

CITY OF CAMBRIDGE ROWING CLUB LTD

NAME AND PURPOSE

1. The rowing activities of the Company shall operate under the name City of Cambridge Rowing Club (the 'Club'). The aim of the Club is to provide facilities for, and to encourage and promote amateur rowing and amateur sculling in Cambridge, for men and women of all ages and abilities.

MEMBERSHIP

2. There shall be the following categories of membership:

- (a) Junior Member: Under 18 on 1 January;
- (b) Student Member: Over 18 on 1 January and in full-time education;
- (c) Coxswain Member: participating in the Club's rowing activities as a coxswain only;
- (d) Social Member: Member who does not participate in the Club's rowing activities;
- (e) Associate Member: Member who is also a member of a Club with whom the Directors of the Club have formally agreed to allow associate membership;
- (f) Full Member: Members other than those above;
- (g) Life Member: Any member who has been elected to the position of life member by a resolution passed at a General Meeting of the Club.

For the avoidance of doubt, all Members as defined above are Members of the City of Cambridge Rowing Club Ltd.

ELECTION OF MEMBERSHIP

3. Membership of the Club shall be open to anyone interested in the sport of rowing on application in accordance with the Equal Opportunities Policy (Paragraph 5). However, limitation of membership according to available facilities is allowable on a non-discriminatory basis.

- (a) The Club may have different classes of membership and subscription on a non-discriminatory and fair basis. The Club will keep subscriptions at levels that will not pose a significant obstacle to people participating. Discretionary rates may be offered by the Captain and Membership Secretary to any individuals or families for whom the costs would otherwise present a significant obstacle to participation. Discretionary rates are subject to approval by the Finance & General Planning Committee (F&GP Committee).
- (b) Applicants for membership and members renewing their membership, will abide by the Rules and Regulations of the Club and the British Rowing Code of Conduct.

RESTRICTION OF MEMBERSHIP

4. A person who has been expelled from, or refused membership of, British Rowing shall not be eligible for membership.

EQUAL OPPORTUNITIES POLICY

5. The Club is fully committed to the principles of equality of opportunity and is responsible for ensuring that no member, volunteer, employee or job applicant receives less favourable treatment on the grounds of age, gender, disability, race, ethnic origin, nationality, colour,

parental or marital status, pregnancy, religious belief, social status, sexual orientation or political belief.

WELFARE, DISCIPLINE AND GRIEVANCE

6. All members are expected to abide by the British Rowing Code of Conduct which sets out the rights of individuals and the standards of behaviour and conduct. These include additional standards to protect the welfare of children and adults at risk as well as additional standards for coaches, instructors, officials, umpires and volunteers.

- (a) Officers of the Club, with the approval of the F&GP Committee, may also set out regulations for the safe and proper use of the Club's equipment and premises. Where individuals fail to meet these regulations, the Captain may restrict their use of the Club's facilities and equipment.
- (b) Any safeguarding concerns should be reported to the Welfare Officer and/or the appropriate British Rowing contact.
- (c) If there is a dispute between two Club members or a Club member and an officer of the Club, parties will in the first instance try to resolve things informally between themselves. If this is not possible then a member of the Welfare, Discipline & Grievance Panel may be asked to mediate between the parties. If mediation is not possible or fails, then cases will be referred to the Club Chair who will ask up to three members of the Welfare, Discipline & Grievance Panel to gather evidence, hold a hearing and adjudicate and decide upon the matter.
- (d) In the event that a member is in breach of the Club rules, or repeated breach of Club regulations or in breach of the British Rowing Code of conduct or has behaved in a way that brings the Club's name into disrepute, then the Chair or the Captain may refer them to the Welfare, Discipline & Grievance Panel who will gather evidence, hold a hearing and adjudicate on the matter. The panel may then impose such sanctions as they deem appropriate. These sanctions may include suspension or expulsion from the Club.
- (e) In all of the above the Officers of the Club and members of the Welfare, Discipline & Grievance Panel will ensure they have regard to the current guidance set out by British Rowing.

ANNUAL SUBSCRIPTIONS AND MEMBERSHIP YEAR

7. The annual subscription for full members, student members, junior members, coxswains, social members and rack rents shall be determined by a resolution at the Special General Meeting (SGM). There shall be no requirement for life members to pay an annual subscription.

8. The Financial Year runs from the 1st of July to the 30th June in the following year. The Subscription Year runs from the 1st of October to the 30th of September in the following year. Any member not paying their subscription for three months after the date that it falls due for payment shall be deemed to have ceased membership and shall not be allowed the use of the clubhouse, equipment or name of the Club.

CESSATION OF MEMBERSHIP

9. [See sub-clauses below]

- (a) Any member may resign by giving one month's clear notice in writing to the Secretary.
- (b) The member fails to provide an up to date address or email address to the Club.

GENERAL MEETINGS OF THE CLUB

10. Only Full Members, Life Members, all-year-round Student Members and Coxswain Members, in good standing and whose subscriptions are not in arrears, shall be entitled to vote at General Meetings. The chair of the meeting shall have a casting vote. Only Members entitled to vote shall be eligible to hold office.

11. The Club shall hold an Annual General Meeting (AGM) once in each calendar year and within fourteen months of the previous AGM.

12. The Secretary shall ensure that each member receives written notice of the date, time and place of the AGM, delivered by hand, post or email to the member's last known address, together with the agenda for the meeting at least seven days before the meeting.

13. The business of the AGM shall be to:

- (a) Approve the minutes of the last meeting;
- (b) Receive and approve the Secretary's report for the year;
- (c) Receive and approve the Treasurer's report and reviewed accounts for the year;
- (d) Receive and approve the Captain's report for the year;
- (e) Receive and approve the Captain's plans for the forthcoming year;
- (f) Elect a President and Vice-president(s);
- (g) Elect a Chair of the Club and the F&GP Committee;
- (h) Elect Vice-captain(s), where roles and responsibilities of each individual Vice-captain are determined as appropriate by the Captain (e.g. Vice-captain for novice development, Vice-captain for women/men);
- (i) Elect the following officers to serve on the F&GP Committee;
 - i) Secretary;
 - ii) Treasurer;
 - iii) Facilities Manager;
 - iv) Fleet Manager
 - v) Events Coordinator;
- (j) Elect the following officers:-
 - i) Safety Officer
 - ii) Brand Development Officer
 - iii) Membership Secretary
 - iv) Bar Steward
 - v) Gym Captain
 - vi) Social Secretary
 - vii) Equipment Officer
- (k) Elect the Honorary Accounts Reviewer(s)
- (l) Receive any plans for any appointment of any employed roles who would take on significant responsibilities otherwise carried out by officers of the Club such as:
 - i) An employed director of rowing;
 - ii) Full or part time remunerated head or senior coaches;
 - iii) Any employed administrative roles with significant responsibility such as a catering manager, boatman/woman or chief operations officer.

14. The job description of each officer in 13 (f) to (j) is set out in Appendix A. No member may hold concurrently more than one of the offices in 13 (i). The President, the Chair, the Captain and the Vice-captain(s) may not hold any of the offices in 13 (i). Those offices in 13 (j) may be held concurrently with other offices of the Club. The President and the Chair may be held by the same person. Similarly, the Fleet Manager and Equipment Officer may be held by the same person.

15. A Special General Meeting (SGM) of the Club shall be held before October of each year to elect the Captain, and to approve a resolution to set the Subscription Rate for the forthcoming year. The Captain shall have control of all rowing activities of the Club. The Secretary shall ensure that each member receives written notice of the date, time and place of the SGM, delivered by hand, post or email to the member's last known address, together with the agenda for the meeting at least seven days before the meeting.

16. An Extraordinary General Meeting (EGM) of the Club must be convened by the Secretary if either the F&GP Committee or five members request it. The Secretary shall ensure that each member receives written notice of the date, time and place of the EGM, delivered by hand, post or email to the member's last known address, together with the agenda for the meeting at least seven days before the meeting.

17. The Secretary shall keep minutes, recording the business transacted at each General Meeting.

MANAGEMENT OF THE CLUB:

18. [See sub-clauses below]

- (a) While overseen by the Company's Directors, the affairs of the Club shall be managed on a day to day basis by the F&GP Committee, which shall consist of the President of the Club (ex-officio), the Chair, the Captain and the Vice-captain(s), and those officers elected at the AGM under 13(i) above and those Company Directors who have been appointed by virtue of association with Clubs to whom Associate Membership has been granted. The F&GP Committee shall have the power to fill any casual vacancies arising by co-opting additional members as it sees fit. A description of the role of the F&GP Committee and the job description for each officer are included in Appendix A. Eight voting persons excluding the President shall constitute a quorum.
- (b) The F&GP Committee shall appoint a Race Entries Secretary who shall manage the Club's Race Account. Members of the Club shall credit the Race Account with funds as appropriate in order to cover expenditure on race fees and/or costs associated with training and racing as the Captain and Vice-captain(s) may see fit. Clubs whose members enjoy Associate Membership may also make use of the Race Account provided that they underwrite any debts that their members may create. In the event that members are in debt to the Race Account they shall not be permitted to race unless a repayment plan is agreed with the Race Entries Secretary. In the event that a member is experiencing financial hardship the Captain may arrange to cover their racing costs from Club funds as they deem appropriate.
- (c) The F&GP may also appoint an individual(s) to manage the Junior Squad and the Masters Squad(s) as well as individuals to focus on specific tasks such as outreach, corporate rowing and schools rowing. These individuals may be co-opted onto the F&GP Committee.
- (d) Where the Chair or Captain plans to make appointments under rule 13(l) the F&GP will approve the plans and delegate a task & finish group to manage the appointment process. After appointment the F&GP will publish the detailed role, powers and responsibilities of any appointee and how they will operate with the officers of the Club. Any appointee may also be co-opted onto the F&GP Committee.

19. The F&GP Committee shall meet monthly with every third meeting open to all members of the Club. Dates of all meetings together with the agenda and the minutes of the previous meeting must be made available to all members of the F&GP Committee by email 7 days in advance of the meeting by the Secretary. Meetings will be chaired by the Chair. In the event

of a tie the Chair (or, in the Chair's absence, the President, followed by the most senior Vice-president present) shall have the casting vote. The Secretary shall keep the minutes of the meeting, which shall be circulated to all members of the F&GP Committee.

20. The Club is to operate so that the Company can be registered as a non-profit making community amateur sports club (CASC). The F&GP Committee shall ensure that all Club income is used to further its primary purpose of promoting amateur rowing and amateur sculling. Any surplus income or gains shall be reinvested in the Club. No distribution of Club assets shall be made in cash or in kind to members or third parties, with the exception of donations to other appropriate clubs or charities that further the Club's primary purpose.

21. The Treasurer shall keep an account of all monies received and expended. All expenditure, with the exception of normal running expenses, in excess of £25 shall have previously been approved by the F&GP Committee, except as otherwise provided in the job descriptions set out in Appendix A.

22. [See sub-clauses below]

- (a) The Strategy & Capital Committee shall consist of the President, the Chair, the Captain, Vice-captain(s), the Treasurer, the Fleet Manager, any Director of Rowing or Head Coach appointed under 13(l) above and one representative of each club whose members enjoy Associate Membership rights. Other officers and outside experts may attend as non-voting members if the Chair or Captain believes their insight may be useful. The Strategy & Capital Committee shall meet no less than four times annually and shall be convened by and chaired by the Chair.
- (b) The roles of the Strategy & Capital Committee shall be -
 - i) To consider the long-term strategy of the Club and make recommendations to the F&GP as to any changes in direction or focus. The agreed strategy will be published so that all members are aware of the strategy of the Club;
 - ii) To consider any ideas for significant capital investment and make recommendations to the F&GP as required;
 - iii) To make recommendations to the F&GP on boat purchases;

23. [See sub-clauses below]

- (a) The Operating Committee shall consist of the Chair, the Captain, Vice-captain(s), any Director of Rowing or Head Coach appointed under 13(l) and one representative of each club whose members enjoy Associate Membership rights. In addition, the Equipment Officer and Gym Captain may attend as non-voting members. The Operating Committee shall meet no less than four times annually and shall be convened by the Chair.
- (b) The roles of the Operating Committee shall be –
 - i) To consider equipment and gym time allocation across the Club and those clubs whose members enjoy Associate Membership rights;
 - ii) To consider priorities and competing demands for off-Cam races and usage of the Club's truck and trailers.

24. Each year the F&GP Committee will appoint a Welfare Officer and a Welfare, Discipline & Grievance Panel. This shall be done within one month of the AGM. The Panel shall consist of four people and may be drawn from the Club's membership or from third parties who are deemed to have relevant skills in mediation, or in welfare or with a legal background. The role of the Panel is set out in Rule 6.

25. The holders of the following posts shall ex officio be directors of City of Cambridge Rowing Club Ltd: Chair, Secretary, Treasurer, Captain, Safety Officer and Facilities Manager, unless they are prevented from being so by a contract of employment or a statutory requirement. Additional directors will be appointed by the F&GP Committee as required by City of Cambridge Rowing Club Ltd's articles of association.

LIABILITY

26. The F&GP Committee shall manage the affairs of the Club, under the oversight of the Company Directors. Financial or legal liability incurred in the rightful exercise of their office shall not, however, be the personal liability of the Committee, but shall be the responsibility of the members of the City of Cambridge Rowing Club Ltd (the Company), the Company and the F&GP Committee should ensure that adequate and appropriate public or preferably civil liability insurance is in place to cover all the activities of the Company, its directors, and members.

WATER SAFETY AND INCIDENTS

27. All members shall comply with the British Rowing guidance on safety save where it has been modified by the Captain and Safety Officer to account for local conditions and risks.

Any incident involving injury or damage to equipment must be reported to the Safety Officer, wherever possible within twenty-four hours. Incidents involving damage must also be reported to the Equipment Officer.

The Safety Officer may convene a panel to review any incident involving damage or injury. Upon request by the panel, each person involved in the incident shall provide a full account of the incident. The panel shall review the incident and report on what steps the Club should take and what lessons can be learned from the incident.

CLUB COLOURS AND BRANDS

28. The Club's colours shall be dark blue, claret and old gold. The Club blazer shall be dark blue with brass buttons, claret binding and the Club crest on the pocket. The Club cap shall be dark blue with claret binding and crest. The Club crest consists of the Arms of the City of Cambridge with the addition of the initials CCRC.

29. The Brand Development Committee shall be chaired by the Brand Development Officer who shall nominate, and by and with the advice and consent of the F&GP Committee, shall appoint additional members. Appointments shall run until a General Meeting is held or the appointee resigns. The committee shall support and develop the Club's brand, presence and publicity. This shall include responsibility for:

- (a) maintaining guidelines and resources for the appearance of the Club brand and presence for apparel, awards, merchandise, digital and print media including the Club's websites and social media, equipment, and buildings; and
- (b) reviewing any designs bearing the Club's identity; and
- (c) coordinating the Club's media relations; and
- (d) developing the design of the Club's racing kit for approval by the F&GP committee.

PROPERTY

30. All Challenge Plates and Cups and any other property of the Club shall be vested in the Company for the time being.

REPRESENTATION

31. The F&GP Committee shall have the power to appoint a representative of the Club to attend any meeting of British Rowing and to appoint delegates to attend any meeting of the Cambridgeshire Rowing Association (CRA).

THE BAR

32. The permitted hours for the supply of intoxicating liquor by the bar shall be determined by the F&GP Committee in accordance with the Club's licence.

33. Members may introduce and entertain guests in the clubhouse within reason. Introducing members shall be responsible for their guests' observation of the Club Rules and must not leave the club house before their guests. Members of visiting rowing clubs may also be admitted to the clubhouse and shall be allowed to purchase intoxicating liquor on the premises. Intoxicating liquor shall not be supplied for consumption off the premises except to a member in person.

34. No illegal betting or gaming shall take place on the Club's premises.

AMENDMENTS TO THE RULES

35. No alterations or amendments may be made to these Rules except at a General Meeting of the Club. Seven days' written notice of a motion to amend any rule shall be given to the Secretary, together with a statement of which Rule it is proposed to amend and a description in general terms at least of the proposed amendment. For the avoidance of doubt, no Rule in these Rowing Rules may contradict any other Article of the Company, and should this occur then the other Articles take precedence.

DISSOLUTION OF THE CLUB

36. If, upon winding up of the Club and the Company, there remains after the satisfaction of all debts and liabilities any property whatsoever, the same shall not be paid to or distributed amongst the members of the Club but shall be given or transferred to another registered CASC, a registered charity, or British Rowing, for use in related community amateur sports.

APPENDIX A

Job Descriptions of Club Officers and Purposes of Committees

JOB DESCRIPTIONS

President

It is intended that the President should assume a role appropriate to him/herself, within a general requirement to be a figurehead for the Club and to represent the Club or appoint suitable representatives of the Club in its dealings with external bodies. They will also play a role in considering the long-term strategy for the Club.

Chair

The Chair is an ex-officio member of both the Finance & General Purposes (F&GP) Committee, the Strategy & Capital Committee and the Operating Committee, chairing all three Committees as well as any Directors meetings.

Captain

The Captain has the widest range of duties in the Club, although many of these may be undertaken by an employed Director of Rowing and/or Head Coach, the Vice-captain(s) and by such Deputies as the Captain chooses to appoint. The Captain shall decide how many Vice-captains are appropriate for their Captaincy, and may appoint as many Deputy Captains or Squad Leaders as he or she shall see fit. The duties of the Captain are:

- (a) To be responsible for all the rowing and training activities of the Club.
- (b) To organise crews to represent the Club at regattas, head races and other events, including The Head of the River Race, The Women's Eights Head of the River Race, Henley Women's Regatta, Henley Royal Regatta, the CRA Town Bumps and any other events he/she considers appropriate.
- (c) To select crews for these events.
- (d) To organise coaching and appropriate land and water training programmes for all Club members wishing to row including novices.
- (e) To allocate the Club's equipment to crews and individuals and to determine how that equipment shall be used.
- (f) To provide direction to the Fleet Manager on priorities and the requirements and standards for equipment maintenance, and the Gym Captain on the requirements and usage of the gym.
- (g) To ensure that the Club members behave responsibly in training on and off the water and always act with consideration towards other members and members of the public.
- (h) To ensure that Club members are aware of and observe British Rowing's water safety guidance.
- (i) To ensure that crews record their outings on the online booking system.
- (j) To ensure that prospective members of the Club are given full information about the Club and its activities and an opportunity to participate in a limited amount of rowing before joining the Club. A prospective member is anyone who has made contact with an officer of the Club with a view to joining the Club.
- (k) To ensure that the Membership Secretary is informed of all new and prospective members and to assist the Membership Secretary in collecting subscriptions where necessary.
- (l) To act as arbiter in the allocation of equipment, training time and equipment maintenance priorities between the different squads of the Club and those clubs to whom Associate Membership rights have been granted.
- (m) To attend and report to all meetings of the F&GP Committee of the Club on the Club's rowing activities, and to ask and answer questions at such meetings.

The Captain's decision on all rowing matters is final. He/she is empowered to spend up to such limits as shall be agreed by the F&GP Committee at the start of the season (without further reference to the Committee) in carrying out his/her duties. If no spending limits are in place, the limit of £500 per calendar month shall apply.

Vice-captain(s)

To assist the Captain in carrying out any or all of his/her duties. The exact division of duties should be decided by mutual agreement between the Captain and Vice-captain(s), with the assistance of the other members of the F&GP Committee where necessary.

Secretary

The duties of the Secretary are:

- (a) To manage and organise the administration of the Club.
- (b) To keep minutes of meetings of the F&GP Committee (including the quarterly open meetings) and all General Meetings.
- (c) To hold and maintain the Club's liquor license.
- (d) To ensure that information is communicated and disseminated throughout the Club.
- (e) To ensure that the British Rowing Almanac contains an accurate record of the Club's successes and such other information as is necessary.
- (f) To represent the Brand Development Officer and Safety Officer at the F&GP Committee where necessary.

Brand Development Officer

To chair a Brand Development Committee and report on its findings and activities to the F&GP committee. The committee should produce guidelines and resources to help ensure a positive, clear and consistent image across all platforms and media, including the fleet. The committee should also review proposed and extant designs to ensure that they support the Club's image.

To coordinate the Club's websites, social media and designs, ensuring that they are being kept up to date and are supporting the Club's aims.

Membership Secretary

To maintain an up to date record of all members and their addresses and email addresses (where they exist), together with such other personal information as shall be required by the F&GP Committee. To ensure that all persons using the Club boats and equipment are fully paid up members of the Club.

Safety Officer

To ensure compliance by the Club with British Rowing's water safety guidance. To maintain a watching brief over all matters affecting the safety of Club members and the effects of the Club's activities on the safety of members of the public and make appropriate recommendations where necessary to the F&GP Committee.

Treasurer

To manage and organise the Club's financial position in such a way that the Club remains solvent and financially viable. To manage the Club's and company's financial assets. To receive the Company's and Club's monies and make such payments as necessary to ensure that the Company and Club meets all their financial obligations. To submit accounts made up to 30th June in each year to the Club's accounts reviewers and to present the reviewed accounts together with a Treasurer's Report for the year to the AGM. To advise the F&GP Committee on all matters affecting the Club's financial position and provide such information as is required by that Committee. To monitor the financial position of the Bar, to approve the selling prices determined by the Bar Steward and to advise the Bar Steward as necessary. To represent the Membership Secretary at meetings of the F&GP Committee where necessary.

Facilities Manager

To manage and organise the maintenance of the fabric of the boathouse, including the clubhouse, gym and changing rooms. The Facilities Manager shall have day-to-day responsibility for the changing rooms and public areas. The Facilities Manager shall coordinate responsibilities for the operation and serviceability of building working with:

- (a) The Gym Captain who shall have day-to-day responsibility for the gym;
- (b) The Bar Steward who shall have day-to-day responsibility for the Club room;

- (c) The Fleet Manager who shall have day-to-day responsibility for the boat bay.
- (d) To be responsible for the Club's obligations with regard to health and safety matters with regard to the use of the clubhouse. To be the first point of contact for any third parties wishing to use or hire the building or its facilities. To represent the Bar Steward at meetings of the F&GP Committee. In the furtherance of the above duties, the Facilities Manager may spend up to such limits as shall be set by the F&GP Committee at the start of his term in office.

Fleet Manager

To be responsible for developing a boat buying schedule in consultation with the Strategy & Capital Committee. To maintain relationships with the main rowing vendors. To manage the sale and disposal of boats that are no longer required by the Club. To be responsible for the management of the boat bay including where boats are racked. To oversee the fleet maintenance budget working with the equipment officer.

Equipment Officer

To be responsible for the day to day maintenance of the Club's boats, trailers and other equipment as necessary with a team drawn from the membership of the Club. To be responsible for the day-to-day management of the boat bay.

Gym Captain

The duties of the Gym Captain are:

- (a) To oversee the usage of the gym including weights area and ergs.
- (b) To make recommendations to the Operating Committee on the equitable usage of the gym across the squads and administer the booking system for the use of the gym area.
- (c) To be responsible for the day-to-day management of the gym area of the boathouse.

Bar Steward

To organise the running of the bar. To open or organise the opening of the bar at such times as shall be determined by the F&GP Committee. To have custody of the Club's bar stocks. To sell or organise the selling of the Club's bar stocks at prices to be determined in conjunction with the Treasurer. To purchase or organise the purchasing of bar stocks, cleaning materials and the like where necessary. To manage the bar area in the clubhouse and to ensure that it is cleaned regularly and maintained to an appropriate standard. To be responsible for the day-to-day management of the clubhouse area of the boathouse.

Social Secretary

To arrange the Club's calendar of social events and other fund raising activities necessary to provide financial support for the Club's activities and enhance the social aspects of the Club. The calendar of events should be prepared at least three months in advance. To organise the Club's annual dinner, noting that the outgoing Social Secretary will often retain responsibility for organising the dinner if it occurs soon after the AGM. To appoint a competent member to run each event. To monitor the organisation of each event and report to the F&GP Committee as required by that Committee.

Events Coordinator

To arrange the Club's calendar of head races and regattas, rowing and social events and other fund raising activities necessary to provide financial support for the Club's activities and enhance the social aspects of the Club. The calendar of events should be prepared at least six months in advance. This position may be held jointly by one or more people to allow easier organisation of social and rowing events. To appoint a competent member to run each event as To appoint an Event Secretary for each event and ensure that a committee is

formed for each event covering umpiring, marshalling, safety and welfare. To monitor the organisation of each event and report to the F&GP Committee as required by that Committee.

Welfare Officer

To advise the F&GP committee on compliance with all the procedures described in British Rowing's safeguarding literature and to act as a focal point for reporting any concerns. This person will have the primary responsibility to check that everyone who has significant access to young people within the Club is suitable for that role and has been vetted as described above. The person appointed should be identifiable to the junior members of the Club and their parents, but should have a degree of independence from their activities – for example, he or she should not be the junior co-ordinator or actively coaching juniors. The Welfare Officer should undergo the vetting procedure described on the British Rowing website. To take all reasonable steps to protect young people (under 18 years of age) from harm, discrimination and degrading treatment and to respect their rights, wishes and feelings. To identify cases where a child needs protection.

Race Entries Secretary

To facilitate Club entries into regattas and head races. To ensure prompt entry to events, together with payment of entry fees. To collect money from the Club's members intending to attend events in the future to ensure there is sufficient money to pay for entries, and track these funds.

PURPOSES OF THE COMMITTEES

Finance & General Purposes

The primary role of the F&GP Committee is to ensure that the Club achieves its aims as set out in Rule 1 in such a manner as to secure its long-term future. All expenditure in excess of the spending limits set in the job descriptions of the officers must be approved by the Committee. Each member of the Committee is expected to be pro-active and to liaise frequently with other officers and members of the Club.

The members of the F&GP Committee are:

- (i) President
- (ii) Chair
- (iii) Captain
- (iv) The Vice-captain(s)
- (v) Secretary
- (vi) Treasurer
- (vii) Facilities Manager,
- (viii) Fleet Manager and
- (ix) Events Coordinator

Other members may be co-opted (e.g. Junior Squad Coordinator)

Strategy & Capital Committee

The duties of the Strategy & Capital Committee are:

- i) To consider the long-term strategy of the Club and make recommendations to the F&GP as to any changes in direction or focus. The agreed strategy will be published so that all members are aware of the strategy of the Club;
- ii) To consider any ideas for significant capital investment and make recommendations to the F&GP as required;
- iii) To make recommendations to the F&GP on boat purchases;
- The members of the Strategy & Capital Committee are:
 - (i) President

- (ii) Chair
- (iii) Captain
- (iv) The Vice-captain(s)
- (v) Fleet Manager
- (vi) Treasurer

Other members may be co-opted if they bring in suitable experience and insight

Operating Committee

The duties of the Operating Committee are:

- i) To consider equipment and gym time allocation across the Club and those clubs whose members enjoy Associate Membership rights;
- ii) To consider priorities and competing demands for off-Cam races and usage of the Club's truck and trailers.

The members of the Operating Committee are:

- (i) Chair
- (ii) Captain
- (iii) The Vice-captain(s)
- (iv) Gym Captain (non voting)
- (v) Equipment Officer (non voting)
- (vi) One representative of each club whose members enjoy Associate Membership rights.

Other individuals may be co-opted for example any employed Director of Rowing or Head Coach or Squad Leaders.

Welfare, Discipline and Grievance Panel

The role of the panel is as follows:

- i) To provide a small pool of individuals who can be quickly brought in to help mediate on Club disputes;
- ii) To provide a group of three people who can act as an adjudicating body in grievance and discipline cases.
- The panel shall be appointed by the F&GP Committee and shall comprise individuals who are deemed to have the ability to mediate and form judgements on cases having due regard to process and fairness. Members may be drawn from within and outside the Club's membership.