

# Gloucester Rowing Club Committee Meeting

## 7.30pm Monday 19<sup>th</sup> September 2016

### Minutes

**Present:** Ben Rodford, Clive Pendry, Nick Summers, Margaret Hamilton, Sue Jones, Lydia Watson, Oliver Starkey, Stephen Rose, Scott Carpenter

**1. Apologies:** Robert Dibley

**2.** Minutes of meeting 8<sup>th</sup> August 2016 – approved.

### **3. Action Points arising:**

**3.1** Sara launch driving – ongoing, Clive to phone and firm up.

**3.2** Email list. Now appears to be under control with the addition of the new email address for the Women's Squad.

**3.3** Incorporation – ongoing.

**3.4** Screw Fix funding application – ongoing (Gerry and Zara)

**3.5** Letter to Hartpury congratulating them on their achievements and thanking them.

Scott to write then send to President, Chair and Captain to sign.

### **4. Chairs Report**

Being newly elected to this role there is little to report for this first committee meeting of the season. I would like to use this opportunity to set out some ideas for club structure which I intend to work towards over the next month.

But first I want to ensure we are clear about what it is we have been elected to do and give an opportunity for us each to share our vision and ideas for GRC over the next year and beyond.

#### **4.1. The Committee**

I am eager to move the club forward this year to become a united place where we welcome all people to the sport of rowing, whether their desires are to compete or to row socially or anything in between. I want us all to think about the following questions so that we can set out a clear and agreed direction that we will take the club in this year.

I'd like everyone to think about the following 4 questions. They will help us clarify and verbalise our individual aims and help us to form these into a plan for the next 12 months.

**- “What is our role?”**

*From the constitution:*

*1. The sole objective of the Club is to promote the sport of rowing in the Gloucester area and community participation in the same.*

*21. The management of the Club shall be vested in the Chairman, Captain, Secretary, Treasurer, Treasurer-elect, none of whom shall be under 18 years of age, and six members, who shall together form the Committee*

I believe it is our duty to facilitate the operations of GRC to provide the best opportunity for people in the local area to row. To do this we need to be effective, aligned and forward-thinking, and we need to have goals which we will achieve.

How do you see the role of the committee and how does it relate to the membership? How can we best work with other groups within GRC?

**- “What are YOU here for?” “What do you hope to achieve?”**

We’ve all joined the committee because we care about the future of GRC, but we probably all have slightly different ideas about what that looks like and slightly different priorities. This is a good thing, but we must be clear about our own hopes and agendas so we can work together to put these into a plan and achieve this plan.

**- “What do you want the club to look like, feel like in 12 months?” “How big is our ambition?”**

We have the ability to mould the club over the next 12 months. What kind of a club do we want to have? What is going to be our culture? What will people feel when they walk into the building? How different is that from our current position?

**- “What are YOU going to do to make it happen?”**

Thinking about your reason for standing for a committee post, what is going to be your legacy and how will you make sure it is achieved? What support do you need?

## **4.2. Club Structure**

I believe that as we come closer to moving into the new boathouse we need to structure the club’s operations to allow for scaleability. We hope to attract new interest in the club and as such we must ensure that we set ourselves up to take these opportunities, whether they be new members or potential funding.

The basis for this structure is of groups of members who focus on certain aspects of the club’s operations, developing a specialisation in this area and also sharing ideas and workload across

the group. Each group requires a critical mass to ensure it is sustainable and effective, otherwise there is too much load on individuals and a lack of creative potential.

The creation and success of this structure relies on our members dedicating some time to these groups. I plan to contact some individuals to initially lead each group and start to recruit others, while working on improving the engagement of our members through improved communication, celebration of the club and its successes, and explaining the future vision for GRC. Communication is a key part of improving engagement at the club as well as engaging with the local area.

The groups I have initially determined are:

### **Communication**

Manage internal and external communication with the aim of promoting the activities of GRC, and informing and engaging the membership. To deliver an effective communication plan across GRC's web and social media, and develop links with local media to create opportunities for exposure and promotion of the club.

### **Coaching**

Develop a strategy and structure to improve rowing at GRC and ensure appropriate levels of coaching are provided throughout the spectrum. Agree on universal technique and seek to implement this across the club. Identify the needs for coaching development and facilitate this, either making use of external opportunities or creating internal opportunities by working with existing and future coaching links. Deliver coach development opportunities to an agreed schedule.

Develop a general training focus programme to aid all levels in managing their training throughout the season (e.g. what is the technical focus in October? What is the physical training focus in October? Suggested volumes and variety).

### **Fundraising**

Engage the club in fundraising events and opportunities to provide future equipment and facilities. Plan and deliver fundraising events to an agreed schedule and level of return. Identify opportunities to get involved with external fundraising events. Identify external sponsors for the club, equipment and events.

I have detailed more in terms of what the operation of these groups may look like and possible mechanisms to achieve their goals. I plan to discuss this in more depth with potential group leaders and the initial members of the groups over the next few weeks.

There is potential for other groups to emerge in the near future to address weaknesses and opportunities which we have. These may include **maintenance, recruitment, social** as well as others. For the moment I think the three groups listed above are the priority and a good starting point to gauge the current willingness to volunteer.

I would welcome any thoughts on these groups or others which may be appropriate at this time. I also need assistance in finding people to join these group as well as leaders of them.

#### **4.3 Points for discussion at September committee meeting:**

##### **Club Structure**

- Any thoughts/concerns over the nature of this structure?
- Are these three initial groups the best starting point? (Communication, Coaching, Fundraising)
- Who are the potential members and leaders of these groups?

#### **4.4 Actions:**

##### **The Committee**

- Think about the questions raised above and send Ben Rodford some thoughts/answers either by email, on paper, or a have a chat with me. Deadline: 30th September.

##### **Club Structure**

- Send candidates for group roles to Ben Rodford or discuss the roles directly with them before sending to Ben for further detailed discussion.

Discussion and questions:

Coaching is currently sat with the Captain and Rowing Committee.

There is no real communication between squad coaches, for example, no real contact with Junior Coaches.

Suggested that Sue Jones (as a Junior Coach) is invited to join the Rowing Committee.

CWO issues –also covered in Juniors rowing with Seniors later.

Lead groups and volunteers – Don't forget the people doing things already that aren't seen e.g.

Running events - don't overlook the current helpers.

Underpinning elements e.g. Membership lists for the rota at the regatta, there were 3 different lists in circulation.

The Club presently appears to lack a coordinated approach.

Fund raising, what is in the pipeline?

Ideally we would have a coordinator (or two) then a group of people assisting by focusing on different elements, for example, events, local businesses for sponsorship. Initially see what help is among our membership.

## **5. Captains Report**

Since our AGM just two weeks ago, there has been much to report on. Successful men's and women's squad meetings have ensured both squads are focused on the head season ahead of them and are considering their longer-term goals as well as targeting races, between now and Christmas. We have also welcomed new members into the Club - both experienced rowers and the latest Learn-to-Row cohort, thanks to Scott's successful taster session. Not to mention the new Hartpury College intake joining the Club, doubtlessly keen to replicate the success of their predecessors.

With Hartpury's new intake, CLC's return to school and the increase in the size of Jes' junior group, the club and canal is busy - please be considerate of others around the Clubhouse and the Landing Stage, and even more so on the water. Safety is our priority, and there is no substitute for awareness, care and common sense. I would also remind Club members that there may be extra demand on boats, so please be flexible and don't be put off if your favourite Club boat is not available for your use - it's nothing personal!

The replacement for RAC is still a work in progress, while a suitable boat has been found and its purchase agreed upon, the selling Club are delaying over its value, so watch this space.

Lastly, there are a couple of action points for all of us to note - firstly, please keep your diaries clear for Sunday 30th October, the day of GRC's Autumn Head. While there will undoubtedly be excellent racing, Club members will also be expected to lend a hand helping to run the event. Our regatta was a very well-organised event and went very smoothly because a lot of people pitched in to help, so let's make sure our Head is equally good. Also, please remember to help with the new Learn-to-Row course - with possibly 24 people to supervise, it is imperative that we have enough helpers on hand. If we all take a turn, nobody will need to do it all the time.

Appointment of Katie Llewelyn as Vice-Captain. Discussion held over the availability of the Vice-Captain when Oliver is unavailable. We need to ensure that the Vice-Captain is kept up to date with current club matters.

## 6. Treasurers Report

Regatta profit is not finalised yet but is likely to be a few hundred pounds plus about £1600 for sponsorship.

Finances are slightly better than expected at this time of the year; the budget and income expenditure to date are shown below. The Club could afford to spend about £12K-£15K on new equipment now.

Payment of racking and usage fees for the new boathouse will begin in November.

<b>Budget for 2016/17</b>	01/04/2016	15/09/2016	31/3/17 est
Account balances	56,800.28	78,027.80	78,027.80
Subscriptions	28,000.00	12,242.00	15,758.00
Donations	26,000.00	13,132.67	12,867.33
Explore Rowing	3,000.00	4,240.00	0.00
Junior activities	3,000.00	2,783.72	216.28
Events	5,000.00	1,238.33	3,761.67
Use of facilities	5,000.00	3,483.00	1,517.00
Debtor/Creditors	-2,114.90	-1,179.03	-1,179.03
<b>Total</b>	<b>124,685.38</b>		<b>110,969.05</b>
Running costs	24,000.00	14,328.45	9,671.55
GBL charges	6,000.00		6,000.00
Incorporation costs	5,000.00		5,000.00
Property Maintenance	1,250.00	157.55	1,092.45
Coaching Courses	1,500.00	0.00	1,500.00
Rowability	1,761.00	0.00	1,761.00
Equipment Maintenance	10,000.00	1,855.30	8,144.70
Total running costs	<b>49,511.00</b>		<b>33,169.70</b>
Contingency (50% RCs)	24,755.50		24,755.50
12-month advance payment to GBL	14,000.00		14,000.00
Provision for dilapidation charges	20,000.00		20,000.00
<b>Surplus (for new equipment)</b>	<b>16,418.88</b>		<b>19,043.85</b>

The current account signatories are: Robert Dibley, Scott Carpenter, Oliver Starkey and Stephen Rose. Robert, Oliver and Stephen have access to internet banking on the main accounts – 2 people required to authorise any transaction. At present, Stephen is the only person with access to internet banking for the No.2 account – single person authentication, account balance maintained at £2000 or less. Oliver holds the only debit card which is linked to the No.2 account; this is used for race entry fees and minor purchases eg boat maintenance spares and items for the regatta and head. The Committee is invited to review these and agree if any changes should be made.

Hartpury College currently pay the full Junior rate for their rowing members including the voluntary component. While recognising that they have been, and will continue to be, significant users of the Club fleet, Tom Pattichis has asked that the Committee consider a reduced fee in recognition of the support that Hartpury give to the Club directly and indirectly including: kudos from being associated with a successful Junior programme; coaching support to the wider Junior programme; capital contribution to the new boathouse; and long-term commitment to the new boathouse including racking fees.

Discussion held and following points identified as *Action Points*:

- a). Ben to become a signatory for the account, and Robert to come off;
- b). Hartpury membership reduction of fees. The Committee agreed to form a group to discuss this further with Tom Pattichis. Also, see notes under item 10. Need to identify a firm plan of GRC boat usage, possible use of Hartpury Coaches to coach men's and women's squads as well as the juniors.

### **Membership**

Proposed new members:

Senior: Rob Jones, Enno Strehl.

Junior: Georgia Martin, Beth Bailey, Virginia Holmes, Kathryn Clements, Elle Nash, Holly Huggins, Phoebe Wycherley, Isaac Herring, Luca Stonehouse, Simon Jaecock, James Mackman (all Hartpury)

Volunteer (Coaching): Tom Selby (Hartpury)

### **Development**

There have been no significant developments since the last reports to Committee and the AGM.

Discussions continue with Cheltenham College.

Completion of the current building work is scheduled for late October with initial occupation of boat storage due at the start of November.

Incorporation of GRC will be going ahead. We will need specialist legal advice, and a couple of people to take this forward. Margaret, Nick and Stephen are happy to work on this.

Fundraising

200 club should be advertised to all Club members including the newly qualified L2R'ers.

*Action Point:*

Scott to send an email to members reminding about the 200 Club.

## **7. Appointments**

Safety Advisor: Clive Pendry

Junior Co-ordinator: to be confirmed at a junior coaches meeting; minimum expectations of the role - check BR website re club mark – has it expired.

Club Welfare Officer: Keren Holland

Membership Secretary: Lydia Watson

## **8. Safety Officer's Report**

16 incidences, including 15 at our Regatta.

Nationally, there are a lot of incidents about rowers having near misses or being hit by motorized watercraft. CRT don't appear to being proactive about incidents, or following up with boat operators about reported incidents – they may well be but do not feed any outcome back to the Safety Advisor.

The Safety Audit is due this year. We will have to contact members to answer questions. Each club will have a google drive for members to access, this is needed for evidence gathering.

National Rowing Safety Committee has approved the re-write of "ROW HOW". This should be agreed in November and be online at that point. It will be individual documents online rather than a book. It is being designed to be more interactive. And will give knowledge and understanding for individual members that use it.

## **9. Paying for Coaching Courses**

### Background Information:

"Historically the club has paid for a few members and junior parents to be trained as coaches, and this has provided them with a reasonable number of coaches.

In the more distant past this was handled by the member paying for the course, and the club reimbursing them over a period of time.

More recently the club has paid outright for the courses on the understanding that those undertaking the course will ensure they do sufficient coaching to match the agreement that used to be in place. This cropped up because many members are not in a position to pay for such an expensive course. When Robert did it some years ago, the cost was around £300. It is

now around £500, plus additional costs for prerequisites - first aid course, safeguarding / child protection, and as such would be even more beyond the reach of many members.

Historically we have had some people do the course and never get around to being assessed, but had still done some coaching, either on an occasional basis or in some cases regularly.

There have also been a small number of cases where people have done the course, and then for various reasons have stopped being a coach after a short time.

On balance we have benefited enough to make it well worth training up a few people each year, but we may wish to come up with some form of agreement specifically aimed at ensuring that we do get some coaching out of every person who does the course.”

Robert requested that he would like to get some parents to do the “session coach” course, which he hopes will make it easier to persuade people to do this because of the focus on running a session rather than on a higher level overview.

Also, regarding how successful we have been, according to what Robert was able to gather, around 90% of paid-for-by-the-club courses result in people continuing to coach for at least long enough to recoup the cost, and if anything people who had it paid up-front seem to continue coaching for longer.

Nominees are made through Rowing Committee and it was agreed this should continue, but the nominees should be approved at main Committee. Committee agreed that we should fund in advance where appropriate.

Committee agreed that one of the two Learn 2 Row Coordinators should be given the opportunity to undertake the Course. **It was agreed that Nick Summers should complete it.**

## **10. Hartpury Development**

### Background Information:

“Keren Holland, Stephen Rose and Oliver Starkey met with Tom Pattichis to discuss proposals for expanding the Hartpury programme.

The proposals have been drawn up by Tom and his Director of Sport, and the Hartpury Principal has asked for costed proposals with a view to starting 2 elements of the programme in September 2017 and the 3<sup>rd</sup> possibly next summer.

For the 16-18 age group, Tom is proposing no change in numbers but to aim to get the boys programme as successful as the girls.

For over 18's, he is proposing to start a small elite programme for those aiming for U23 selection; probably 3-4 per year on 3-year degree-level courses. A new coach would be appointed to lead this programme.

The big change would be to expand the work that Jes is already doing with 14-16 year olds. Jes is currently doing this as well as being a full time student. The plan would be to appoint a full time coach to head the programme. The programme would engage with local schools in a range of on and off water rowing-related activities. The aim of the programme would be fun participation and not performance but Hartpury would hope to get better quality local candidates for their 16-18 group.

Tom recognises that there are some issues for the Club arising from these proposals:

1. Equipment. Although part of the proposal will be a significant equipment budget, it will take time to build Hartpury's fleet and even then there will still need to be significant usage of Club boats.
2. The 14-16 programme will only lead to a few students entering Hartpury's 16+ programme. Tom would build into the programme some support for the Club to help deal with the remainder who want to continue after 16, but the Club would have to be able to provide support too.
3. This could look like a takeover of the Club's Junior section by Hartpury. Tom does not want that and he wants to protect against any successor trying to move into that space.

There are a number of issues in this proposal for the Club to consider but we would strongly prefer to avoid a long discussion on this amongst the whole Committee this week. Therefore, we suggest that a small group of Committee members (most likely including myself as Captain and Robert as Junior C/O) is given the task of liaising with Hartpury, considering these proposals further, and reporting back to the Committee at the subsequent meeting in 6 weeks' time.

Therefore, the decision to make on Monday is who should form the small group, and record any burning questions the Committee would like answered in time for its next meeting".

This item was discussed in the Treasurers Report area.

*Action Point:*

**Group (Ben Rodford, Oliver Starley, Sue Jones, Robert Dibley and possibly Keren Holland) to meet with Tom Pattichis to discuss the options further. This includes the request for reduced fees for current Hartpury Students.**

Discussion over the reduced fees, Committee agreed that we should ask for the full amount for the first 6 months whilst negotiations are undertaken.

### **11. Regatta Follow up**

Can we apply sanctions to club members who do not turn up for assigned duties?

In order to apply sanctions we need to be 100% certain that people are aware of their assigned duties - something that we currently cannot be absolutely sure of.

Discussed having a volunteer sign-up sheet in the clubhouse.

*Action Points:*

Scott to create a volunteer sign-up sheet with preferred time and duties.

Scott to send a reminder email to all squad members about volunteering and using the sign-up sheet.

Some members ended up racing 5 or 6 times over the weekend instead of the stipulated maximum of one per day; should we enforce this more rigorously? While they may claim that their duties were covered that was by people who could have been covering in places where we were short of helpers.

Agreed that all home events, entries can only be placed through the Captain and need to be completed two weeks before the event to allow assignment of duties during the event. To be advertised to all squad members.

*Action Point:*

Scott to include in the reminder email.

### **12. Autumn Head**

Nick to check with Helen to see if she wishes to do the rota again, Lydia offered to help.

Food help needed as well.

Karen is organising head - Scott to email Karen summary of discussion – see item 11.

*Action Point:*

Scott to email all membership re head volunteer list with time and what would prefer to do – see item 11, above.

### **13. AOB**

#### A. Race Fees Accounts

Oliver advises sorting out the spreadsheet to be time consuming; however feels that the responsibility should remain with the Captain as they are the ones responsible for entering crews in races and organising trailer towing to the events.

#### B. Gloucester Canoe Club Annual Competition Sunday 2<sup>nd</sup> October.

*Action Point:*

**Scott to email canoe club to discuss 12r boating.**

#### C. Juniors rowing in seniors, is there a club rule?

This is in relation to child welfare. Are there any club rules? The Juniors have a code of conduct, do the Seniors?

Awareness - What is the law?

*Action Point:*

**Sue to liaise with Keren to put something together, Ben happy to assist.**

D. Oliver requested clarification of how Squad Leaders were appointed. The Club Rules were examined. Captain selects the Rowing Committee members, and as the Rowing Committee comprises Squad Leaders it is down to the Club Captain to select Squad Leaders. The Captain can of course listen to the Squads for their recommendations / volunteers.

E. Appointment of a Coxing Coordinator. This is an Action Point from Rowing Committee with regards to identifying and training further coxes. Beth Hamblett has agreed/offered to be a mentor for them. This also needs input from the CWO re the safeguarding of children coxing.

F. Email discussion amongst Committee Members prior to the Committee Meeting, regarding composite crews for World Masters (Gerry Jones racing in a 2x composite with Ardingly; Ben Rodford racing in a 2x composite with Leicester). Also Sara Maddocks, who rows at both Monmouth and Gloucester has been training in a WF 2x for Pairs Head wishes to compete as a composite (Gloucester/Monmouth). All agreed with the above.

**Date of next Meeting:** 7th November 2016. Meeting ended at 22.00hrs