/Time/Venue of Next Meeting** - Arrange a convenient time and place that the majority of the meeting can attend. Planning a programme of meetings will help keep the meetings evenly spaced and regular.

Catering for your members

Not all your members will want to drink 12 pints every night or row 20km each morning. The students who join your club have many different needs and aspirations, some of them social and others more serious. The club needs to make sure it is addressing the needs of all its members if it is to prosper.

Motivation of members can be achieved in a variety of ways including using the ARA's Proficiency Award Scheme. This can be used to improve skill levels in the club in all its members, which will

improve your chances in competition, improve safety and make equipment last longer because people aren't crashing into things. Ergo-racing and other dry-rowing competitions can be a good incentive in the early or winter months, a local challenge or boat race against local rivals also a key focus to motivate training for all levels of athlete.

Membership of your Club

A sample University club application form has been enclosed for your use. Make sure you keep up to date records so that you can return them to the Students Union and ARA as may be required and complete your legal responsibilities for safety and finance.

Annual Club Dinner

There is a tradition in most Universities for the club to hold an annual dinner for their members at the end of the season. This gives the President the opportunity to address the club and recap on the past season. Costs may vary depending on where you wish to hold the event. Your Student's Union may be suitable and have the appropriate catering facilities or otherwise try local hotels or clubs. The ticket price will probably include the following:

- Meal - 3 course
- Hire of Function Room
- Hire of Disco / Hire of Band
- Guest Speaker expenses
- Balloons/decorations
- Printing costs for tickets/menus
- Reception Drink
- Wine on the table

Meals should also be fund-raisers, not a cost on the Club Funds!!

9 Club Development - Identify and develop your successors

Club Development

You need to identify potential members and successors, recruit them for the job and then help them develop while you are still around. Fail to do this and your club will not survive you. The Club AGM is an opportunity for all members of the club to:

- air their views on various topics
- propose motions for voting on by the club
- nominate and elect new committee members

This could be a social event in itself that could be organised with a view to going on somewhere afterwards. Check with your Student's

Union as to the procedure of organising the AGM. You will normally have to give at least a week's notice of the meeting so that people can put forward nominations for the committee. The rules of the AGM are laid down in your constitution.

It is most likely that you will be unable to action anything that is not on the printed agenda. The reason for this is if any constitutional questions arise, it gives committee members time to produce arguments or counter arguments rather than having to think on their feet. Holding the AGM in May allows a 'breaking in' period when both new and old committees attending meetings. The new committee can organise the last social event of the year as a stimulus. The new committee can then begin to form into a cohesive group for the important 'Freshers Fair' preparations.

Advice to Club Captain

- Delegate where you can but also lead by example - be seen to be helping with the unpleasant jobs everyone hates. People will be more willing to help out if they see that you're not shirking.
- Try to put in an appearance at all Boat Club activities.
- Listen to what your members are saying. Don't ignore grumbles and grievances - use your committee meetings to try and resolve them.
- Know your crews and coaches so that you can give them your full support.
- Be positive and enthusiastic and keep sight of your aims for the club.
- Lay down ground rules and areas of responsibility so that there can be no arguments/recriminations when things go wrong. Job descriptions really do help. Try to instil the concept of collective responsibility and ownership (this is hard work!). Try to build up trust / friendship / respect between committee members. Build up as many personal contacts as you can with other clubs.

Good relationships will generate help with advice, equipment and will last beyond University. Be pro-active in your dealings with the University - mutual respect may help you to get a better deal and improved resources.

Most Universities now run training for incoming Club Officers, so make sure you attend these, they will provide the basis of your operation for the year. There are also details of the ARA's university management scheme on the website; this gives a structure to help you to run your club more efficiently. If you want to know more contact your CDO or Rory Semple, the ARA's Volunteer Support Manager, for more details or alternatively BUSA.

10 Insurance - Individual, Competition, Legal matters

Both the ARA and BUSA promote safe sport, and your Student Union / Sports Association will also have specific insurance to cover your activities *BUT CHECK WITH THEM!*

All Universities will carry some form of insurance to cover student attendance at and travel to student sports activities. Sports Unions will require you to identify standard practice (usually training, both wet and dry) and alternates (usually competition away from your usual base, including venue assessments and travel arrangements) You will be informed of these when taking on your club role, if you are not, go and see your Union... NOW.

ARA Registered Members Civil Liability (third party) Insurance Scheme

All individual registered members of the Association are covered under the ARA's Civil Liability protection scheme (third party) whilst taking part in any activity of the Association, whether organised or personal, recreational, competitive, training, or social, including travel to and from the activity. The cover is up to £5 million for any one event. Further information is available on the website www.ara-rowing.org/membership

ARA Personal Accident Insurance

Covers all individual members except those over 75 years of age whilst taking part in rowing (as above). The insurance is for accidents (not illness or disease) leading to -

- Death £5,000
- Permanent and total disablement £50,000
- Permanent and total loss of use of Eye(s), Limb(s), Speech or Hearing (both ears) £50,000.
- Hospitalisation £30 per day (Maximum £750 any one accident)
- Convalescence £100
- Broken Bones; Arm £100 Leg £200 (Maximum £500 any one accident)

Event Insurance

All competitions listed on the ARA Calendar are covered by the ARA's Event Liability Insurance Scheme. This covers all activities carried out in connection with the event, and covers costs and damages awarded to £5 million.

BUSA Events also carry significant Insurance cover. However it is worth reminding you that the insurance does not cover accidental damage to goods, equipment etc. that are purchased or hired, it only covers third party liability claims.

Claims Procedures

Contact your Union immediately as they will act on your behalf. Any ARA-based claim against you, or any claim you wish to make should be notified immediately to the Insurers Perkins Slade Ltd, contact details are in the Almanack and on the ARA website.

Your responsibilities

The law requires us to take reasonable care for the safety of others, this is your 'Duty of Care'. This is a two-way process that covers what you have done to limit risk and prevent injury to yourself, and what others (event managers, facility providers, etc) have also done to also help limit risk and prevent injury to you.

The ARA insurance schemes cover ARA competitions, and ARA individual members, for the costs and damages that might be incurred if a claim against them was successful. However, the result of any substantial claim being paid by insurers would inevitably lead to a steep increase in premiums for rowing in general, and our reputation as a safe and responsible sport would be compromised. Be re-assured that you are covered by a good insurance policy, but please do everything possible to make sure that rowing maintains its excellent safety record. Taking up any position of responsibility means exactly that, you might be responsible if something goes wrong. The key to remember is 'safe and enjoyable'.

Case history: A club captain nearly got 6 points on his driving licence while sitting at home watching the TV! His club had taken a trailer to a regatta where they had not placed clear and proper hazard markers at the end of the trailer, the lights didn't work and the number plate wasn't the same as the towing vehicle. A friendly RRC officer explained the situation that if the police had pulled them over it wasn't them who would get into trouble it was the person responsible who just happened to be back at home with his feet up recovering from an injury!

Legal Matters

The National Association of Sports Coaches (N.A.S.C) runs two seminars relating to legal issues; these are Coaching and the Law and the Responsible Sports Coach. These plus the ARA Coaching Award Scheme keep all coaches and officials as up to date as possible with legal matters from the coaches and clubs perspective.

The ARA has a Child Protection policy which has important implications for Universities who have members under the age of 18, and also reflects good practice in any situation. University clubs should have a nominated individual to undertake the requirements of coach registration and new coach checks, if these are not already

in place within the Club. The Student/Sports Union and/or Sports Department will be able to assist with coach validation and may also act as additional Welfare contact-persons on behalf of your club. For further information also see www.ara-rowing.org/safeguarding

Club Insurance

Clubs operating under the umbrella of Student/Sports Unions or the University (Sports Department) will have cover arranged for them by their parent body BUT YOU MUST CHECK WHAT THE LEVEL OF COVER IS. It will usually encompass some degree of equipment insurance (but you must keep the Inventory up to date), as well as some personal and third party liability insurance. ARA affiliated clubs are not covered by the ARA insurance. However, the ARA's Water Safety Code requires all affiliated clubs to have in place an appropriate level of third party liability insurance to protect the club, its committees and members, and members of the general public who may use the facilities.

11 Membership Services

BUSA Membership is automatic through your parent Institution. No further fees are payable to compete in any BUSA competition other than the specific event entry fees. In 2006-7 BUSA participation levels stood at around 650,000 people in over 45 sports, with the Rowing Regatta as the largest weekend BUSA competition.

ARA Membership is increasing, currently around 23,000. More people want to compete, to receive Rowing & Regatta Magazine and receive the benefits of being a member of the ARA. These are just some of the services and benefits to both clubs and members:

Services and Benefits

ARA

- Coaching Award Scheme
- Annual coaching conference
- Technical consultancy
- Club development advice
- Young people's initiatives
- Proficiency Award Scheme
- Safety Certificate Scheme
- Registration and racing licence
- Rowing & Regatta
- British Rowing Almanack

BUSA

- Coaching Clinics
- Club Officers Training
- Mediation Advisory Services
- Volunteer Training
- Umpire Training
- Funding and Safety Advice
- Strategic Policy Advice
- No registration requirement
- Quarterly newsletters
- Weekly mail-outs

Public liability & personal accident insurance
 Water Safety advice
 Child and At-Risk Protection advice and support
 Training for volunteers - rowing specific courses
 CDs, books, pamphlets and associated materials
 Advice on club premises rating valuation & discretionary rate relief
 National strategy and regional plans
 Development plan advice
 Development of water facilities
 Advice on meaningful applications to funding agencies
 New equipment development

Competitions

ARA

- Competition licence
- National Rowing Championships

BUSA

- Open access
- National heads and regattas

Regatta calendar
 Rules of racing
 Umpire training

A comprehensive guide to ARA membership benefits and services can be found on the ARA website www.ara-rowing.org/membership

12 Competition - Registration, Private, Standard

Registration

As a BUSA Member you can race at any BUSA event with the knowledge and support of your Sports/ Students Union, as they are responsible for endorsing your student / Year Down status.

You cannot race in any ARA affiliated event without a current racing licence; there is no Day-Membership system. It is essential for you to have your licence (with photo) with you if you want to compete in an ARA competition. New members can join online by going to www.ara-rowing.org/join. Existing or lapsed members can renew online if they have activated their online accounts. More information available at www.ara-rowing.org/membership

Private Matches

Most 'Boat Races' will be a series of private matches organised by the competing Universities, but should still follow the requirements of the National Water Safety Code for Rowing. It is important to inform all other local river users of your event. BUSA will be happy to support such events as requested by providing safety and technical advice, practical support & officiating staff.

The ARA has strict definitions of ARA Private Matches - if in doubt contact your local Regional Chairman, who should put you right. For information both Henley Royal Regatta and BUSA Champs are

private! All BUSA Events adhere to the BUSA Championship sporting status rules and regulations regarding 1st and 2nd Teams.

If you want to run a Private Match check first with your Regional Water Safety Adviser that the event can happen at all. Contact details for your region are available on the ARA website. Then check with your Regional Rowing Council Chairman that it does not clash with any other events. Check with your Student Union that you will be insured. Always get a written copy of the Insurance details before proceeding.

NEVER PRESUME YOU ARE COVERED OR JUST TAKE THE RISK; IT COULD FINISH YOU AND YOUR CLUB.

Standard ARA Regattas

Ensure all crews are ARA registered and that their membership is up-to-date. The Online Entry system (OARA) means that your crews must have membership valid on the day of the event, not just on the day of entry. Some events are now very oversubscribed and leaving entries to the last minute may mean disappointed crews.

Take all racing licences to ARA events or risk not racing or receiving medals/pots. Different events can have different rules. If a crew member has activated their on-line membership and can produce a print-out of their details and photo-id this might be acceptable to the event. But don't rely on that – always telephone or email the event to check if this is acceptable. Check that you know the rules on substitutions and rowing and sculling points status and that your event is entered in the correct category. Make sure your equipment is safe and fit for purpose, including your coxswain's lifejacket.

Always let the Regatta organiser know immediately of anything causing you a delay and remember you are likely to be only one of hundreds of crews. The Regatta will not place the chances of others at risk through your problems, though most will make an effort to help if they can!

13 Legal Matters - Duty of Care and Towing

Duty of Care

'Duty of care' is a phrase to remember, and awareness of Health and Safety will help prevent accidents. Each activity should be risk assessed to ensure likely hazards are reduced. Coaching courses and local seminars will help this process. The duty of care extends both up and down in a Club; for example, each member has a duty to report faults in boats. Officials have a duty to ensure craft are

safe for use. By looking after each other responsibly in this way we can be seen to demonstrate and fulfil our obligations.

We also have a duty of care to other river users, and to any member of the public passing our boathouse or landing stages. Where possible making sure these areas are secure is good advice, notices to keep off landing stages a minimum. If you do not have an up to date risk assessment of your club activities write to your Union or University Safety Adviser and keep a copy. This would demonstrate if required your plea for help, and puts the onus on them to support you in trying to keep safe. Download the Safety Audit from the ARA website (www.ara-rowing.org) and ask the Regional ARA Safety Adviser to audit you.

Towing

A towing guide is available as a download from the ARA website. Go to www.ara-rowing.org/watersafety and click on 'Guidance Documents'. This must be made available to all likely to be involved with towing. Trailers are potentially lethal, and are subject to police scrutiny at many events. Responsibility extends beyond the driver; ensure you have someone responsible for keeping the trailer roadworthy.

Each University has separate rules on who is allowed to drive, and even on how minibuses are reserved. Check with your Sports Administrator. Some allow external drivers, most have age and licence-points regulations.

Many Universities also have regulations on all formal outings in the University name, often in the form of Trip Registration Forms. If this was not covered in your Officer Induction please check these local regulations.

Towing of boats and equipment is one of the greatest dangers that can face a University Rowing Club. In this country we have had fairly few serious trailer accident but those which have occurred have had serious repercussions. Ill-loaded, overweight trailers or inappropriate towing vehicles or drivers can kill, please take care to ensure boats and bodies always arrive secure and safe!!

14 Plan SMART - S.M.A.R.T. and S.W.O.T.

Plan SMART

Planning is very useful but to ensure this gets turned into action certain things must happen. The club committee must ensure that the goals that you set for yourself are S.M.A.R.T. This stands for **Specific, Measurable, Achievable, Realistic and Time Related.**

- **Specific** - we will meet as a club committee weekly in term time
- **Measurable** - we will fund raise £3,000 per annum
- **Achievable** - we will recruit/retain 20 new members per annum
- **Realistic** - we will aim to compete in Champ events Finals at BUSA
- **Time related** - we will achieve £1,000 fund raising by Jan 1st

Planning takes time. For your goals to be achieved you need to make sure they are apportioned to each club member who is then held responsible for making sure things happen. Lack of planning results in 'holding patterns' - trying to stay afloat, often in a crisis management situation.

You need to S.W.O.T.

An easy way of working out what your aims for the club should be is by doing a S.W.O.T analysis. This stands for **Strength, Weakness, Opportunity and Threats**. The first two are internal and the second two external. Example:

Strength

- Own the boat house
- Money and support from University
- Active membership

Weakness

- Lack of performance from senior crews
- Lack of coaching structure
- Weak committee structure
- Lack of decent water for seniors
- Lack of equipment and money

Opportunities

- Coaching available but costly
- Racks available on better water
- Success will get success
- No communication between club and eg BUSA & ARA Region

Threats

- University support could be withdrawn
- Progress could fail between committees

Just in case you think the above is far too formalised, serious, and downright impossible an example is provided on what happens when you don't plan.

Case History: Some years ago a Polytechnic was losing many of its best rowers to the local Clubs. This prevented any momentum from being built up within the University Club. On becoming a University it decided to forge its new identity by investing heavily in targeted

sports. The rowing club lobbied well & was accepted for dramatically increased funding & support but only for a designated period after which it would have to self-fund.

The University Rowing Club dramatically increased its participation and performance programmes employing professional coaching and entered a very successful competition period. However, the money was never going to last for ever and by solely creating links based on financial terms (buying-in facilities in local clubs and professional coaching etc.) the University Rowing Club had a big funding gap to overcome and no mutually-beneficial partnerships to fall back on.

If a SWOT analysis had been undertaken then long-term investment could have taken place which could have better secured its future.

15 Raising the Money

Your principal pot of money as a University Club will come from people you already know, be they the Students Union grant, the support of the University or that of Alumni, parents and local companies. Look after them, keep them involved and nurture them.

Key to raising money and sponsorship is good contacts. Your own University will have a Development Office with lists of Alumni in various businesses and these can be very useful in forming contacts. Remember you may not be the best person to approach them, so ensure you find the right route. Do some research and be prepared. Identify your aims.

What is the need?

We need more equipment isn't much of an answer. Exactly what equipment? You need to provide a list. If you didn't get all the money, what would you buy.

Why do you need it?

e.g. Our University Rowing Club has expanded rapidly (give figures) and now need to compete at a higher level. Companies like to think in terms of value for money. You can't rely on people parting with their hard-earned money for purely altruistic reasons.

Who will give?

The most effective way of raising money is through personal contacts. You are much more likely to get money from a friend than from someone who hardly knows you. If you were going to do a sponsored run then a friend or family member will probably sponsor you. List your clubs five greatest successes in the past five years for

both fund raising and competition. Thereby providing credibility for your club.

How much to ask for?

Most applications tail off into 'any help you can give would be gratefully received'. This is because people are too embarrassed to ask for money. You can ask in a number of ways:

- Name a specific sum. "We are writing for a donation of £1,000 toward this work"
- Give a range of amounts "We are aiming to get 1 donation of £5,000, three of £1,000 etc."
- Mention the total sum required and how you intend to get it "We are writing to you and ten other grant-making trusts asking for a total of £20,000". This shows you want at least £2,000 from each trust.
- Quote other grants already awarded (e.g. "company X has already agreed a payment of £500, and we are asking for similar amounts from six other local companies").
- Produce a shopping list and highlight an item that you think the donor would like to pay for. The idea is to give a range of prices that people can afford and gives the company something specific to fund. If you have put forth a good application you shouldn't be embarrassed asking for money.

Funding Agencies

If you are considering approaching a funding agency for support, talk to your University Sports Officer first, as they may be able to help and also tell you of any limitations, eg no 'tobacco' support or avoiding clashes with other Sports Union overall sponsors. RRC, Local Authority Sports Development Officer and CDOs will also be important contacts. They will be able to advise you on the latest developments and the criteria used by these agencies.

Lottery Sports Fund - Sport England distributes the funds for sport. Lottery funded projects range across all sports with priority given to the whole of the community, so that makes it more difficult for our student-only University clubs to apply successfully. Generally, up to 65% of the costs of projects can be applied for.

Sportsmatch - Centrally funded by the government with the aim to encourage new business sponsorship for grass-roots sport and physical recreation. This is a pound-for-pound scheme which will match new commercial sponsorship money on an equal basis.

TASS – Widely operating within universities, the overall aim of the Talented Athlete Scholarship Scheme (TASS) for rowing is to help

talented athletes who wish to progress with a formal academic programme but maintain an involvement in performance sport.

Strategically TASS will provide a support system, driven through partnerships working between Higher Education Institutions (HEIs), Further Education Colleges (FECs), National Governing Bodies of Sport (NGB's) and other sports organisations. Further information is on the TASS website and on the ARA website under GB Rowing.

Local Sports Council Grants to Athletes - If you have athletes competing in the National Squad they may also be eligible for funding through the ARA International Office. It is more likely that you may have some athletes who are operating at a lower level but on the recognised International Pathway who may also attract funding from your local Sports Council.

In House Bursaries/Awards - Most Universities and some Sports Unions have grant schemes set up for top-class athletes, whilst others have Awards for "Club of the Year" or "Club Development". Find out the criteria for application, and ensure you exceed them but do not expect support if you are not supporting the University!

Charities/Companies - Some charitable Trusts give funding direct to Sport, and many may already be attached to your University. Your Development Office or equivalent may be a good source of information on this point (e.g., Company X through their Trust funded an eight in 1988; worth approaching again ten years on with an update on their craft, and your need for a new one!).

Sponsorship - Sponsorship is not fund raising. Too often clubs try to get sponsorship by saying in effect 'What do we want to do and who are we going to get to pay for it'. This approach sometimes raises money but is not commercial sponsorship

Clubs should be saying 'What does company X want or need to achieve and how can we help them achieve their objective?' Not only will the company's money be used more effectively, but the club will be more attractive to other companies. A company should be getting £1 publicity for £1 sponsorship.

Case history: a water company invested considerable money in a new rowing race between two Universities. Why?

- Profile- improve public image through investment in sport
- Media coverage both regional and national showing off newly reclaimed stretch of river.
- High profile in terms of (another Boat Race) between two prominent Universities

Their sponsorship induced a local newspaper to sponsor the event which produced a ten page supplement on the sponsors, race, clubs and crews. This gave all the companies involved publicity to over 70,000 people. If the original water company had actually paid for the coverage they got from the race they would had to pay double the cost of their investment in the race.

The Universities got a higher profile and where able to recruit more people into the clubs from within and outside the Universities, organise a ball as a fund raising activity and benefit from a closer relationship with their sports departments. The sport in the region got more coverage and was able to launch a number of events on the back of the race. 10,000 people turned up to watch in only its second year and so far more companies are signing up to get involved. Success breeds success.

Tips

- Start a press cutting files to demonstrate you get coverage as a club.
- Approach a company for advertising then give them necessary information on target audiences and events. Get them interested then draw them in. Show them how much good publicity you get.
- Keep an accurate record of who you have approached and the response, whether it just wasn't the right time for the company. Or the club's aims and objectives did not match the company's.
- Sponsorship forms - seek local commercial sponsorship for any costs and any prizes needed. Good sponsorship letters contain realistic, itemised targets and demonstrate the attraction and value to the sponsor. Bad sponsorship letters are vague, contain little to attract a sponsor and are not followed up by the originator.

16 Recruitment - Getting 'em and Keeping 'em

People join rowing clubs for many different reasons which might be: to get/stay fit, to learn a new sport, to pursue their sport to a higher level, to make new friends, to build self-confidence, to do something completely different, to be coached by a specific person, to have FUN!!!

If you can find out the needs and interests of the people you have recruited you can devise a programme that is rewarding for them, which should reduce the drop out rate. To successfully recruit either Freshers or new Beginners you need to remember why you want them. Neither you nor they will want them to be standing around waiting to be told what to do next.

Ideally one of your members should take charge of new members as the Recruitment Co-ordinator. Whoever undertakes this task needs to be committed to it. Do not off-load the job on to someone who is already over-burdened. It is also important to make sure that each new member is encouraged to become part of the club - this won't happen if you have fifty potential new members running or standing around.

To help your Recruitment campaign you should

- Update your club's website information
- Publish details of events and committee contact details
- Hold 'bring a friend' socials
- Use the University communication system to attract new members
- Freshers Week – recruit and follow up and don't forget Postgrads

What are you offering, why are you different ?

Your club is not the only one that needs new members. Promote the positive aspects of your club, such as the opportunity to: make new friends, learn a new sport, get fit, enjoy great socials, travel around the country and even overseas...

How do you keep them?

Make all new members feel welcome. Set realistic training schedules, show them they are important to the club, have good communication, ask them what they like and dislike about the club and what you can change to make it better. Use this feedback to advance your club and involve them to help you make it happen!

17 A Club Code of Practice - A working example

This example may not fit your Club exactly, but will give you an idea of what is needed.

Purpose of the Club

'To provide equal, equitable and safe opportunities for members of the University to take part in rowing and sculling.'

Club activities shall include the induction of novices, provision for experienced performers, participation in appropriate competition & coaching programmes, instruction on safe practice & technical aspects of the sport and appropriate support to progress within Performance & Participation pathways as an athlete, coach or volunteer. The Club shall further make provision for encouraging the development of the sport of rowing as the Committee shall see fit.

Introduction

This document forms the established code of practice for the University Boat Club for the noted academic session.

It shall be liable to review and update throughout the academic session, and shall be formally reviewed annually by the incoming President, Captains and Committee. All Club members will be made aware of their Duty of Care responsibilities via this and other documentation displayed in the University Boathouse and on the website in conjunction with further information received from the University Union, BUSA & the ARA. This document shall be the basis for the Safe Operation of the University Boat Club.

Membership

Members will be registered upon payment of an agreed subscription with the University Boat Club and the University Union. The list of members entitled to participate in rowing activities will be displayed at the University Boathouse and/or on the website, and updated by the Director of Rowing as appropriate. All members must complete an Individual Profile before participating in any Club Activity. These will be registered with the Director of Rowing and copies sent to the University Athletic Union. A copy of this Code of Practice will be displayed in the Clubhouse, and the attention of all members will be drawn to it. Full details of Club activities and contacts can be found on the Boat Club Notice board in the University Sports Centre and at the University Boathouse and on the website.

Induction

All members of the Club shall be required to undertake a Safety appraisal to be held annually within the first term. Appropriate coaching shall be given to all members by suitably experienced / qualified persons co-ordinated by the Director of Rowing.

New Members shall receive a formal induction to include safety, boat handling skills, capsize/crash routines, dry-rowing and general fitness information. Where new members miss this briefing session they shall be informed of Club Practice at their earliest visit to the Boathouse.

The Club shall participate in events that allow access to all levels of performance, and actively support "Beginner" Events in Term One.

Training

River and Land Training Events will be organised for separate groups as appropriate to their standards. Notice of specific arrangements will be made on the Boat Club Notice board in the University Sports Centre. The Club shall seek to support persons

actively involved in coaching activities in attaining appropriate coaching qualifications. Where possible financial support of up to 50% may be offered, at the discretion of the President and Club Captains collectively. Further application for (financial) support will also be made to the University Athletic Union as appropriate.

Minibus driving shall be done in co-operation with the University Union scheme, with the added criteria of adherence to legal guidelines on Towing Boat Trailers.

Coaches

The President and Director of Rowing shall appoint appropriately experienced and/or qualified coaches to support the activities of the Club. Where appropriate these persons shall act as Lead or Support Coaches for nominated squads, to reflect their experience/expertise.

New Coaches to the University shall be subject to references/checks for suitability by the Boat Club President and Director of Rowing before engagement. The liability insurance for each coach shall be checked before engagement. Where they are not members of the ARA further enquiries shall be made and no engagement made until accredited by the Club President, Student Union or Sports Dept

Equipment

The Boat Club Equipment Manager has sole responsibility for the use and maintenance of all Boat Club equipment. No person shall use any equipment not specifically allocated them without reference to the EM, or in their absence the Club President. Members have a responsibility to record in the Damage / Repairs Book any remedial work required. Failure to so do will lead to a suspension from rowing for a period defined by the Boat Club Executive.

The Club shall ensure that all Coxes wear lifejackets whilst afloat, and maintain large enough number available at the Boathouse to satisfy demand. All boats, blades and secured fittings will be provided and maintained by the Boat Club. Members remain responsible for monitoring the equipment they are using and reporting and recording all defects accordingly.

Activities

All activities (active or social) organised by the Club shall be run in accordance with these guidelines and those of the Union and the Water Safety Code: Activities shall include rowing/sculling training and competition, indoor rowing and land training, to include event participation, social trips as appropriate.

Where the Club is participating in an event, crew members will be informed by email of the full details of the travel arrangements, event arrangements and general requirements. Notification as required will be provided to the University Union as appropriate.

Regular activities not requiring specific notification shall be:

- organised training sessions based at the University Boathouse, the University Sports Centre, club training venue or swimming pool
- informal squad or club social evenings, based either at the AU nominated venue or other local venues as deemed appropriate.

Events

Where the Club participates in an event outside those detailed above, the Director or Rowing/President shall supply the following information to the Union for each event or activity:

- participation lists, including mode of travel and driver arrangements
- next of kin details
- full planned itinerary
- local Club/event contact as appropriate

Where a trip is only of a day's duration the Athletic Union is to be informed three days in advance; where overnight stays are required five working days notice will be given. The co-ordination of event entry, travel arrangements and required notifications will be the responsibility of the President and Director of Rowing in liaison with the Club Secretary and the relevant squad Captains and Coaches.

Where travel is required the Club shall adhere to the University Union minibus guidelines providing the number plates and passenger details for any private vehicles to be used.

Participation and Leaders

The right to participate in Club activities is open to all Students and Staff of the University. This right may be withdrawn immediately at the discretion of the President and Director of Rowing, subject to ratification by the Club Executive at the earliest opportunity.

Squad Captains and Coaches are equally responsible for ensuring co-operation with this Code of Practice, and are responsible for any breaches involving their squads. Individual participants are held responsible for their own actions where they act against the instruction of the Club Executive and/or Club Code of Practice.

Coaches / Instructors shall behave in such a manner as not to place their charges at any risk greater than that associated with normal

participation. In the absence of the President / Director of Rowing they shall be responsible for ascertaining the safety of conditions afloat with mind to the following factors:

- Height & Speed of water (landing points give a good indication)
- Wind strength (e.g. flag poles opposite, white-horses).
- Visibility in fog, ability to see 300m from Club Stages required)
- At night, bright lights correctly secured and visible on craft
- Ability and experience of crew /cox/coach.

If in any doubt, the Coach and Crew have a responsibility to act in mind of both their own safety, and the safety of other river users, and should not go afloat.

Insurance

Registered members involved in Club activities have University Personal Accident Scheme insurance cover. This is not Medical Insurance for which participants are individually responsible.

All Club equipment is registered and insured with University. The personal property of members is not covered unless specifically noted. All members wishing to compete in open events are encouraged to become registered members of the ARA, which provides third-party liability cover. No coach will be retained who does not have their own third-part liability insurance cover.

First Aid

First aid supplies are available at the University Boathouse and at the University Sports Centre, where first-aiders are also usually available. All ARA-qualified coaches have basic first aid knowledge as a course component. Participants are requested to advise their coach / crew mates of any medication or medical condition which may suddenly effect their health/performance (eg, asthmatic [and where IN BOAT the inhaler is carried], diabetic, epileptic, etc.).

Some medical conditions will require an individual risk assessment to be carried out to ensure the safety of the individual and others. All accidents and injuries other than blisters must be recorded and passed to the Club President. Any breaks, bad cuts, dislocations or head injuries will further be reported to the Athletic Union and the ARA as appropriate on report forms kept at the Boathouse.

Emergencies

Follow the appropriate capsize and immersion drills as required for water accidents. This drill is available as a download from the ARA website. www.ara-rowing.org/safety.

- Inform Club Officers, Sports Centre & University Union in writing

- Write report in accident log immediately, within 48 hours at worst
 - Send to your Regional Water Safety Adviser and ARA HQ
- For accidents during travel or away from the Boathouse act according to University and the guidelines, ensuring immediate contact with the Sports Centre and University.

Complaints Procedure

All members shall have right to refer issues in writing to the Boat Club Executive or Full Committee. Further appeal can be made to the President of the Athletic Union if no written response is made in answer to issues raised within two weeks.

Club Discipline

All Members must abide by the Constitution and Rules of the University. All students must abide by the University General Regulations. All matters of Club Discipline are the responsibility of the Club President and Director of Rowing in the first instance, with referral to the Club Executive as required.

NB This is an example of a Club code of practice. It will not suit every club, but gives you some idea of what is required.

18 Accident Reporting - Good practice - what you have to do!

You will have standard forms and set regulations issued by your Union for incidents or accidents; check with the Union or University Safety Adviser. Failing to report accidents is often worse than having them. The lack of written evidence when someone is hurt in an accident, or suffers reaction a few days after an accident, do little to support your claims of efficiency, and little to dispel thoughts of negligence

As an ARA Club you are obliged to report ALL accidents and near misses to your local Safety Adviser; this is not so they can have a go at you, but is to help prevent further accidents and offer assistance and advice. You must have a log-book in which all these accidents are recorded, and the ARA provides standard forms which can be downloaded from the website.

Accident reports should contain a detailed summary of the incident, including date, time, names of boats and crew members, and light, wind and steam conditions. A sketch, showing boats, obstructions, direction of travel and stream. A statement by witnesses, by those involved, in other boats or on the bank.

Include the signature of the person making the report, dated and timed. If the accident requires first aid treatment then the name of the first-aider should also be recorded, and the treatment given.

Accident reports should be filled in as soon as practical after the event, certainly within 24 hours. Copies should be kept for at least four years. Your Club should also have guidelines on whom to contact; some Universities stipulate Safety Advisors or Sports Department Staff, CHECK WHICH APPLIES TO YOU and POST IT UP IN THE CLUBHOUSE next to Emergency numbers, etc.

Failing to keep written records and not checking that your Club members are following safe practice can mean YOU end up in Court on a negligence charge, even if you were not involved in any accident yourself.

19 After University - There is life afterwards

Although rowing probably means a lot to you now, when you graduate and move on don't forget how much you have enjoyed the sport. Rowing currently has a huge drop out of rate after school and University. The reasons are normally; not enough time, club not high enough standard, nobody to row with, not on door step. The main one is amazing considering how athletic and active people are at University and is simply apathy.

Just remember rowing is a very small world and by joining a local club you will soon find people with the same sort of experiences and outlook. Many clubs have flexible entry policies for graduates who may be in the area for only a short time and with limited cash flow.

Clubs are also recognising that graduates starting on their careers have far less time to spend training and competing. If you want to carry on rowing on a less regular basis this should not be a problem. Many other ex-students are likely to be in the same position - it just needs a bit of organisation. The ARA website has a 'club finder' section which lists clubs by region and their Divisional Representatives are always happy to try and find you a local club to suit your needs. Their details can be found on the regional pages of www.ara-rowing.org

Go on give it a go!

Disclaimer: This document is presented for guidance and advice. The authors and their associates cannot be held responsible for any omissions and errors howsoever caused. Information is accurate at the time of printing. NM / RS Oct 2007