

2012-13  
COMMITTEE HANDBOOK



**KEEP CALM**  
IT'S ONLY  
**COMMITTEE**  
**TRAINING**

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# PART ONE

## the basics

To get you started we will look at how UBSport is run, how you and your club fit in to our structure and give you all the key contact details that you'll need throughout the year.

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# ONE welcome

**If ever there was a time to be involved in sport, it is now. You'll be starting your roles in earnest with the dust having barely settled on the London 2012 Games with interest in sport in this country higher than it has ever been before.**

You can't have helped but notice the fantastic reception and recognition that the Olympic and Paralympic Games Makers received from just about everyone this summer. Well, your role here at UBSport is no different and it is with this in mind that I offer a **big thank you** for having stood for a position on your committee. Over the past decade, University of Birmingham Sport (UBSport) has firmly cemented itself as a top three BUCS institution and a destination for sport in Higher Education. This simply cannot have happened without the hours that you put into your club and your sports.

To help you in your year on committee, we have produced a handbook that should act as a guide and a first point of reference for any questions or queries you might have. Whether your looking for contact details or perhaps some ideas, use this handbook to help you on your way.

While extremely useful, this handbook should never replace the experience and expertise that is available for you via the staff of UBSport. The interaction with club members is one of the main reasons our staff are in their roles. So, if you fancy a chat about your sport, want to let us know how well you are doing or just fancy making someone a cup of tea then please come and see us!

Good luck throughout your year on the committee and take this opportunity to change someone's life for the better: get them involved in sport.

**You are UBSport.**

**Thank you.**

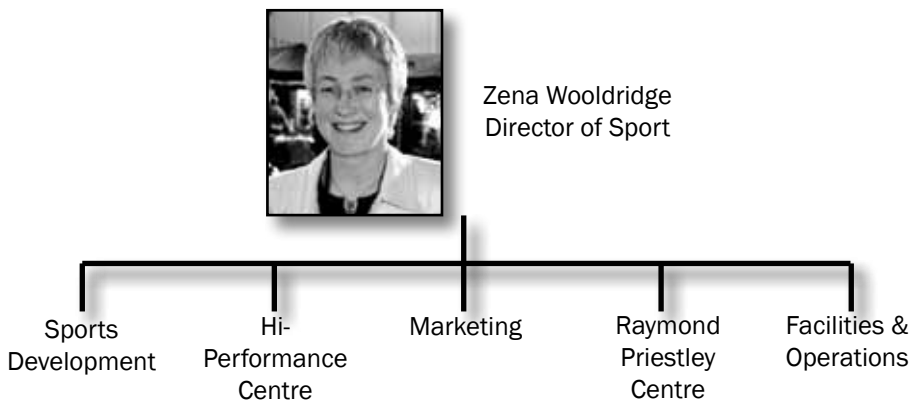
# TWO

## ubsport structure

The majority of sport provision within the University of Birmingham is managed and supported by UBSport. UBSport delivers its services to achieve four strategic aims, below, which we'll be hearing a lot more of when we begin to look at your club development plans:

- **Increasing participation:** Increase participation in sport and active recreation amongst students, staff, alumni and the community.
- **Improving performance:** Position the University of Birmingham to challenge the best in higher education sport in its academic class.
- **Development of leadership through sport:** To develop leadership and vocational skills through sport to enhance citizenship and employability.
- **Sustainable business:** To ensure UBSport's longer-term business sustainability and success through the application of robust management principles and processes.

These four strategic aims are delivered through five departments listed below:



Sports clubs sit within Sports Development, but your activities will straddle all departments. For example, your club could be holding a tournament on campus. To do this you would need to consult with Operations to ensure risk assessments are in place; you might talk to Hi Performance to set training programmes for your scholars; a promotion campaign could be set up with Marketing and you might organise a training weekend at the Raymond Priestly Centre for a tune up. So, what do these departments do? Let us explain...

## Sports Development

The Sports Development department will quickly become your new best friends. Most of your day-to-day running will be delivered by one of the individuals below and so the vast majority of your contact within UBSport will be with one of them. Both sports participation and performance are delivered through Sports Development so ideally your club should tie-in with each of the individuals below at some point throughout the year.



### **Club Development Manager | Chris Anthony**

t: 0121 414 6712 | e: c.j.anthony.1@bham.ac.uk

Chris's main role is to support the development of all club committees in running their clubs. This includes delivering Club Conference, budget setting and support, and authorising payments relating to club expenditure.



### **Club Development Officer | Adrian Scriven**

t: 0121 414 3870 & 07867 906 387 | e: a.r.scriven@bham.ac.uk

Adrian oversees the administration of your club activities including booking training sessions, transport and arranging all fixtures. Clubs should also notify Adrian of all trips. All contact regarding BUCS should come through Adrian.



### **Participation Development Manager | Catherine Adams**

t: 0121 414 3781 | e: c.a.adams@bham.ac.uk

Providing Active Lifestyles classes such as Body Pump, Intra-League tournaments like 11-a-side football and introductory Try Sport programmes, Cat delivers participation sport to the masses.



### **Volunteer Development Manager | Gary Yates**

t: 0121 414 2274 | e: g.p.yates@bham.ac.uk

Gary runs various volunteer programmes including PasSPORT and also link into local coaching schemes to provide community links for your club and its members.



### **Sports Development Administrator | Michelle Poole**

t: 0121 414 42259 | e: m.poole@bham.ac.uk

Without Michelle's work, nothing would get done. Behind everything that you see one of the above do, Michelle is there pulling the strings ensuring you get the very best service possible.

## Hi-Performance Centre

As you might expect, this department deals with the high-end of University sport, hosting an interdisciplinary sports science and sports medicine support service. From delivering one of the most complete sponsorship packages in the country to providing cutting edge sports science support our team is dedicated to helping you make the most of your season.

### Senior Sports Scientist | Eleanor Jones

t: 0121 414 8583 | e: e.jones.2@bham.ac.uk

A BASES accredited laboratory director, Eleanor is also accredited for physiological support. She has completed the IOC Diploma in Sports Nutrition – helping to bring cutting edge sports nutrition support to our athletes.



### Sport Science Officer | Alex McGregor

t: 0121 414 7859 | e: a.r.mcgregor@bham.ac.uk

Alex works closely with our clubs to make sure that they have the programmes that they need to perform. From S&C to club testing he provides a complete support programme. Please contact him if you would like to know more about how he could help you.



### Head Strength & Conditioning (S&C) Coach | Darren Fowler

t: 0121 414 8073 | e: d.w.fowler@bham.ac.uk

Darren heads up the team that delivers sport specific training plans to maximise the physical preparation of athletes in relation to their sport.



### Sport Psychologist | Jennifer Savage

t: 0121 414 7645 | e: j.savage@bham.ac.uk

Jen will assist athletes in maximising their own individual potential, achieved with individually tailored sessions to develop psychological skills and coping strategies.



### Sports Scholarships Officers | Various

t: 0121 414 4519

With Jennifer overseeing the Scholarship Manager role while Luke Gunn is on a 12-month sabbatical, there are a number of administration staff who will assist with our UK-leading scholarship programme with its excellent recruitment and athlete care.



## Marketing

Our Marketing department is here to raise the profile of sport on campus and, of course, that means your clubs, too. From big events, such as the annual xpLoSION, to the electronic newsletter, *The Pride*, Marketing strive to ensure that as many people know about what you do as possible. The team also ensure that every social media angle is covered. The UBSport **Facebook fanpage** has nearly 4,000 followers from which we can tag and promote your club pages and events. Our ever growing catalogue of tweets on **Twitter** and photos on **Flickr** give us further ways to publicise your club.



### **Assistant Marketing Manager | Ann Kite**

t: 0121 414 7143 | e: a.kite.1@bham.ac.uk

Ann looks after the UBS website, which in turn links into all aspects of social media, including Facebook, Flickr and Twitter feeds. She also oversees and designs the majority of publicity materials as well as big events such as the Sports Awards Evening.



### **Marketing Officer | Kate Allum**

t: 0121 414 8213 | e: k.allum@bham.ac.uk

Kate works in three key areas: Recruitment, getting the best young sports people to come to UoB; Alumni, making sure relationships with ex-students are maintained; and Sponsorship, working with clubs to find you extra money!



### **PR, Media & Promotions Officer | Jenna Hadley**

t: 0121 414 2262 | e: j.v.hadley@bham.ac.uk

Our public relations guru, Jenna will ensure that UBSport is represented across the University, the West Midlands region and nationally by working with the Media and writing stories for the UBSport website and *The Pride*.

## Raymond Prestley Centre

Tucked away in the idyllic setting of Coniston in the Lake District it is sometimes easy to forget this service and what it could do for your club. Adventure weekends are run through the year, and the Centre can be used as a base for training camps or team building sessions. It also offers clubs coaching qualifications so is definitely worth a look if your club could do with a training camp.

t: 01539 441 364 | e: coniston@bham.ac.uk



## **Operations & Facilities**

Operations look after the health and safety and day-to-day running of the sports facilities on campus. Delivered by your friendly black and orange clad Recreation Assistants and key managers, Operations ensure that you can perform to the best of your abilities without worrying about whether you have the equipment and facilities.

### **Facilities Manager | Steve Harris**

t: 0121 414 7932 | e: s.a.harris@bham.ac.uk

Steve oversees all Facilities run by UBSport including all indoor and outdoor facilities on the Edgbaston and Selly Oak Campuses. Steve also ensures the Health and Safety of all members and will help clubs with any risk assessments.

### **Operations Team Leaders:**

#### **Dan Daly - Indoor | Alan Tolley - Outdoor | Sarah Smith - Reception**

t: 0121 414 3302

Our team leaders are responsible for the quality of facilities, making sure they are fit for purpose and ready for your usage, with each of the three leaders specialising on one of the UBSport facilities.

## **Senior management team**

Overseeing each of the above departments, the senior management team is responsible for the overall delivery of sport at UBSport. While their contact details are given below, please only contact them in case of an emergency - their time is valuable and so if your question can be solved by other members of the team then please approach them first.

**Director of Sport** | Zena Wooldridge OBE | z.j.wooldridge@bham.ac.uk

**Vice President - Sport** | James Hughes | vps@guild.bham.ac.uk

**Sports Development Manager** | Christina Boxer | c.boxer@bham.ac.uk

**Performance Sport Manager** | Alex Taylor | a.s.taylor@bham.ac.uk

**Marketing Manager** | Glen O'Donovan | g.d.odonovan@bham.ac.uk

**Raymond Priestley Manager** | Norman Beech | n.e.beech@bham.ac.uk

**Operations Manager** | Bess Evans | b.evans.1@bham.ac.uk

**Sports Project Manager** | Sue Briggs | s.c.briggs@bham.ac.uk



# THREE

## guild of students

The Guild of Students provides support, directed by a democratically elected sabbatical officer team. It is in place to make sure that your student experience is as good as it possibly can be, whether that is in the form of campaigning for your student rights, nights out, being a place to meet new people, house hunting and much more! Vice-President Sport this year is James 'and the Giant Peach' Hughes, who will be the go to figure, running your club forums and mini-forums, as well as Sports Nights, Sport Ball plus much more to ensure your voice is heard.

### **Vice President (Sport) | James Hughes**

t: 0121 251 2339 | e: vps@guild.bham.ac.uk

**What made you run for VPS?** I only beginning playing the sport I now compete in once I started at Birmingham gave huge motivation to allow others an easy entrance into sport at whatever level.

**What changes are you hoping to make?** In addition to improving making student sport open to all, I want to make sure that all sport is capable of giving every student a sense of identity. All students when they join something sport-related need to be made to feel a genuine part of it. Also, I believe that students should be more aware about having a healthy diet and I will be looking to input a fresh sense of momentum into improving the healthy options across the Guild and University Campus.

On a closing note, I want to work in order to get the best possible value in student sport at Birmingham.

**What are you most looking forward to?** The chance to really make a difference to students by combining my own ideas with the representation of all interested or potentially interested in sport. There is of course the fun social side that should always exist in sport at whatever level, that will no doubt bring much excitement.

**Best thing about playing sport at Birmingham?** The pride I feel every time I pull on my blue, red and gold running vest is something that makes me tingle! I have been able to gradually work my way up from social to elite sport within the structure of sport at Birmingham. This is something I am desperate to see a more common experience!



Your full-time sabbatical officers alongside the VP(Sport) for 2012-13 are:

**President | David Franklin**  
**president@guild.bham.ac.uk**

The President leads the Officer Team and the Guild, with responsibility for ensuring that your views about your education and welfare are represented and heard at every level within the University.



**VP(Democracy & Resources) | Leander Jones**  
**vpdr@guild.bham.ac.uk**

Ensures elections run smoothly and that campaigns and Guild Council are working in your interests. Oversees the Guild's communication channels, facilities and events and considers the need to invest in representation, support and involvement.



**VP(Education) | Simon Furse**  
**vpea@guild.bham.ac.uk**

Represents you on academic issues, to ensure students get the highest quality of teaching, feedback and assessment. Attends senior committees such as University Senate and the Quality Assurance and Enhancement Committee.



**VP(Housing & Community) | James Robertson**  
**vpnc@guild.bham.ac.uk**

Represents students in University halls and in the local community, working to ensure they get the best from their accommodation. Works closely with Residence Associations (RAs) and Student Mentors.



**VP(Activities & Development) | Ollie Cosentino**  
**vpad@guild.bham.ac.uk**

Helps students develop and champion the diverse array of activity they undertake both on a local and national level. Emphasises the skill-set that students develop whilst undertaking student activity.



**VP(Welfare) | Katherine Easy**  
**vpw@guild.bham.ac.uk**

Protects your rights as a student and ensures that you know your rights. Fight for equal opportunities, religious freedoms and liberation. Support and direct: the Advice & Representation Centre (ARC), the Student Mentor Scheme and the Job Zone.



# PART TWO

## club structure

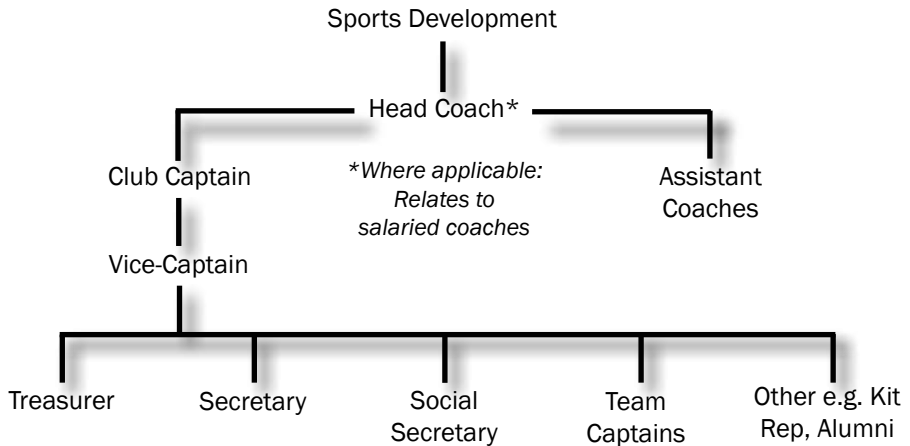
**Understanding how your club is structured is vital if you are to run your club successfully. From holding AGMS and meetings to understanding your coach and instructor relationships part two looks at giving you the best possible foundation for the year.**

### **sections:**

- 4 committee structure**
- 5 club agms**
- 6 committee responsibilities**
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# FOUR committee structures

There is not a one-size-fits-all structure that your club must adhere to. Each sport is unique and that means how you run your club must be adapted to your specific needs; however, the basic idea remains the same: clubs are run by a student committee that is democratically elected at a club AGM (Annual General Meeting) for the benefit of their members. A typical structure of a club committee is as follows:



The exact make-up of your structure is dependant on the needs of your club, and should be set out in your club constitution.

The **club constitution** should detail the committee positions that your club holds alongside how the club is to be governed, in line with UBSport policies and procedures. If you want to change a role within your club then your members must agree to it by voting to accept a new constitution with the changes in it included; this can only happen at a club AGM or E(mergency)GM, so it is not something that happens everyday.

Please note that coaches sit directly under Sports Development and so are not directly accountable to club committees. This means that all appointments and changes in coaching staff must be dealt with through Sports Development Staff.

# FIVE

## club agms

Your AGM is the process by which each club reviews their season and elects a committee for the following academic year as well as voting in any changes, such as an update to your club constitution. It gives members a fair and democratic opportunity to stand for a committee position and affect the way that your club is run.

If run correctly, AGMs should provide your club and your members with:

- A fair and democratic committee election process
- More informed candidates running for positions
- A clearer handover process between committees
- A chance to contribute to club developments

AGMs set the direction of your club and so they are important to get right. From ensuring you get the right candidates for the appropriate committee position to ensuring everyone can provide feedback and vote, a well run AGM will ensure that preparations for the new year are on track.

### **Holding your AGM**

A complete set of procedures for clubs to follow will be circulated at the 1-1 meetings in January but an AGM needs to include some compulsory items:

- Reports from committee members
- Election of the new committee
- Agreement of handover dates

We can help in a number of ways such as booking rooms for you. We can also attend the meeting if you would like to so that we can provide hints and tips on how to improve what you do.

The time line over page gives you an overview of how your second and third terms should look in relation to your AGM. If you believe that you will not be able to hold your AGMs within this time frame then please let the Club Development Officer or Manager know as soon as possible so an alternative can be arranged.

| When?       | What?  |
|-------------|--|
| In February | Decide upon date of meeting and a suitable location  |
| AGM -7 days | Send out the AGM agenda to all members and Club Development Officer  |
| AGM -2 days | Make voting cards and print out copies of the agenda.  |
| AGM         | Hold your AGM! Make sure you have an attendance list.  |
| AGM +1 day  | Write up the minutes of the AGM and send to the club   |
| AGM +7 days | Send in minutes of the AGM to the Club Development Officer   |
| Before June | A period of handover should be observed  |
| In June     | The incoming committee must attend Club Conference. You are not exempt if you are a re-elected committee member. Failure to attend will result in the withdrawal of Kukri sponsorship. |

## **Common problems**

Knowing some of the issues that might arise will allow you to address and hopefully avoid some of these common problems.

### **Members don't know what they are running for**

Try and provide them with as much information about the roles as possible. In section six we outline example job roles that you could email out. Last year, Squash organised a pre-AGM meeting a month before to outline the positions available.

### **No one wants to run for a position**

Talk up the opportunities and personal development opportunities that being on a committee offers. While you shouldn't campaign for an individual there is nothing wrong with telling someone that you think they would be perfect for a role.

### **I don't think the person is suitable**

While you might not be a fan of the person running for the position, don't forget that your committee is democratically elected and so a majority might like this person to be elected. Think about your reservations and consider discussing them with the individual or a member of Sports Development.

### **I think attendance will be low**

While an AGM must accomplish set objectives, it doesn't have to be boring! This should be as much about celebrating the year as planning for the next so add in some awards or thank yous among the compulsory elections and reports. Make the venue accessible and at a convenient time - or just ask your members what they want from an AGM so they have no excuse not to attend!

# SIX committee responsibilities

The democratic nature of a student-led club allows all club members to have a say in how the club is run and ensures that you members take ownership over their club. With this ownership comes a responsibility to ensure that your members are safe, happy and adhere to UBSport's policies and procedures.

## **Joint responsibilities**

To help you understand your role a bit better we have devised a job list for the compulsory committee positions. This might seem like a lot at first, but don't forget that you are a committee and not just one person doing this – delegation is a good sign of leadership! Just to prove that it should never be a “one person show”, below are some of the collective responsibilities that committee members should all undertake:

- Develop your club
- Organise trips and fixtures
- Safety of members including reporting all accidents, incidents and near misses to the Sports Development Office within 24 hours of the incident.
- Complete and update all risk assessments
- Adhere to all UBSport Polices & Procedures
- Communicate with UBSport
- New committee attend mandatory committee training
- Ensure all members have paid club membership
- Hold an AGM

But don't be overwhelmed – while you might be doing some of this for the first time the staff at UBSport have been helping committees for years and in some cases have been committee members both in and out of University so don't be afraid to ask for their help!

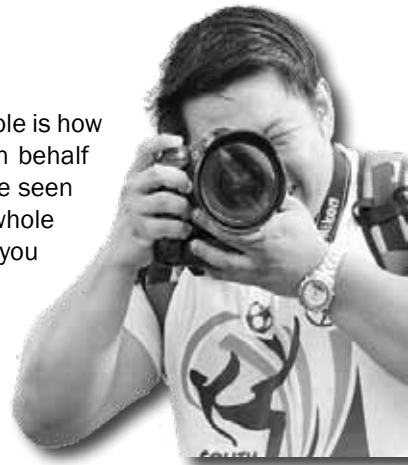
## **1-1 meetings, club forums and mini-forums**

Another joint responsibility is to represent your club and your members by attending a small number of meetings a year. These are held by UBSport and your VP Sport, respectively. When a meeting is advertised as compulsory it is your club's responsibility to send the minimum required attendees or face possible disciplinary action.

## Talking to the media

One of the key responsibilities for a committee as a whole is how you might respond to the Media. When you speak on behalf of the club, in University clothing or on campus you are seen to be representing the views of the University as a whole rather than you as an individual. As a consequence you are expected to follow the below guidelines.

In the event of any emergency and/or incident we ask you to not make any statement to the media other than “no comment”. DO NOT discuss ANY aspect of an incident with anyone who is not connected with the emergency services. If contacted by the Media please contact UBS Marketing. We can then, if necessary, make a statement on your behalf.



## Conduct of members

One of the biggest roles of a committee is to ensure that all members of their club are not acting in a way that could foreseeably cause harm to themselves or anyone else, and be aware that they owe a “Duty of Care” to those who are so closely affected by their acts and omissions. Members of your club will look to you to set the standards of behaviour so your committee needs to be sure that you are aware of all policies and procedures that govern your club, whether they are set by UBSport, BUCS or, if relevant, your particular Regional and National Governing Body guidelines.

As such please make sure that you are familiar with these policies and procedures by looking at the Club Development section of the UBS website or relevant NGB website.

Further to this, please note:

- The club will abide by the safety codes of practice at all training facilities or events attended.
- Members will pay their own fines for any cautions or suspensions received. UBSport will take any responsibility financial or otherwise.
- Any member who is deemed by UBSport to be acting in an irresponsible manner or ignoring guidelines laid down may be subject to disciplinary measures by your respective club, UBSport, your NGB or the University.
- The benefits of membership to all sports and activities are conditional upon the proper conduct of members and such benefits may be to conditions or may be withdrawn in the event that it is shown that a member’s conduct has breached UBSport’s values or policies.
- Members must abide by UBSport’s Social Policy, which is available online and covered in more detail in section 8 of this handbook.
- All members are also expected to follow the Terms and Conditions of the Munrow Sports Centre at all times.

# SEVEN

## committee

### job roles

These are by no means comprehensive lists – you will almost certainly find other things cropping up all over the place but they do give you a starting point from which to work with. Please make sure that your club has an up to date version of job roles specific to you club in your club constitution.



#### **Captain/chairperson (current UoB student)**

- To be the main UBS contact
- Ensure that all club good practice guidelines, codes of practices, risk assessments are followed.
- Arrange regular meetings of the club including the AGM.
- Ensure that all accidents/incidents are reported as appropriate to Sports Development within 24 hours or where practicable.
- Ensure the Clubs Code of Practice and Safety Policy is strictly adhered to.



#### **Treasurer (current UoB student)**

- Administer the club's finances.
- Produce the club's annual budget request.
- Manage the collection of club membership fees.
- Ensure that all members that will be competing in BUCS leagues and competitions have paid their membership fee before your first BUCS events.
- Be the signatory on all claim forms.
- Ensure that an income and expenditure account for the previous academic year is presented to the club AGM.



#### **Secretary (current UoB student)**

- Deal with all incoming communications and pass these on to the committee and/or members.
- Maintain accurate membership lists.
- Keep members up to date about all club activities.
- Publicise meetings.
- Provide secretarial support to the club committee and issue minutes of meetings and agendas to club members.
- Compile introductory material for new members.



### **Social secretary**

- Liaise with UBS Staff on everything concerning initiations, socials, social trips, social shirts etc.
- Publicise all social events to club members.
- Ensure all social activities are inclusive and non-discriminatory.
- Organise Freshers' Week and Sports Fair activities to help promote and publicise the club.
- Look out for sponsorship opportunities



### **Team captain**

**(current UoB student undertaking a minimum of 60 credits if representing UoB in BUCS competitions)**

- Liaise with the Club Development Officer about everything concerning fixtures, friendlies and transport arrangements.
- Ensure that all squad members have paid and registered and fulfil the BUCS or equivalent eligibility requirements.
- Submit team sheets by 12.00hrs a day prior to the fixture or friendly
- Ensure that appropriate officials have been booked in accordance with BUCS and/or equivalent regulations.
- Communicate with the Club Development Officer immediately in the event a problem arises with a fixture: 07867 906 387
- Call or text in the final score, immediately after a fixture.
- Report any accidents to the Club Development Officer immediately, specifically if the emergency services have been called: t: 07867 906 387
- Attend the BUCS Captains briefing (4th Oct) – failure to do so will result in removal from position.
- Ensure that BUCS rules and regulations are adhered to.
- Communicate your successes through UBSport Marketing, Redbrick and our website.

### **Other positions**

As mentioned, while the main positions have been listed these are by no means the only ones that your club will necessarily have. The important thing is that your committee and your club are really clear on what the job roles of all members are.

It is usually only when roles become muddled or are not clearly defined that problems start to arise or tasks start to fall through the cracks. So whatever your positions are, make sure you have clear job roles for them!

# EIGHT coaches and instructors

Across our sports clubs, UBSport are served by over 90 coaches and instructors, some of which have been with us for over 10 years. Their role depends on the sport and the team that they coach, but in general terms they are there to enhance the level of performance of the club.

UBSport aims to provide excellent standards of coaching and training for each club and appoints qualified coaches of the required standard to carry out the coaching of each club. UBSport alone are responsible for appointments and as such:

**Clubs have no jurisdiction to appoint coaches and doing so could lead to serious legal consequences for the Club and the University.**

As committee members you must work with them to ensure that they get all the support that they need to be able to deliver the level of tuition and expertise that you need for the club to progress. In return the coaches must provide you with a high level of service, which includes providing a safe environment for you to train in.

## **Getting the most out of your coaching**

A good working relationship is vital for success to be achieved, and as with most things, communication is key to this. Before you begin your season you should arrange a time to meet with your coach and agree your targets for the year. Throughout the season you should then meet again to discuss how you are faring against these targets – do things need to change? Is a new approach required? Only by doing this can you be sure that you are working to the same goals. Involving them in your Club Development plan is vital to this!

## **Appointing coaches**

Should you need to appoint a coach for any reason then it is important that you come to see us as soon as possible. We will sit down with you and go through all of the processes, which will include:

- Agreeing the level of coaching qualifications required
- Setting coaching responsibilities
- Setting the rate of pay and ensuring that this is budgeted for

The appointment process looks like this:

**1. Resignation:** Written confirmation of resignation must be received by UBSport from your existing coach before you can look to appoint a new coach. Where the post is a new one, start with step 2.

**2. Role review:** To make sure the coach is still doing what UBSport and the club want the coaching role must be reviewed. Where a new post is being considered, this will be written from a template.

**3. Advertisement:** Coaching positions must be advertised for a minimum of two weeks. UBSport will post adverts on websites such as BUCS and NGB websites; committees can also distribute them to those they feel might be interested.

**4. Interview:** Once candidates have been short-listed by UBSport and the club committee, interviews will be attended by UBSport Staff members and representatives from the club. Interviews can include practical tests.

**5. Probation period:** Once appointed coaches will be under a review period of three months. Clubs will be expected to work closely with UBSport to ensure the newly appointed coach delivers to a high standard.

## Coaching performance

Don't forget that this is your club! While coaches are there to provide you with their expertise they are ultimately there to deliver what service that should be agreed between them and your committee.

If you are not happy with the performance of your coach or instructor then UBSport need to be told about it. We will then work with you and your coach to review what hasn't been working and look at ways to fix it. If, after a set period of time, this still doesn't work then, and only then, will UBSport look at the possibility of getting a new coach.

It is very important that these steps are followed so that the University are covered from a legal stand point.

**REMEMBER: Coaches are appointed by UBSport so cannot be hired or fired by clubs!**

# NINE

## managing your club

In many cases, members are elected onto a committee without any previous experience of being on a committee or running a club for the benefit of their members. All of a sudden your committee has a number of objectives to achieve and rules to follow. So, how do you do achieve your goals and successfully run your club? Below are five tips to help:

### **Communication**

Knowing what you are doing in your individual role is important. But when you are running one aspect of a club then communicating what you are doing and knowing what others are doing becomes increasingly important. Committee meetings can become hugely important; take a look at Section 9.2 to see how to make them work for your club.

### **Delegation**

Once you know what it is that you have to do, make sure that the workload is shared. Too often a committee member can take on all of the work, which has two negative effects:

- Things don't get done. If there is too much for one person to do, then one person won't be able to do it. Or if they can it will probably be at the detriment of their degree.
- Resentment. If your committee are feeling under-used and neglected then they might stop doing what little they have been allowed to take responsibility for.

To avoid this, find out the strengths of each committee member and share the responsibilities accordingly.

### **Time management**

Important in all aspects your life, prioritise what needs to be done and plan accordingly. And please don't forget to include time for going to lectures.

### **Preparation**

Make sure that you prepare for anything that you need to do. You wouldn't go in to a match or race without training so bring the same philosophy to running your club.

### **Ask for help**

Never be afraid to ask for help. No one expects you to have all the answers if you have never done the job before. Both staff and previous committee members have the experience to help you so make sure you ask!

## Committee meetings

Meetings are crucial for good communication and getting the most out of your committee. They can be used for: making decisions; solving problems; long- or short-term plans; and handing out actions. But meetings can be a complete waste of time and energy if they are not run properly.

How often you meet is completely up to you. Our suggestion would be at least once a month but no more than once a week, unless there is a particular event that is coming up that needs special attention.



### Stages of your meeting

Now you know how often you are having your meetings, what are the stages?

- **Before:** Plan the Agenda - decide what items to include; give a deadline for agenda items; send the agenda three days before meeting; what reports have to be prepared beforehand, by whom?
- **During:** make introductions; hand out agendas for clear running orders; hand out all the necessary papers
- **After:** Minutes written up and circulated; actions are followed up; another meeting is prepared.

### Common problems

Meetings can be plagued by problems. Some of the most often recurring problems are easily avoided if you know what you're looking for:

- **Lack of clarity:** The Chair should clarify or sum up all issues, for the purpose of the attendees and the minute taker.
- **Decisions delayed:** Putting off a decision won't make it go away. Only do this if you genuinely need more information or wider consultation.
- **Too little involvement:** Make sure everyone get's the chance to share their point of view. If someone is being over-bearing ask them to pipe down.
- **Meetings go on too long:** agree a rough finishing time at the beginning of the meeting and don't let people ramble on.
- **Lack of understanding of the issues:** Make sure people are given the information they need to make a decision on an issue.
- **No real follow up:** Make sure actions are clearly identified. If work is not done then it is easier to find out where the problem is.

## Meeting agendas

One of the easiest way to keep track of a meeting and to limit all of the above problems is to make use of an agenda. The example below can be adapted to any club and provides a structure that meetings so often need.

### Example agenda

#### 1. Apologies for absence

Make a note of who is present and people who have said they cannot make the meeting.

#### 2. Minutes of the last meeting

Go through quickly to see if they are a correct record, and agree. This is just to correct any errors or omissions, not to discuss items again.

#### 3. Matters arising

Progress made on items agreed at the last meeting.

#### 4. Reports

Circulated in writing beforehand – a report of what the committee has been doing.

#### 5. Issues

Go through the Agenda Items in order. For each point make sure there is an action point given to someone with a deadline.

#### 6. Standing items

Items discussed each meeting such as:

- Financial Report
- Club development
- Recruitment and profile
- Constructive criticism
- Events and Competitions

#### 7. AOB (any other business)

Anything else that needs to be discussed.

#### 8. Date of next meeting

When are you next meeting?

# PART THREE

## club essentials

**In part three we will examine the day-to-day running of your club. Having a clear understanding of the essential information will mean your club can successfully manage the basics, allowing you to concentrate on developing your club.**

### **sections:**

**10 finances**

**11 facilities**

**12 transport and trips**

**13 marketing your club**

**14 clubs for all: trials and socials**

**15 club safety**

**16 club clothing**

**17 bucs**

# TEN

## finances

Getting the finances of your club right is key to allowing your club to do everything that it would like to do. If you do not bring in enough money or overspend in one area then you are going to have to make sacrifices in other areas. Understanding what you need to do to access money and your responsibility is therefore extremely important. In this section we will make sure that you have the information you need to be able to manage your club's money and make it work for you as best as you can.

Most clubs have two accounts: a UBSport account and a Guild account. The majority of your activity will take place through your UBSport account, which is used for the day-to-day running of your club, while your Guild account is most often saved for social activities or for paying in extra fundraising, above what is expected for your UBSport account. Full details are given of both accounts over the following pages.

### **Financial responsibilities**

Before we get into the details of the accounts, it is important that you know your responsibility as a committee member regarding finances.

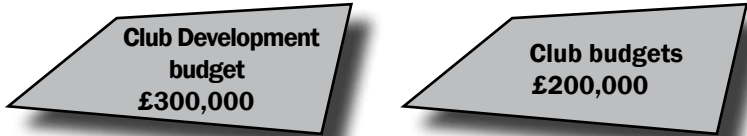
While ultimately UBSport are responsible for all club finances, each committee member (and specifically the Club Captain and Treasurer) is responsible and will be held accountable for their own club's income and expenditure.

The accounts used to run your club are in place so that you should rarely have to spend your own money and therefore never be personally liable for club costs and, should a worse-case scenario ever happen, you are financially protected. The University's financial policies and procedures can seem awkward and slow, but they are in place for a good reason. All of the checks that are put in place are there to protect you as an individual and to remove liability where we can.

For example, if you have ordered and paid for goods from a company personally and then the company goes under the University has no financial responsibility and you will be left to bare the costs; if the order has been placed properly then there will be insurances in place to protect the club and deal with any costs.

## UBSport account overview

If you were still harbouring any doubts about the University's commitment to sport after the announcement of the new £55m new sports centre then you only need to look at the financial support it offers clubs. Each year, UBSport receives a grant of £1.2m a year of which Club Development receives around £500,000 in a direct budget. This money is (roughly) split in the following way:



The Club Development budget (which can also be referred to as the General Account) supports costs such as:

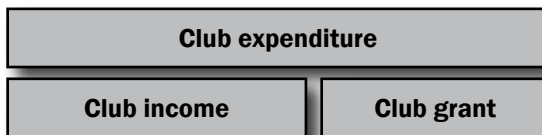
- fixed-term coaches
- affiliation to BUCS
- BUCS team entries
- BUCS individual entries
- costs relating to BUCS knockouts

The money set aside for club budgets goes into directly subsidising the costs associated with your club, which are based on the budget applications that clubs make at the end of the second term, more of which now.

### How your budget is allocated

Every year clubs are required to fill in a budget request form that forms the basis of the decision on how to split the £200,000 set aside to directly subsidise club sport.

The budget form is set out into three key areas: two for expenditure (relating to wages and non-wages); and one for income. We ask you to budget for everything you want to spend and then think about all of the income that you believe you will be able to generate through membership fees and fundraising. The difference between the two is the amount by which you are asking UBSport to subsidise your club, as shown in the below diagram:



Once all budgets have been received we fit them all into the available money and revised versions are sent back to clubs, with any changes highlighted and detailed. This is then the budget that you will work on over the next year.

## Managing expenditure

As we have previously covered, managing your expenditure is one of the most important responsibilities that you have as a committee. By making sure that you do not overspend you will ensure that you will not be forever chasing extra income. The following subsections provide you with information relating to how to make payments for a variety of goods and services and the processes that are in place to help you.

As with income, there is an amount of flexibility with your account. Circumstances can change and so we need to be able to adapt to the situation. Having said that, you have been allocated a grant based on set items so if it changes too significantly then we might have to reassess what you are doing.

### Internal Transfers

*Typical purchases: facilities, vehicle hire, catering*

Some of the activities that you undertake are provided by the University of Birmingham, such as your facilities, Raising the Bar catering or transport, and as such internal transfers can be made between your account and the department providing the service, without you needing to provide further documentation. All expenditure needs to be pre-authorised, especially if it is not already in your budget.



Timescale: Automatically debited at the end of every month.

### Invoices

*Typical purchases: large equipment orders and other goods.*

One of the most common ways to pay for goods or services is by invoice. For a company to be paid by invoice they **first** need to be set up on our Approved Supplier List **before** an order is placed. This ensures that we do not order goods from one company that might invalidate a contract that is held with another supplier. To get a company on the Approved Supplier List, which will take 2-3 days, please provide the following:

- Company Name
- VAT or Charity Number
- Company Address
- Company Phone Number
- A quote for the goods that you wish to order

Once the company is set up invoices must be sent to the Club Development Manager and addressed to the University of Birmingham; invoices addressed to individuals can not be paid. If the invoice is urgent then please make us aware of the payment date and we will do our best to meet it, but usually allow for at least a month.



Timescale: Payment within a month or as per the invoice details if urgent

## Credit card

*Typical purchases: accommodation, train travel, small equipment orders*

The Club Development Manager has a company credit card that can be used for online or phone payments. It has a single transaction limit of £500 and a total monthly limit of £5,000. To use the credit card you must come to the Sports Development Office - the card can not be taken away from the office.



Timescale: Transport and Accommodation needs to be booked 3 days prior to the date required. It can only be used when the CDM is available so consider making an appointment.

## Claim forms

*Typical purchases: petrol, small miscellaneous items*

Sometimes it is easier to spend your own money and then claim it back. But before you purchase something, please check that you can do so first. If you do not have the authorisation from the Club Development Manager then there is no guarantee that you will be able to claim your money back.

Once you have authorisation, which can be as simple as an email response from the CDM, you must fill in a claim form, available from the Sports Development Office, which must be accompanied by two committee signatures. Remember to keep all receipts. Where train travel is concerned, actual tickets are required so that we know we are refunding BUCS travel and not a trip to see your Granny; and for accommodation we need an breakdown of the costs so we know we are not paying your mini-bar tab.

Importantly, you only have **two weeks** from the date of expenditure to claim back any money. This allows us to keep track of money and reduces the risk that all the money in your account has been spent before you can claim.



Timescale: Forms processed Thursdays at 12pm. Payment takes 10 working days

## Wages

Coaches and instructors must also fill in a claim form available from the Sports Development Office, for their wages. **These must come in at least once a term and committee members must initial the form to confirm that the coaches have done the hours that the coach is claiming for.**



Timescale: Forms processed Thursdays at 12pm. Payment takes 10 working days

## Managing income

Once your budget has been set it is the responsibility of the committee to make sure that you reach your income target to ensure that you can do everything that you have planned to do. If you are able to bring in more money than you planned then you will have extra money to spend on what you wish; conversely, if you fail to bring in your income then you will have to look at areas to cut your expenditure. There are four areas where you can bring money into the club.

### Membership fees

Your membership fee is the most obvious way for your club to generate income. When your budget was submitted you will have set your membership fee across all membership levels. Once submitted clubs can only alter their fees over the Christmas break should you wish to lower costs for those wishing to join for a shorter amount of time.

On top of this fee a further £10 charge will have been added for the **Club Development Fee**. This covers the cost of insurance and the added member benefits such as free triage and strength & conditioning sessions and discounted physiotherapy. Please make sure that this is explained to members before they go to pay.

All committee members have a responsibility to ensure that all members have paid their membership fee. Members who are represent UBSport in BUCS without paying their club fees are in contravention of BUCS regulations, which can lead to a deduction in overall BUCS points for the University. More importantly, they will be playing and training without insurance while also invalidating every other members' insurance. Because of this it is vital that all members pay; **all committee members must also pay their fees.**

Fees can be paid online or at Munrow Sports Centre reception desk.

### Match fees and subs

These are extra revenue strands that pay for specific costs as a kind of top-up payment, e.g. transport or referee expenses. Whenever collecting extra monies it is important that they are always paid into the Munrow Reception as soon as possible. If money goes missing or gets stolen before it has been deposited then UBSport can take no responsibility.

It is important to get the balance of membership fees and match fees right. An example of where top-up fees have been used well is in the subsidisation of Premier League transport: if the first team are travelling to Scotland their travel expenses are going to be much more expensive than the third team who play in a Midlands league so it is appropriate for first team players to contribute more towards travel than other members.

## **Sponsorship**

Having an organisation sponsor your club can be hugely beneficial but it is not easy to do. Should you be so lucky to have found one (and please see Part Four for more details) then there are a few ways to collect money based on the individual circumstances of the club and organisation. Companies can pay by bank transfer, cheque, cash or UBSport can raise an invoice and send it to them. Once you know how they want to pay then talk to UBSport and we'll make sure your money arrives,

*Kukri sponsorship:* It is important to note that you cannot count Kukri sponsorship on its own towards your Sponsorship total as this money must be spent on Kukri merchandise. For full details on your sponsorship with Kukri and ways that you can turn it into fundraising alongside all sportswear guidelines please see Section 16.

## **Fundraising**

Fundraising is a key part of your income generation. Your club should budget for at least **10-20%** of your income to come from fundraising activities. Don't be put off by this number: if you plan events well and make them enjoyable you'll easily make your target and have some fun along the way.

Fundraising should be paid into Reception at the Munrow Sports Centre. Any additional fundraising that you make can be transferred to your Guild Account at the end of the year if you have not spent it and wish to carry it over.

The Guild of Students run fundraising workshops throughout the year and also provide a comprehensive guide as part of their *Pick & Mix* leaflets, available at the Guild and online. Their key advice to simple but effective fundraising is to tell people: **WHAT** you are doing; **WHEN** it is happening; **WHERE** the venue is; and **WHY** you are doing it. And, of course, make sure it's legal!

## **Paying in money**

Now that you have all this money, how do you pay it in? Simply go to the Munrow Reception and make it very clear what area you are paying in money for. You have budgeted to bring in set amounts for membership, match fees, sponsorship and fundraising, so when you are paying in money please make it very clear which one you want it to go towards, e.g.:

*"Hello, fine member of reception. Please can I pay £45 into the fundraising section of the Tiddlywinks account? Thank you kindly."*

Please note that while we can accept cheques from organisations (such as from sponsors) we cannot accept personal cheques - simply too many of them bounce. Finally, please do not bring in money in loose change in off peak hours as the staff on reception can often be on their own and so unable to spend all their time counting your 1p collection.

## **Tracking your money**

In the middle of every month from October onwards, your club will receive a club statement, a breakdown of your budget, so that you know what you have spent to date and what you have left. It is split into all of the areas that you can spend your money on and reflects what you were given following your budget request.

These statements will be in the form of a spreadsheet and will offer a quick reference guide to your clubs spending. If you want a more detailed breakdown at any point please come into the Sports Development Office.

You are reminded that while ultimately UBSport are responsible for all club finances, each committee member (and specifically the Club Captain and Treasurer) is responsible and will be held accountable for their own club's income and expenditure. Having a good knowledge and understanding of these statements is important for you to be on top of your club's financial status.

## **Guild accounts**

The majority of clubs also have a Guild account used for social activities and extra fundraising, once you've made the hit the target for your UBSport account. If you're not sure about what should be paid into/out of which account, please talk to Club Development and they'll let you know which account would be best to use, as mistakes take time to correct and could cause problems for your club.



## **Accessing the account**

Before you can use your Guild account you'll be asked to sign a committee signatories declaration, which also gives the Guild a specimen signature to check any expense claims against; if they find out that you have broken any of the terms or deliberately misused your account, they will initiate disciplinary procedures against the individual and/or clubs, which may lead to the closure of your Guild account.

You can find out your account balance, and a statement of past transactions for up to the last 15 months, in two ways:

- Go to the Student Development Counter and ask for a print-out
- Email [studentgroups@guild.bham.ac.uk](mailto:studentgroups@guild.bham.ac.uk) to request a statement

## **Paying in to the Guild account**

You would normally pay into your Guild account by cash or cheque. Cheques need to be made payable to '**University of Birmingham Guild of Students**', and please write the name of your club on the back of the cheque. Go to the Student Development counter, fill out a paying in slip and they'll check your payment before crediting your account. Please give as much detail as you can. You can also make bank transfers directly into the account, please ask for the details if you'd like to do that.

## **Using your money**

There are three main ways to take money out of the account:

- 1. Personal claim:** if you spend some money on behalf of the club, fill out a claim form and bring in the receipt(s), it can then be returned to you as cash (if under £50), cheque or a bank transfer. It takes about a week to process these claims. Whoever's claiming needs to sign the form, and two other committee members; the claimant can't sign their own claim form.
- 2. Business claim form:** if you're paying a company, e.g. buying social clothing, the Guild can make a cheque, bank transfer or credit card payment to them. Just bring in a copy of the invoice/order form along with a claim form, signed by two committee members. If it's for over £500, they'll need you to do a purchase order – still with the same information, it's just a different form.
- 3. Retail voucher:** If you're paying for a Guild service, such as Fab or Sports Ball tickets or publicity from the Printshop you can get a retail voucher from Student Development; it's like an internal Guild cheque that gets charged straight to your account.

## **Transferring money between accounts**

Transfers can be made between the Guild and UBSport accounts in exceptional circumstances. As the two organisations are completely separate in financial terms it should not be a regular occurrence but we understand that sometimes it will be necessary.

If you need to transfer from the *Guild to UBSport* talk to Club Development and they'll raise an invoice and send it to the Guild. When the Guild receives it, we'll need two of your committee to come in and sign to approve the transfer.

For a *UBSport to Guild* transfer, check with Club Development first and then come over to the Guild and ask for a 'Sales Invoice Request Form', fill out the details; the Guild will invoice UBSport and they'll transfer the money. Please allow a few weeks for this to happen both transactions to happen.

## **What happens at the end of the year?**

The Guild is a separate organisation from UBSport and so runs to different rules, meaning that money can be rolled over each year. This applies equally to debt as a surplus so it is still vitally important that you manage the account well.

## **External accounts**

As well as the two accounts listed above, some clubs also hold external bank accounts. These have been set up in **exceptional** circumstances and unless your club encounters a situation in which they are deemed essential clubs are strictly forbidden to hold one to comply with financial regulations of the University.

By holding an external account the club removes all responsibility and liability from UBSport and places it solely on the signatories of the account. If an account becomes overdrawn or there are charges that must be paid it is the individual signatories for the account that are liable and not the club or UBSport.

External accounts have been set up mainly due to UoB's financial processes and regulations which can restrict the functioning of some club activities which lie outside the 'normal' scope of club activity or activity directly managed by UBSport. If you think that an external account is necessary then you must first come and talk to Sports Development - there might be a way for us to put in place special processes to meet your needs.

**Any club that is found to have an external account without permission will be subject to immediate disciplinary action.**

# ELEVEN

## facilities

All UBSport facilities that you use for **training** will have been booked for you during the process of submitting your budget requests for the 2012-13 season. Your requests will have been confirmed when your budgets were returned to you. If you would like clarification on any facilities then please contact the Club Development Officer.

**Match facilities** are booked on your behalf by the Club Development Officer and do not need to be booked by your club unless you use an external provider, such as the Priory Tennis Club or King Edward's School. In such cases you will be asked to assist the Club Development Officer in booking facilities.

### **Emergency procedures**

If any goes wrong during your booking please contact Munrow Reception or a Recreation Assistants (wearing orange and black uniforms) as soon as possible, ensuring you are safe first. Please note that within the first three weeks of term staff from the Munrow will attend one of your training sessions to run through the evacuation procedures at each of your training venues to ensure all members are aware of what they need to do in case of an emergency situation.

### **Setting up equipment**

If your booking requires equipment to be set up then your committee will be asked to help set up the equipment to save time. Please note that equipment is set up within your session and will not necessarily be ready for the start of your session. Recreation Assistants will set up meetings with each club that this affects early in the first term to instruct members on how to set up equipment.

A meeting will be scheduled with all relevant clubs to show you how to set up equipment, which will allow you to help our Recreational Assistants and speed up how quickly the facility is ready for your use.

### **Facility expectations**

You have booked and paid for a facility with UBSport and, just as any other customer, you are entitled to receive a good level of service and quality of provision. If you ever feel that this has not been met then please contact a member of UBSport staff to ensure that your concerns are heard and expectations are met.

If you feel your session was overly compromised then after informing Munrow staff at the time, please come and talk to the Club Development Officer; it may be possible to get you a part-refund. For example, if half of your booking was disrupted due to something outside of your control you might be entitled to a 50% refund on your booking.

### **Additional facilities**

If you would like to book additional facilities (e.g. for friendlies) that you have not originally been budgeted for then you are able to do so, but you will need to provide extra funds. To book an extra facility please provide the Club Development Officer with the following information over email:

- Facility required
- Date/s and time/s of booking

The Club Development Officer will check availability and confirm the cost of your booking. This must be paid into Munrow Reception one week before the date of your booking or the facility will be cancelled. The list of charges is listed on the previous page.

### **Lecture theatres and teaching rooms**

If you would like to book other rooms across the University, such as a meeting room in the Learning Centre, then please contact the Club Development Officer. The majority of the rooms, including the Munrow Lecture Theatre can be booked free of charge. To book please provide the following information:

- Date of Booking
- Time of Booking
- Capacity
- Special Requirements (projector, computer, etc)

### **Raising the Bar hire**

Munrow's very own bar and cafe can be hired at no cost to clubs for club socials and fundraising events. As well as putting on special drink offers and accommodating any special needs that you might have, they offer their very own Quiz Master, James Hyde. For details please contact any member of staff to discuss your requirements and to book dates.

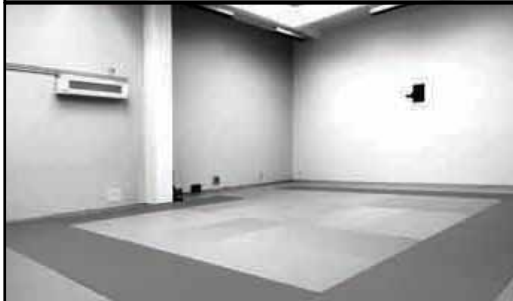
### **Guild of Students rooms**

If you would like to book rooms at the Guild of Students then please contact Steve Streatfield (s.streatfield@guild.bham.ac.uk) with the above information and be aware of the charges listed in the table.

## Facilities costs 2012-13

| UBSport facility club rates     |             |
|---------------------------------|-------------|
| Facility (per hour)             | Cost        |
| Spin Room                       | £12.40      |
| Athletics Track                 | £23.15      |
| Badminton Court                 | £4.00       |
| Bournbrook Training Area        | £8.70       |
| Dance Studio                    | £12.40      |
| Dojo                            | £10.35      |
| Gillet Centre                   | £15.00      |
| Lecture Theatre - Term/Vacation | Free/£10.35 |
| New Gym                         | £15.00      |
| Old Gym                         | £12.40      |
| Outdoor Netball                 | £10.35      |
| Playing Fields                  | £34.00      |
| Slater Hall                     | £21.00      |
| Sports Hall                     | £21.00      |
| Squash Courts (40min)           | £4.00       |
| Swimming Pool                   | £19.60      |
| Tennis Court                    | £4.00       |
| Water Based - 1/3               | £15.90      |
| Water Based - Full              | £34.00      |

| Guild of Students room hire |        |
|-----------------------------|--------|
| Facility (per hour)         | Costs  |
| Deb Hall                    | £20.00 |
| Underground                 | £20.00 |
| Common Room                 | £20.00 |
| Amos Room                   | £15.00 |
| Mandela Room                | £10.00 |
| Rosa Parks Room             | £10.00 |
| Thomas Training Suite       | £10.00 |



# TWELVE

## transport and trips

### Booking transport

If you need to book transport for an event other than BUCS then you will be required to contact the Sports Development Office who will help you to work out the most cost-effective method of transport for you. For all types of vehicle hire, please ensure that you book transport a minimum of one week before the date of departure to give us time to complete payment and make the booking. In all cases vehicles must be hired through the Club Development Officer - in no circumstances should you book transport with an external provider. Booking costs are listed over the page.

### Coach hire

If you need to transport a large number of people then a coach is often the cheapest method. You will need to specify the following information to the Club Development Officer so that he can book the coach on your behalf:

- Date/s of travel
- Time/s of travel
- Number of passengers
- Destination

For all transport relating to BUCS fixtures or championships please see page 68

Once booked you will be provided with the movement details, which will include meeting points for the coach, likely to be at the North Car Park.

Please note that it is illegal to drink alcohol on coaches, and this will not be tolerated by the coach company or UBSport. Any reports of consuming alcohol on coaches will result in disciplinary action against the individuals involved.

### Vehicle hire

If a minibus, car or van is needed then you will be required to fill in a Transport Booking Form, which will be signed by the Club Development Manager or Officer to confirm that you have the money in your account to pay for the vehicle. You will then need to take this form to Transport Services. If you have not budgeted for transport then you will need to pay for the cost prior to the date of departure.



The keys of the vehicle can be collected from the Security department, located at the back of Aston Webb, past Earth Sciences. The vehicle must be dropped off at the time specified or additional charges will be applied.

Upon collection, the vehicle must be checked for damage and satisfactory oil and water levels before departure and recorded on the Driver Checklist provided with every vehicle.

Upon return please ensure that the vehicle is left clean and tidy and that it is full of fuel or you will be charged extra for the cost. When filling up please make sure that you check whether the vehicle requires petrol or diesel. All **damage** must be paid by the club and not UBSport. The damage excess is £525 so if the cost of repair is over this amount then you will only be charged the excess amount.

### **Driving requirements**

In order to be able to drive any of the vehicles hired students must be a minimum of 21 years of age and have held a license for two years. Transport Services will require a copy of your photo-card licence and paper counterpart as proof of this - please ensure that this is provided to the Club Development Officer upon booking of the vehicle.

### **Minibus tests**

One of the easiest ways to reduce the cost of transport for your club is to get one of your members trained to drive a minibus. To be eligible the driver needs to meet the criteria above and take a test put on by Transport Services. This involves two stages:

- Theory Test. Taken in the Learning Centre, the instructor will take you through the specific legislation relating to minibuses and will ensure that you understand aspects such as speed limits and DVLA regulations.
- Practical Assessment. The instructor will observe you driving and give you hints and tips so that you are safely able to drive the vehicle.

The tests cost between £95-£120 depending on how many people are on a training session and can be booked through the Club Development Officer. Simply let him know who would like to take the test and he will add you to the waiting list.

If you have included the cost of the course in your budget then this will come directly out of your account, otherwise you will need to provide the money up front, before the test is taken.



## Personal transport

In many cases it may be easier to use your own transport. UBSport has a responsibility to ensure that all members are safe; this includes when members transport people in their own vehicles. To ensure this is the case, before you drive for the benefit of your club the driver of the vehicle must provide us with a copy of:

- MOT and Insurance Certificate

If you have a new vehicle which does not have or require a MOT then a copy of the insurance is all we will need. Without the above then you will not be able to claim money back for petrol costs. Proof must be provided before the vehicle is used.

## Your insurance

We advise you to inform your insurers that you are intending to drive people to and from a club activity to make sure that they are aware—they may need to alter your insurance policy to include 'business use'. There is usually no charge to do so.

### In all vehicles

- It is the driver's responsibility to recommend that all passengers wear a seat belt; it is then the passengers' responsibility to wear them
- Any incidents and accidents involved in vehicles and whilst participating in activities MUST be reported to Sports Development within in 7 days of the incident by completion of an Accident Form. Without this it may not be possible to claim for personal injury insurances.
- Alcohol must not be consumed in any vehicle hired by UBSport.

## Hire costs 2012-13

Please note that prices are given as a guide only and may be subject to change.

| Vehicle hire              |      |
|---------------------------|------|
| Hire period               | Cost |
| 1-day Weekday (Mon-Thu)   | £90  |
| 1-day Weekend (Fri - Sun) | £85  |
| 3-day Weekend (Fri - Sun) | £265 |
| 1-day Car Hire            | £50  |
| Minibus Test              | £95  |

| Coach hire   |                    |
|--------------|--------------------|
| Destination  | Cost               |
| Stirling     | £1,075<br>(£1,145) |
| Edinburgh    | £995<br>(£1065)    |
| Newcastle    | £805               |
| Durham       | £805               |
| Leeds        | £605               |
| Manchester   | £545               |
| Liverpool    | £545               |
| Nottingham   | £405               |
| Loughborough | £405               |
| Leicester    | £380               |
| Oxford       | £430               |
| Cambridge    | £525               |
| Exeter       | £605               |
| Cardiff      | £550               |

(Prices in brackets relate to the cost of travel plus over night accommodation for the driver.)

## **Trips: events, tours and training camps**

A trip is defined as a visit to a location which is recognised as being one of the following:

- Publicised at a club meeting
- Publicised on a club notice board, via email or on webpages/social networking sites
- Part/funded by your UBSport or Guild account
- Requires the use of equipment owned by the club
- Requires transport booked through UBSport

It is your duty as committee members to inform us of any trips that you undertake, which you do by following the procedures below.

While away, please ensure that your club still follows all emergency procedures that are outlined on page 56 and that are given to you upon registration of your trip.

### **Registering a trip**

All trips must be registered and authorised with the Club Development Manager or Officer. All clubs must provide, via a Trip and Tour Form, details of:

- Name of Trip Leader (person in charge of the trip)
- Full itinerary
- Travel arrangements
- Copies of any contracts
- Delegate list
- Next of Kin and medical information of all delegates
- What equipment you will be taking

Undertaking a trip without the appropriate information being completed and as such the necessary consent renders all participants uninsured as it does the equipment that belongs to your club. Should any difficulties or injuries occur then personal liability would fall to the club's committee members and trip leaders, as would any subsequent costs.

Your up-to-date risk assessment will likely cover the majority of your activities on a trip but if there are any anomalies then please update your form to include these new risks.

**Any breaches in club policy and procedure may result in disciplinary action being considered against the club and its committee which will result in sanctions against the club and/or individuals.**

# THIRTEEN

## marketing your club

Making sure that your club's achievements and activities are well publicised can have huge benefits. Having a good reputation on campus means you will find it easier than ever to attract members, and off-campus sponsors will be far more likely to support your club if you can prove to them how well your club is known. So, let's look at the various ways on offer to publicise your club.

### **UBSport website**

During 2011-12 the website underwent a complete overhaul and has received plaudits across the sector for its clarity and ease of use. This was made abundantly clear during the London 2012 Olympics and Paralympics when interest in the Jamaican track and field team's training camp saw huge surges in web traffic.

Each club has its own web page and, from surveys, we know that the vast amount of prospective students and freshers find out their first information about clubs from these pages so it is vitally important that the information on your website is up to date. They are updated each year with the use of a marketing form you fill in during your committee handover period, but it is your responsibility to make sure that it is up-to-date throughout the year.

### **Updating club pages**

Simply go to the website and see what needs to change. Once you know what you want to update, send Chris Anthony an email with the changes. It's just that simple. If there is something else that you want to add or something specific that you want added to your website then please come along and talk to us; we may be able to add your feature, such as a photo gallery or embedding a video, to your page.

### **External websites**

If you want something more than what is offered by UBSport then you are more than welcome to go and set up your own website. Remember that you are representing UBSport and the University through your site so it needs to conform to our guidelines. If you ever have any questions, please talk to us; we are happy to help out in any way we can including branding your site and making sure it confirms to our standards.

We can not help in the funding of domain names or provide space to host your website but there are a number of free options that you could consider:

- **Groupspaces.com:** A great way to manage groups, that includes calendars, mail lists, member management and Facebook tie-ins.
- **Pitchero.com:** Aimed at sports so perfect for clubs
- **Moonfruit.com:** Hosts and creates well designed websites and requires no html knowledge.

## Social media

Alongside our official website, UBSport also has a presence on various social media sites. With nearly 4,000 fans of the **University of Birmingham Sport** Facebook page and over 1,500 followers of **@UBSport** on Twitter it is one of the best ways to keep up to date with all of the news and events that affect you and your clubs.

It is also a really easy way to cross promote yourself on the back of UBSport's number of fans and followers. By tagging us in your posts or tweets we can re-publish and re-tweet your information, getting out your message to many more people than clubs traditionally have on their own pages.

Look out for James Hughes's Facebook profile, **BhamGuild VpSport**, and his Twitter feed, **@Guild\_VPS**, to keep up to date with everything that your VP Sport is doing for you.

Our online photo collection on Flickr is rapidly growing so please send us your photos so that we can help to publicise your club in a more visual way, too.

### Club social media guidelines

While we don't want to curb your fun online, we do ask you to be responsible when using social media that is linked to one of the official UBS pages or accounts. A lot of visits we get are from parents checking out the University on behalf of their children and the last thing we want them to go away thinking all UBS clubs are about is drinking and swears banter. To that effect, here are our top tips for responsible social media:

- Ask Ann Kite to set up a club page linked to our official Facebook page - keep this one professional. Ann will then provide a designed logo for you.
- Set up a 'request to join' Facebook group - use this for your banter and social pictures.

If we do come across inappropriate content on pages anyone could access then we will ask that you take them down.

### Media stats

**3,830** fans on the UBSport Facebook page  
**1,566** followers on Twitter  
**1,614** photos on Flickr  
**3.5m** website pages views a year  
**175,000** unique visits to the UBSport website a year

## Match reports and stories

One of the most asked questions is: “how do we get news stories about us on the website?” Well, the answer is straightforward: provide us with the information! Often clubs will complain that we’re not covering their success but fail to provide us with the information to publish.

Jenna Hadley is our PR, Media and Promotions Officer and is in charge of all press releases, stories and The Pride and so must find a balance between clubs and everything else that UBS does. Because of this it might not always be possible to get your story published.

This year we are lucky to have three Marketing interns that will be, in part, helping to cover sports stories. This will help save Jenna’s time re-writing stories but there is still a lot that you can do to help. By following some simple guidelines when writing match reports and stories you will be much more likely to be featured.

### What to include?

- Facts – venue, place, date(s) and opponents
- What is it for? How important is it?
- Links to relevant websites
- Result
- Names! Who scored, who competed, year of study/course
- Key moments and details
- Quote (Captain and/or Coach)
- Good quality action photos

By providing us with this information, it will be much easier to publicise your information. If you are late with the story, still send it in - we may still be able to use it.

Don’t forget to send your information to Redbrick Sport as well:  
**sport@redbrickonline.co.uk**



## Sports Fair

Sports Fair is your best opportunity to get members for your club. With a footfall of around 4,000 student in just 5 hours you will not have as many people exposed to your club again until the next Sports Fair. Because of this it is important to get it right.

**What's your USP?** What is your club's unique selling point? What makes your club the right choice? Think about what you have to offer and sell it to prospective students.

**Handouts.** If you are providing literature on the day, what information are you going to give? Contact details are a must. Also make sure flyers are eye-catching and won't find themselves in the bin as soon as it's out of sight of your table. If you're giving out sweets, do you have enough for Sports Development staff?

**Know your dates.** Trials, training times and days are all essential, but have you planned your first social or an introduction meeting before a training session?

**Your stall.** Having an attractive stall will help you stand out from those around you. Think about the following:

**Equipment:** Use your equipment to make a statement. If you have a boat, why not bring it? Got some skis? Hang them on the wall.

**Demos:** Make sure that you are wowing the audience with all that you do. Can you bring equipment such a treadmill next to your stand so people can have a go there and then?

- **Clutter free:** While it is good to have photos up make sure it is clear who you are by keeping posters large and easily read from afar.
- **Tables:** While you are provided with a table, you don't have to stand behind it (or even use it!). Get out in front and interact with all your new members.
- **Numbers:** One of the recurring features of the Club Survey carried out last year was the intimidation felt from clubs with lots of members around the stall. Please limit those at the stall to five and send anyone else around campus to drum up support.

### Risk assessments and safety

Because of the scale of the Fair we will ask you to tell us in advance what you are bringing and planning on doing through the Marketing form. Please give us as much information as possible so we can make sure that everyone is safe.

We want Sports Fair to be as successful as possible for you so help us help you and always feel free to come and talk to us if you want to try something new.

## Sports Fair: what to do and what not to do

Remember that you only get chance to make a good impression so let's take a look at some examples of how to and how not to do it.



### Be happy:

Try and look like you want to be there! You're not going to attract anyone if you look grumpy or tired!



### Colourful:

Not that you can see from the B&W photo but a colourful stall such as this one will help your club stand out.



### Too much of a good thing:

While having lots of help is great, too many people on the stall is intimidating to freshers. Send them out on to campus instead.



### Shiny things:

A well presented stall with trophies and silverware will make sure that freshers are in no doubt about how successful your club is.

## Big events

An area that will see big changes over the next academic year will be big events. These are events that UBSport will work on with committees to promote because we feel there is a market for them to the wider student population.

Long-running events such as xpLosION, are now well established but we know that we need to do more for other sports.

Following discussions that clubs have had with 2011-12's VPS, Tim Smith, we now have a much better idea on how to approach events to make sure that we give you what you want and that you understand what is expected of you as part of the process.

More information about the process of applying to host a big event will be sent out by the Marketing department early in the first term. In the meantime, if you would like to know how you could get involved or what would be expected of you then please go and talk to a member of the Marketing team.



## Sports Ball and Sports Awards Evening

The Awards Season at Birmingham is our opportunity to recognise all of the hard work that you have put in throughout the year. Awards are split across two events:

|         | Sports Ball  | Sports Awards Evening   |
|---------|--|---|
| What?   | Run by the VPS, the Ball is your chance to recognise the development and participation side of sport.  | The Awards Evening recognises the highest level of achievement such as Sports Person and Team of the Year.  |
| When?   | 3rd June 2013  | 11 June 2013  |
| Tickets | Available from March at the Guild  | By invitation only  |
| Awards  | Club Colours<br>Sport Society of the Year<br>Impact Award<br>Victoria Wesley Award (Outstanding Contribution to Sport)<br>Student Leadership Award<br>Club of the Year (Development) | Half Blues<br>Full Blues<br>Volunteer Coach of the Year<br>Coach of the Year<br>Team of the Year<br>Club of the Year (Improvement)<br>Club of the Year (Performance)<br>Sports Person of the Year |

## **Awards and nominations**

The majority of awards are chosen based on nominations from yourselves. Nomination forms and the awards criteria will be released around March and it is imperative that you provide us with as much information as possible so that we can make an informed decision. We try to find out as much as we can about your club and what you have achieved but we can easily miss something if it is not BUCS or GB-related. So please provide us with as much as you can so you're not disappointed.



## **Blues eligibility**

Of all the awards, receiving or not receiving Half or Full Blues tends to be one of the most emotional issues surrounding the Awards. In a nutshell, Half blues are awarded for Home Nations or sub-senior country representation and Full Blues are reserved for those that have represented their country internationally. But we also recognise that there is not one rule that can be applied across all sports. Because of this we will be working with you over the next six months to create a definitive criteria for each sport so that you know what to nominate individuals for.

# FOURTEEN clubs for all: trials & socials

## Equitable clubs

While sport is by its nature a meritocracy, this does not mean that you can't make your club inclusive for all that want to partake. From trials to welcome meetings to socials, you need to make sure the club is open for all members across all aspects of your club.

So while it is ok to have trials and to have the best players in your best teams, is there any reason why you can't look at how to encourage beginners at the same time? You might not be able to take on everyone that wants to join your club but have you considered ways that you could help them carry on with their sport in TrySport, Intra Mural Sport leagues or local clubs?

Your club members are diverse and so should be your approach. Some of the main areas for your club to look at are:

- **Trials:** Is the process fair? Does everyone know what is expected of them before the trials begin?
- **Welcome meetings:** Are you holding it somewhere everyone will feel comfortable attending? Are you forcing people to do what they don't want to?
- **Socials:** Are you offering non-alcoholic alternatives for those that want to get up for lectures?
- **AGMs:** Is everyone being given the opportunity to run for a post or have you already decided that your best friend will be taking over? (See page X for more information.)



There is a lot that you can do to make sure that your club is as inclusive and equitable as possible as we shall see over the next few pages.

## **Trials and Try-outs**

The following guidelines have been produced to provide a rough outline of best practice for team selection/trials for all team-based sports and are the responsibility of Committees and Coaches to implement. Please note that this is an outline; any club wishing to tailor team selection to their specific requirements can do so providing it is put in writing and agreed by the Committee, Coach and Sports Development Office.

### **Guidelines**

#### **1. Who needs trials?**

Any club that has a representative team will require a trials/team selection, usually held at the beginning of term one.

#### **2. Co-ordinating trials/team selection effectively**

Due to the sheer volume of athletes at the beginning of an academic year it is necessary to co-ordinate team selection. All individuals must trial every academic year wearing no representative clothing and irrespective of previous team selection and/or ability.

Information submitted to UBSport:

- Booking request for trial dates, times and venues
- Confirmation will be provided and then this information will then be included on the UBS website and disseminated to students.
- Trials results and any subsequent dates.

This information can then be disseminated to trialists and faxed where necessary to all campus offices.

Any individuals wanting to participate in Social Sport competition contact either: eg: [football.men@hotmail.com](mailto:football.men@hotmail.com) or contact the Munrow Sports Centre.

#### **3. Trials Format**

Coaches should be present at trials to co-ordinate and advise committees and captains on selection policy and team selection. Some Sports Clubs find it beneficial to have trials on one day and then use training sessions to finalise squads, other

Sports Clubs find it more beneficial to have trials over a series of days. Outlined below is a trial format that can be employed for both styles of trials:

*Closed trials:* Closed trials/teams selection where players are invited to trials that are of a specific standard, for example: County/Regional and/or National League standard and above. These individuals would then trial with the current 1st team squad, providing all athletes with an optimum opportunity to perform at a standard that is appropriate.

*Open trials:* Where players trial that are of a wider level of ability ie: those players asked from closed trials that would not make the 1st team, down to players that may not have played the sport before. As the level of ability is varied it may be of benefit to grade the level of open trials further ie: trial for club and county standard then for those that are recreational/school standard.

NB: Examples provided of ability are done so as a guide and are not exclusive as individuals ability is sport specific.

#### **4. Trial Feedback**

If individuals require specific feedback on why they have not been selected direct them to the coach for constructive feedback on their performance.

For those not selected for representative honours an alternative should be provided by the club for example **Try Sport** programmes or **Intra-League** competitions where individuals can be integrated into the squad upon development. Any recreational programme should be supported by squad players in order that progression of those not selected can be facilitated throughout the season; this has and continues to prove to be an effective programme for certain sports.

## Initiations

After you have held your trials and first training sessions, one of the first times that you will involve new members in your club will likely be the first social outing of the year. Making sure that you understand your duty of care to your members is critical to ensuring an inclusive club and not contravening UBS's Social Policy.

An initiation is described as: *"a rite of passage ceremony marking entrance or acceptance into a group or society."* In terms of clubs this means forcing people to do something against their will to gain access to a team or club.

Initiations in HE sport have come under national media spotlight in recent years thanks to YouTube clips surrounding a filmed initiation ceremony at the University of Gloucestershire in 2008. Individuals were forced to wear plastic bags on their heads and make Nazi salutes while individuals were vomiting around them.

An incident at Exeter University in 2006 was more serious still. First-year Exeter student Gavin Britton died from alcohol poisoning after drinking four vodkas, three pints of cider, a glass of wine and numerous sambucas before downing a pint of spirits as part of an initiation to join Exeter University's golf club.

It is to prevent the above examples and to ensure inclusivity for all that UBS has a Social Events Policy, of which two of the key points are:

**4.1.1** Every club member has the right to participate as a full Club member in training sessions and competitions without participating in any of the club's social events.

**4.1.2** It is each individual's choice whether or not they attend such an event. Non-attendance should not act as a barrier to other club activities.

UBS's position on initiations as detailed above is very straightforward:

**In no way, shape or form should any club undertake an initiation where an individual is forced to do something against their will.**

If clubs are found to have forced any individual to do something that they do not want to do or it comes to light that an individual is not picked for a team because of an initiation then there will be subsequent disciplinary action that will include the removal of committee members.

If that does not put you off holding an initiation ceremony then please take a moment to imagine how you would feel if you had to explain to Gavin Britton's parents why you forced their son to drink the amount that led to his death.

## **Inclusive Socials**

While we want you to be aware of your responsibility and take it very seriously we do not want you to stop having socials at all. Club socials can be some of the best and most memorable of a student's time at University and we certainly wouldn't want to stop them. But please consider that not all of your members will want to get drunk all the time. Offering something else can really make a difference so consider some of the tips below:

### **Provide a non-alcoholic alternative**

It doesn't always have to be about alcohol. Make sure that people aren't put off asking for a soft drink.

### **Do something away from the pub**

Go ice-skating or to the cinema. Have a meal in a fine Selly Oak establishment. Or go bowling, even if it is just because the shoes are cool. And there's always the option to set up your own book club. What about combining this with a fundraising activity, like a curry club? Approach a curry house and agree a deal for a set menu (say £6 per person) on the understanding that you'll bring in a minimum number of people. Then charge members £10 a head and you'll make £4 per person. Get a group of 20 and that's the tastiest £80 you'll have made.



### **Look after each other**

If you are going to go out on a big night make sure that you are looking after each other. There should be at least one non-drinker and please make sure that you all get home safely and give your friends a text in the morning if they haven't made it into lectures.

### **Ask members what they want**

A sure-fire way of getting members to socials is to ask them what they want to do. Get them to come up with something and don't be afraid to embrace it. Fishing might be fun after all.

# FIFTEEN

## club safety

Running a club safely is vital to protect you and the activity leaders, the activity's members, UBSport, the University and the public from personal injury and legal proceedings. As a committee member you have accepted the responsibility of leading others and that includes ensuring their safety as best as you can. You owe them a duty to ensure that they are not exposed to foreseeable risk of injury as far as you reasonably can.

### **Who's here to help you?**

Your previous committee should always be your first point of contact - they've been there, done that, got the risk assessment. They have knowledge and experience of regulations and how to run events similar to those that you will be undertaking.

If you are ever in any doubt, just ask! Steve Harris (s.harris@bham.ac.uk) is the man in the know but come to Sports Development first so that we can book in a time for you. In the Sports Development Office and online there are a host of policies and procedures designed to help you understand your duty of care to your members while they take part in your activity.

### **Risk assessments**

Knowing the risks involved in your sport is vital in reducing the number of accidents and injuries that will affect your club. It is impossible to have a risk-free environment, especially in sport, but assessing what you do allows precautions to be taken so that the risks are reduced.

Each club should already have a risk assessment that covers three areas: training; matches and competition (including travel); and socials. It is important that these risk assessments are kept up to date and that you are aware of them so that you can implement any recommendations that might reduce injuries.



## Five steps to risk assessment

Risk is determined using the impact that an accident could have on the group and the probability (likelihood) of that accident/incident happening. And if you get stuck or you need help, just ask. When putting together a risk assessment follow the five steps outlined below. Remember to use your common sense, think about all areas of the activity including the facility as well as club members.

**1. Look for hazards.** Only those hazards that you could reasonably expect to result in significant harm, i.e. water related hazards, manual handling hazards, slipping/tripping or falling.

**2. Identify who may be harmed.** Identify the groups who may be affected e.g. spectators, officials, general public paying special attention to inexperienced participants

**3. Evaluate the risk.** Do you meet legal requirements? Comply with recognised standards? Have you provided adequate information, instruction and training?

**4. Record your findings.** Record identified hazards and existing precautions. This info should be kept in your logbook and reported to UBS staff. Incident forms are available.

**5. Review and revision.** Set a date for review, at least annually; during the review check precautions still control the risk; and, review assessments when significant changes have taken place.



### Worked example: Hockey goal line injury

A hockey player defending a short corner runs out to attack the ball. A member of the opposition strikes the ball towards goal; the ball hits the defender on the face and breaks their nose.

1. Short corner. Ball travelling at speed in restricted area.
2. Goal line defence.
3. Good practice in place for certain levels to wear face masks. All players instructed to do so by qualified coaching staff.
4. Accident forms are submitted and on file.
5. Face masks bought for Men's and Women's 2nd teams

**Resulting action:** Club buys face masks for goal line defence to wear to stop a repeat occurrence.

## Reporting incidents

Hopefully you can now undertake the steps that you need to reduce risk, but what do you do if an accident does happen? This depends on where the incident occurs but the basic principle is the same: **report it**. It is only by having a record of the incident that we can look to stop it from happening again. Because of this it is vital that you report it as soon as possible.



Imagine that you have noticed that a spring has broken on a trampoline but you just leave it without telling anyone and the next day a child seriously hurts themselves while bouncing – you could be held partially responsible for this. By reporting the incident you have carried out your duty of care to ensure that incidents are less likely to happen.

### On-campus incidents

In case of a serious emergency contact a member of staff on duty at the facility immediately. If an injury requires an ambulance it is vital that a staff member, and not yourself, phones the emergency services as staff will need to ensure that barriers and suitable directions are given to the emergency services. Instead, in case of emergencies phone: 0121 414 4117. An accident report form will be filled in by the relevant staff member.

If the incident is regarding equipment or facility faults then please report them to Munrow Reception as soon as possible so that the issue can be dealt with.

### Off-campus incidents

At the time of the accident/incident, all incidents/injuries should be reported to the sport officials and where appropriate with the opposition/event organisers.

**If anyone is taken to hospital or is in need of further treatment please ensure that the Club Development Officer is phoned on 07867 906 387.** He can then ensure that the relevant Next of Kin are informed and return transport arranged if necessary. Once back on campus, please come to the Sports Development Office within one working day to fill in an Accident Report form.

If the incident is regarding equipment faults then please report them to Munrow Reception as soon as possible so that the issue can be dealt with.

## Insurance

As part of the Club Development Fee that all members pay when they join a sports club, UBSport provides insurance cover under the Endsleigh Gold Personal Accident Insurance Policy. This allows you to claim for injuries that you might sustain while training for or representing the University. Please note that all coaches and support staff should possess their own insurance and should be affiliated to their respective governing body.

### Key insurance cover

The personal accident policy pays out set financial benefits following an injury some of which are listed below.

| Type of Cover  | Cash Benefit    |
|--|-----------------|
| Accidental Death   | £10,000         |
| Permanent Disabling Injuries                             | Up to £50,000   |
| Temporary Total Disablement (excluding the first 7 days) | £30.00 per week |
| Dental Injury (excluding the first £25.00)               | Up to £200.00   |
| Hospital Confinement (maximum 90 days)                   | £10.00 per day  |
| Additional Travel Expenses (minimum claim £25.00)        | Up to £100.00   |

The policy has the following significant and unusual exclusions or limitations:

- Any claim under £25.00 in respect of Travel Expenses
- Benefits cannot be issued in the event of the insured person committing suicide or inflicting self-injury
- Insurers will not be liable for payment should the insured person sustain injury whilst engaged in any of those activities strictly prohibited under the policy
- Bodily injury resulting from sickness and disease not covered under the policy
- The cover does not extend to providing for the cost of seeking medical treatment. Such costs are typically met by a Medical Expenses Policy.
- Insurers will not be liable for disabilities arising from repetitive strain injury or psychological disorders

Please note that UBSport strongly recommends that individual insurance cover is taken out specific to the activity undertaken. This is not medical insurance, which each individual remains personally responsible for. All members travelling outside the United Kingdom should ensure that they take out the appropriate medical insurance and where relevant ECIH card. For more information on the BUCS Personal Accident Insurance Policy please contact a member of Sports Development.

### **Making a claim**

With any injury claim it is important that it is dealt with as soon as possible so that we can ensure that we have the best possible chance of making a successful claim. The below diagram details the process that you need to go through to make a claim, which is dependant on whether the injury was sustained on or off campus.

**University of Birmingham venue:** Inform a member of UBSport staff as soon as possible. An accident report form will be filled in on your behalf. If you are mobile then fill in an accident report form, available from Munrow Reception, within 24 hours of sustaining the injury or as soon as is practicably possible if the injury does not allow transportation. Return the form to Club Development.

**A non-UoB venue:** Fill in that institution's or organisation's accident report form ensuring that you are given a copy. Return the copy to Club Development.

**Then, for both:** If you feel it is necessary, please fill in an Endsleigh Insurance form, found from the Sports Development Office, **within 9 days**.

It is important that these forms are filled in as they act as a record of the injury for both ourselves and Endsleigh. For this reason it is important for you to fill in these forms even if you feel the injury is not severe; you may develop problems further down the line which you may still be able to claim for based on the foundations that you have set by claiming early.

### **Physiotherapy cover and claims**

As part of our ongoing commitment to your safety and recovery we offer club members the opportunity to claim back £10 from their first two sessions of physiotherapy with Physiokenetic. Before you can claim back you must first fill in an accident report form detailing how you sustained the injury. This will allow us to assess if there are any changes that we need to make, in terms of coaching or the safety of equipment so that we can identify whether injuries are occurring as a one-off or a recurring problem.

Once you have filled in an accident report form, found at Munrow Reception, please bring it to Club Development and we will provide you with a physiotherapy claim form, which you will then need to get signed off by your coach and committee so that they are aware of your injury. When signed bring it back to Club Development.

Only once you have filled in an accident report form and received a signed physiotherapy claim form should you book into a session with Physiokenetic. **If you do not receive prior authorisation then you will not be able claim back the £10 subsidy.**

For more information go to [www.physiokinetic.co.uk](http://www.physiokinetic.co.uk) or call 0121 440 7736.

## **Safety training and first aid courses**

UBSport always want our students to be safe, just as much as you do. For many of your clubs this could mean that putting members on a coaching or safety qualification is necessary.

If there are any other courses that you feel would help the development of safety within your club then please come and talk to us so that we can assess your needs and to see how we could incorporate them into your budget.

Such courses could include:

- Single Pitch Award and Mountain Leader Training
- Dinghy Instructor, Power Boat Level 2
- Relevant Seminars

During training or a match there should always be a member of staff who is first aid trained who will be able to help in case of an emergency. But if you would like to undertake first aid training yourselves then the courses are run at the Guild of Students throughout the year. Courses cost £20 per person and club will be notified by Gary Yates when a course becomes available.

## **Club equipment**

Equipment should be in good condition and regularly checked to maximise its life expectancy and safety. Kit that does not conform to safety standards should be reported to Sports Development and then upon agreement disposed of in an appropriate manner. If you are unsure please speak to the Club Development Manager.

An **equipment inventory** must be amended every year. If any equipment is bought, discarded or replaced throughout your term in office it must be done with prior authorisation. Any club without an up-to-date

## **New build**

For those that currently store equipment in the Munrow this will be more important as we begin to establish what equipment can be stored in the New Build. Throughout the year you will be contacted to ensure that we can meet your needs as best as we can.

# SIXTEEN

## club clothing



Kukri has been successfully working with UBSport for over six years to provide the University with sportswear that has helped UBSport grow as a brand and sporting presence in HE sport. As part of the sponsorship package, Kukri gives UBSport £30,000, which is then distributed between clubs based on membership numbers and level of performance. By following the simple guidelines across the next few pages you'll be able to make the most out of your sponsorship and ensure that you abide by UBSport's sportswear guidelines, which enable such a large sponsorship to clubs.

### Branding rules

It has taken a number of years to grow and establish, but UBSport now represents one of the most recognisable brands in university sport. To make sure that this remains the case, there are a few rules to follow regarding kit.

- **Representative kit:** Must be produced by Kukri unless they are unable to do so (swimming and triathlon kits being notable exceptions).
- **Training kit:** Any UBSport branded kit must be provided by Kukri. This doesn't mean that you always have to wear Kukri when training but if it has the UBSport logo it must be Kukri.
- **Non-UBSport branded clothing:** If it does not carry the UBSport logo then you can use any supplier that you like but it cannot say UBSport or use the University's word marque anywhere on it.

It is hugely important that you stick to these rules as you would no doubt want to avoid having to explain to all clubs why their sponsorship packages have been taken away because your club has violated branding rules. If you are ever in any doubt about what is allowed then please just come and talk to either Club Development or a member of Kukri and we'll be happy to point you in the right direction.



UBSport logo



UoB crest

UNIVERSITY OF  
BIRMINGHAM

UoB word marque

## Ordering Kukri sportswear

There are four simple steps to purchasing your clothing:

### 1. Choose your sportswear

Look at the various options with Kukri and come up with items you'd like to offer to your club. Your clothing can be designed specifically for your club so take advantage of the bespoke options available

### 2. Confirm your order

Once you know numbers of items you wish to order, confirm your order with Kukri. Kukri will then produce a Job Sheet - a breakdown of the design and the numbers you are ordering. Check this carefully before confirming that it is correct with Kukri as once in production no further changes can be made and you will be charged. Please take note of the **VAT** amount, which is added separately from the individual cost of items.

### 3. Get a purchase order number

Once the Job Sheet is confirmed Kukri will request a *purchase order number* to be raised by UBSport - this acts as an official I.O.U. between the organisations agreeing that UBSport will pay for the goods once they have been delivered.

This is only raised by UBSport once a minimum of 50% of cost is accounted for, either through your sponsorship amount or money that you have deposited. Once this has been raised the 8-week delivery time starts so if you need to bring money in make sure you do it as soon as possible or you will be delaying the production of your clothing.

### 4. Pick up your order

Kukri will email you when order has arrived at the Kukri shop. You will then need to obtain a Sportswear Release Form from the Club Development Manager; this will only be given once all of the money has been paid in to your account.

Upon collection check that your order matches your order before you leave the shop; you have 72 hours to notify Kukri of discrepancies once you have been informed that it has arrived. Once you take the order away from the Kukri Shop you cannot question the order.



## Paying for your order

There are two ways that you can pay for your kit but ultimately you must pay all money into the Munrow Sports Centre Reception. Each club has its own kit tab that it can pay into so please make sure that whoever is paying in money clearly states that it is for kit.

1. Individuals pay their share direct to Munrow Reception. They will get two receipts: one for their records and one to give to the Kit Secretary as proof of payment. This means that you never have to handle large sums of money.

2. Kit Rep collects the money. If it is easier for one person to collect money at training then you can do so, but please be careful when carrying large sums of money. You will still need to pay the money in at Munrow Reception.

Whichever method you choose to pay in your money with, it is again up to you how much is collected up front. You could take all the money with the order or you could take just enough to reach the 50% deposit. If you go for the latter that please remember that 100% of the money must be in before kit will be released upon delivery, so you might be left chasing one individual before all of the kit is released.

### Example

To save yourself the trouble of collecting kit then it might be worth you considering the following example:

- Create a simple kit order form that states all prices and size options
- Ask members to work out how much their kit options will be and then pay this in to Munrow Reception
- Once they have paid, ask them to give you a receipt and the completed booking form, being sure to check that they have paid in the right amount
- Once a pre-agreed deadline is reached you can make the order with Kukri in the knowledge that all money has already been paid into the club account



## Sponsorship to fundraising

As mentioned earlier, the sponsorship that UBS receives from Kukri is distributed among clubs. You can only spend this on Kukri products but it completely up to you how you spend it. One option is to just give everyone in your club free kit. You'll certainly be a popular committee if you do. But you could also use it to generate money for your club that can count towards your fundraising income target. Here's how:

### 1. Using only Sponsorship

If you only order kit up to the value of your sponsorship amount then you could provide kit for free, using your sponsorship amount to totally offset the cost to your members. In Example A, kit which costs £400 is completely paid for with 400-Kukri Pounds.



**Example A**

### 2. Using sponsorship and cash

If you order kit that costs more than your sponsorship then you will also need to pay in some money. In this example your sponsorship amount accounts for 50% of the total cost so you only need to charge members 50% to make up the full cost, meaning you are providing them with half price kit.

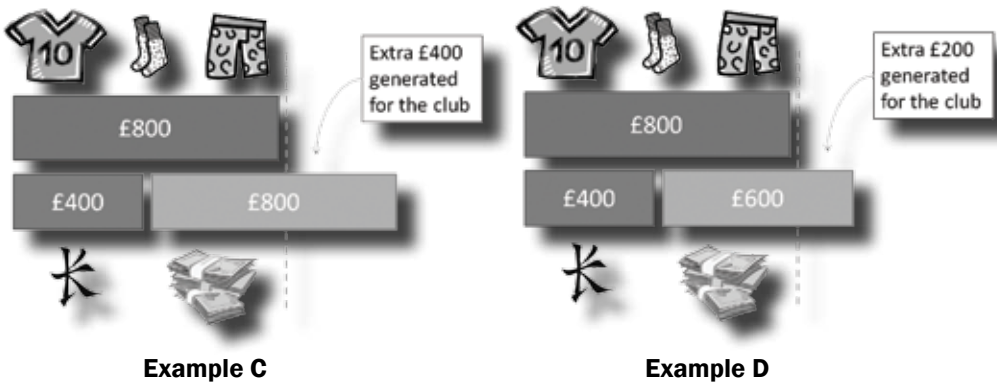


**Example B**

### 3. Generating money

While it is nice to be able to provide a discount to members, what clubs often find is that members are really keen to get their hands on kit and so willing to pay for it. Because of this you could consider charging them full price as in Example C, below. You are still using the sponsorship money but then collecting in the full cost of the kit as well. In effect you change the 400-Kukri Pounds into 400-GBP that you can use to count towards your fundraising.

But you could find a happy medium between the two. In Example D, 75% of the kit is collected in (£600 of the £800), which generates £200 for the club but offers the students a 25% discount on their kit.



### Key contacts

UBSport are served extremely well with a dedicated Sales Manager based in the Kukri shop in the Munrow Sports Centre. Your key contacts at Kukri are:

Carly Brown | Shop and Teamwear Sales Manager  
e: carly.brown@kukrisports.com

Josie Morris | Midlands Sales Manager  
e: josie.morris@kukrisports.com

Will Hemming | UK Universities Sales Manager  
e: will.hemming@kukrisports.com

# SEVENTEEN

## british universities and colleges sport

The British Universities and Colleges Sport (BUCS) sporting programme is available to the 2.3 million students across the UK. Over 100,000 students regularly compete in BUCS competitions, leagues and events. BUCS delivers over 50 sports (the newest of which is American Football!) to these students and universities and organises 150 individual finals or championship events each year.

BUCS works with student athletes, athletic union staff and elected officers as well as professional sporting staff, coaches and volunteers at its 157 member institutions. It offers a comprehensive, multi-sport competition structure and manages the development of services and facilities for participative, grass-roots sport and healthy campuses through to high-performance, elite athletes.

For most of you, being part of BUCS means turning up to training and winning as many games and Championships as you can for Birmingham, which, incidently, you all did very well as the league table later in this section proves. As a membership organisation though, you can have an impact on how your sport is run across the Higher Education Sector.

Club Development and your VPS attend regular regional group meetings to discuss issues surrounding BUCS events and their governance of sport. Each group brings their problems and issues along to regular Management meetings so that they can be discussed and resolved. So, if you have an issue with your sport or how it is run then let us know - don't suffer in silence or we can't help! James Hughes' door is always open so please talk to him or anyone in Club Development.



## **Team Captains' briefing**

When it comes to playing in BUCS competitions it will be your Team Captains who will be responsible for ensuring that you are abiding by the rules and regulations of your competition. To this end, the Team Captains' Briefing gives captains the opportunity to learn about their roles and all of the relevant responsibilities that come along with the role. All team captains **MUST** attend this meeting.

### **BUCS Team Captains' briefing:**

Thursday 4th October 2011, 17.00 - 18.00, Munrow Lecture Theatre

**Failure to attend without prior consent will result in the elected team captain being removed from position.**

## **Basic BUCS rules**

While it will be the Team Captains who are responsible for understanding most of the rules, knowing the key information is good for the whole committee. You will be given a BUCS Handbook with all the rules and regulations in it but some of the regular topics are below:

### **Club membership**

Anyone who trains with you should pay membership but this is even more important when representing the University in BUCS competitions. If a player is fielded who is not a member then your team can be removed from the league, points docked and refused entry into subsequent years. If you need help in getting members to pay their fees, please don't hesitate to ask.

### **Walkovers**

A walkover is given when a team cannot complete a fixture. Birmingham will aim never to give a walkover as it can lead to docked points and removal from teams from subsequent years. As committee members you have agreed that you are able to honour the number of teams that we have entered on your behalf - it is your responsibility to make sure that all matches are played.

### **Late arrivals**

If you know that you are going to be late to an away fixture then please contact the Club Development Officer on 07867 906 387 as soon as possible so that we can let the opposition know. Failure to do so may result in a walkover being claimed by the opposition.

### **Colour clashes**

In the case of a clash of kit colours, it is the home team's responsibility to change their kit or wear bibs.

## Scores

All scores should be called or texted into the Club Development Officer as soon as the fixture finishes. The number is **07867 906 387**. You can even tweet Ade your result on **@AU\_Ade**.

## Playing under protest

If you arrive at a fixture and feel that the conditions do not meet the regulations or you know that there is a problem with the officials then you can 'play under protest'. To do this you will need a Playing Under Protest form which all institutions have to provide. This must be signed by both teams' captains. You will continue to play the fixture but the form will make the basis of an appeal should one be necessary.

## Appeals

The appeals process has changed slightly this year. If you are going to make an appeal then your report must be in writing to the Club Development Officer by **11:00 on Thursday morning**. Please give as much detail as possible so that we can argue your case. The change relates to the fact that BUCS now charge £50 to appeal in a bid to reduce the amount of unfounded appeals they received last year. If your appeal is successful then the opposing institution must pay, but if it fails then the club must pay. Because of this it is more important than ever that you understand the rules relating to your sport.

**UPDATED!**

## Match teas

If you are a Premier League team then it is in the BUCS regulations to provide away teams with match teas. These must be booked with Raising the Bar a week before your fixture takes place (i.e. by the Thursday before a Wednesday match). If your club has budgeted for the cost of match teas then the cost of the food will be charged back to your account on a monthly basis, until such a time that your allocation has been spent. After this point, teas will still have to be booked but members must pay for the food on the day at a cost of £2.00 per meal.

If a non-Premier League team requires match teas these must still be booked in advanced but you will have to pay £2.00 per person on the day.



## **BUCS accommodation and transport**

### **Accommodation**

If you require overnight accommodation for a BUCS competition then please come and talk to the Club Development Manager as soon as possible. You will be asked to research hotels and prices, but the accommodation will be booked with the Club Development credit card where appropriate.

If it has been budgeted for or it is a knockout round, UBSpport will subsidise up to £15 per person per night. Any additional cost must be paid into your account **BEFORE** the date accommodation is required.

### **Transport: Wednesday fixtures**

**Large teams:** If you are travelling to an away match for a Wednesday fixture then the Club Development Officer will book the coach on your behalf. In order to save us money, where possible, we will put multiple teams on the same coach if they are going to the same venue or city. This could lead to a possible wait for a team to finish but be patient and support our other teams where you can!

**Smaller teams:** If it is not cost effective to travel to a Wednesday fixture by coach then a minibus or car might be more appropriate. If this is the case then you must fill out a transport booking form, which is located outside the Sports Development Office. This will need to be signed by the Club Development Manager or Officer to confirm that you have the money in your account to pay for the vehicle.

If you do not have someone who is able to drive then travelling by public transport may be the best option. If you are travelling by train then you will need to come into the Sports Development Office to search for and book the transport. We can pay for the transport using our credit card, or you can pay for the journeys and then claim them back.

N.B. If you are claiming the money back then you need to keep your travel tickets so that we know where you have travelled to and from; a receipt may not be enough for University Finance to process. This must be claimed within two weeks of expenditure.

### **Transport: one-off championships:**

If you are going to a one-off championships then you need to let the Club Development Officer know what your requirements are so that the transport can be booked on your behalf. If you require a coach then we'll need to know your destination, times of arrival and departure and the numbers travelling. If you require a car, minibus or public transport then please follow the information for smaller teams, above.

## **Accidents and injuries**

It is vitally important that if accidents or incidents occur that we are notified as soon as possible so that the relevant action can be taken. This is equally important if physiotherapy or insurance claims might be needed.

### **On-campus incidents**

If an accident or incident occurs during a match at Birmingham then contact a member of staff on duty at the facility immediately. Please do not phone for an ambulance yourself - UBSport staff need to ensure that barriers and suitable directions are given to emergency services.

**Instead, in case of emergencies phone: 0121 414 4117.**

An accident report form will be filled in by the relevant staff member and if appropriate contact with the opposing institution will be made.

### **Off-campus incidents**

At the time of the accident/incident, all incidents/injuries should be reported to the sport officials and where appropriate with the opposition/event organisers.

If anyone is taken to hospital or is in need of further treatment please ensure that the Club Development Officer is phoned on 07867 906 387. We can then ensure that the relevant next of kin are informed and return transport arranged if necessary.

Once back on campus, please come to the Sports Development Office within one working day to fill in an Accident Report form.

# PART FOUR

## club development

Now that you know the basics you can spend more time developing your club. In this final part we will look at you club development plans and the areas that you should be looking to improve during your year on the committee.

**sections:**

**18 club development plans**

**19 increasing participation**

**20 improving performance**

**21 leadership through sport**

**22 club sustainability**

# EIGHTEEN

## club development plans

### **What is a club development plan?**

For the first time, 2012-13 will see all 52 clubs working to achieve aims and objectives set out in three-year development plans. These plans will help to ensure that your club is doing more than just standing still by giving you a set of goals to achieve and a framework to help you do that.

A development plan is a short document that outlines the objectives that a group or organisation hopes to achieve. It should help to structure developments within a framework so that it is easy to understand and accomplish. Your club development plan is structured so that it links into the University of Birmingham's strategic goals that underpin everything that UBSport does on a daily basis.

### **How were the development areas chosen?**

In 2010, for the first time in their history, the University of Birmingham set out their long-term goals in one clear and concise document called *Shaping our future: Birmingham 2015*. To achieve its vision of being a leading global university, it set out five key strategic goals, which every department seeks to contribute to. These are:

1. Enhance our research power
2. Provide our students with a distinctive, high quality experience
3. Sustain our financial strength and use it purposefully
4. Enhance our performance and status as an 'engaged university'
5. Be the destination of choice amongst our peers

As a department of the University, UBSport has its own set of strategic goals that link into and contribute to achieving the University's aims as outlined above. These are:

1. Increasing participation
2. Improving performance
3. Leadership through sport
4. Sustainability

It should come as no surprise then, that as members of UBSport your club development plans are set under these four headings.

It is now your club's role to set out objectives and targets under each of these headings, to give you something to aim for and achieve during your year in charge.

## Why is it a three-year plan?

There is nothing worse than spending a year developing a project only to see progress lost because there wasn't a handover or because there wasn't the understanding of how to continue with a project. So, rather than just asking for you to set objectives for one year, a three-year plan aims to lessen the chance of this happening by providing a clearer direction over an extended period of time. If done correctly, the aims should build over time giving long-term benefits, consistency of objectives and should encourage a good handover between committees.

## So, how does it work in practice?

Under each of UBSport's four strategic goals your club is asked to come up with one or more objectives, which in turn are broken down into a three-year targets. These three-year targets should build on one another each year and all seek to achieve the set objective.

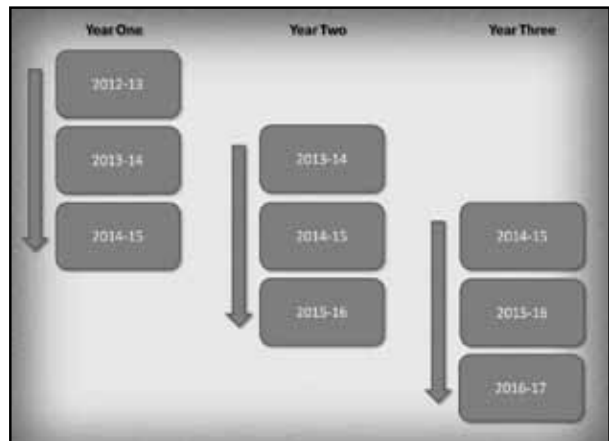
Each committee works on the first year of their three-year plan, knowing that by reaching the targets you have set yourself you have contributed to the development of your club over the following two years.

At the end of the year you will work with the incoming committee to add an additional year, their third and your fourth) so that the club is constantly readdressing what it can achieve and what it is setting out to do, ensuring that it is relevant.

For example, let us suppose that your goal is to increase overall membership from 30 to 50 in three years. Your first year target might be to reach 38, and then 45 and then finally 50. In practice you might have a fantastic year and reach 45 in year one, meaning that the next committee might decide to update their target to reach 50 in their year. By keeping the targets fluid you'll be able to make sure that you're developing at a pace that is right for you.

### The three-year cycle in action:

The current committee (2012-13) will complete targets so that their second year targets can be accomplished by the incoming committee.



## Setting your objectives

So, you know how the development plan works, you know that you need to measure what you do, and how your developments will be handed over to the incoming committee. Now you need to decide what you want to achieve, but how do you set your goals?

### SMART objectives

To achieve more than just what's required you must plan ahead. It is no good diving in, all guns blazing, trying to change this or that without an idea of what you want or even what you *can* achieve. To help you reach your goals try using the acronym SMART:

**S** **pecific:** It is no use have a goal such as "get more members". That is not a specific enough target - are you looking for one extra member or are you looking for 30?

**M** **easurable:** How are you going to measure your goal? It is easy if it is something like increase in members to a social event, but what if your goal is to improve offensive plays?

**A** **chievable:** Don't aim to win the BUCS championships if you are in Midlands 2A. You aren't helping anyone by setting targets that you simply cannot reach.

**R** **ealistic:** While something may be achievable is it realistic? You could win a BUCS gold in the Outdoor Athletics High Jump final, but if your PB is 1.20m is it likely to happen?

**T** **ime-bound:** Having a goal set within a time scale helps to motivate and to complete in a certain period. Do you want your goal to stretch the season or just the first three weeks?

### Bad examples:

- "We are going to win BUCS in two seasons." It's time bound and depending on the club it could be realistic but it too vague. How are you going to win BUCS? What is it that needs to change for you to win?
- "I want to increase attendance at socials." Great, but how? And by when?

### Good examples:

- "By December 2011 we will have 50% of members attending BUCS Regionals." Only the club can know if this is realistic, but, assuming it is, it is a SMART goal.
- "We will reduce the number of short corners conceded in term one by 10% by running extra defensive drills." Ticks all the boxes.

Over the subsequent sections we show you the areas in which you can develop your club and we will also provide you with examples so that you know where to start.

## Making it happen

You've set your objectives and you've broken them down into yearly targets. Now you need to make sure that they are going to actually happen. Your role as a committee member is to make sure that you are reaching the targets that you have set yourself.

### Task lists

Breaking down your targets into task lists allows you to identify each aspect of job at hand; importantly it clearly states who is responsible for each aspect of the job and when this should be accomplished by. The table below shows a simple (but important) objective broken down into tasks.

| Objective: make Sports Development a cup of tea |                         |                |                        |
|---|-------------------------|----------------|------------------------|
| Task  | Resources               | Responsibility | Timescale/<br>Deadline |
| Buy tea bags and milk                           | Money                   | Treasurer      | Monday @ 9am           |
| Find out who takes milk & sugar                 | Pen and paper           | Secretary      | Monday @ 9am           |
| Make the tea                                    | Kettle, cups and spoons | Team Captain   | Monday @ 9.15am        |
| Wash the mugs                                   | Washing-up liquid       | Club Captain   | Monday @ 9.45am        |

This is very simple, but you can see that if the Treasurer fails to buy the milk and tea bags that this will set the whole project back. Let's look at a more realistic example:

#### **Performance: 3-year objective example**

Enter a 3rd team into BUCS

**Year 1 target:** compete in at least 5 local friendlies

**Year 2 target:** enter 3rd team into a local league

**Year 3 target:** enter 3rd team into BUCS league

Imagine that part of the agreement of having a 3rd team entered into BUCS was to have a successful season in a local league. Then imagine that someone failed to meet the deadline for league entry. All of a sudden your three year plan has been delayed by a year.

The use of task lists then is incredibly important to allow you to monitor your progress, and where necessary chase those on the committee that might be holding you back from developing your club.

## **Monitoring your development**

It is not enough to have a development plan written down. For it to work and to work well it needs to be monitored, reviewed and consistently adapted to make sure that your objectives and targets remain relevant to those who are trying to achieve them.

### **Profile your club**

The first thing that you should do at the beginning of your tenure, before you even start to think about your objectives is to profile your club. The first page of the development plan asks you to note down the key stats for your club such as the number of members, gender split, BUCS points per team and qualified coaches. It is only by knowing where you are that you can begin to understand where you would like to go.

For example, following your profiling, perhaps you have noticed a gender split that heavily favours males. A participation development could then be to attract more female members through introductory women-only training sessions.

### **Development meetings**

As you move through the year you will have meetings with the Club Development Manager, whose aim is to help you track your progress. To do this there will be two sets of meetings, one in the first two weeks of the first term and the second in the first two weeks of the second term.

In these meetings you will discuss your objectives and how you are doing against the targets that you have set yourself. The CDM will offer you support and advice, and if needed you will adapt the targets that you have set yourself.

### **Yearly report**

At the end of every year your club will be asked to complete an end of year report. This will detail your progress against your set targets and will also form the basis of the handover to your club's next committee.

This is not an academic piece of work, so please don't worry about it being perfect! The report is designed to help your incoming committee to see what has gone well, what has proved a challenge and what was over ambitious or perhaps not ambitious enough. So while there will be no need for a bibliography and no marks for correct referencing it will form the basis of the next stage of your club's evolution and so it is in your best interest to make it as good as it can be.

Once this has been completed it will be reviewed by the CDM and then will be returned to your club with recommendations ready for the new committee to start the process again, adding their third year targets to what you have been working on.

# NINETEEN

## increasing participation

Of all the development areas, participation can seem like the most easy area to develop. It's simple isn't it? Just get a few more members each year? Well, if that was the case then every club would have more members than they knew what to do with. To effectively increase participation takes a lot of thought, an understanding about what type of participation you want to increase and how that increase will benefit your club and your sport.

**Key participation contact:** Catherine Adams | [c.a.adams@bham.ac.uk](mailto:c.a.adams@bham.ac.uk)

### **How can your club grow?**

Probably the best question that you can ask yourself prior to choosing your objectives is *what aspects of participation does your club want to focus on?* Is it to increase female members? Is it to increase the numbers competing in BUCS? Is it increasing the number of community members? Or international students? Only by analysing your own club can you begin to look at increasing participation

### **Barriers to participation**

Now that you've identified an area that you would like to develop think about why the participation levels aren't already there. Let's take the example of poor female participation. Perhaps a barrier is that you haven't had any female committee members; or perhaps only a male presence at sports fair? How about considering a female specific training session? Maybe, linked in with a leadership objective, you could set aside money in the budget for a female member to attend a coaching course.

Another example could be that people are put off by the elite perception of sport. To encourage beginners think about splitting sessions or running taster sessions. Maybe look at entering less competitive competitions - local races instead of national ones.

### **Participation opportunities**

#### **Try Sport**

Try Sport is a programme of coached sport within the University, ideal for beginners or individuals returning to sport, providing a pathway from participation to competition. A course lasts 10 weeks and is led by a Level 2 coach. It is a great way to increase members, as you can sign-post them to your training sessions once they are more confident in their ability.

Clubs must plan the session and prove that there will be a weekly progression leading towards an end-goal, such as a tournament or completing a skills challenge. There is also a **monetary contribution** to all clubs that run a course, which can be paid into your UBSport or Guild accounts to help develop the clubs in other ways.

### **Intra Mural Sport**

A programme of recreational sport within the University, IMS provides an opportunity to take part in competitive sports without the commitment of training. Emphasis is put on sportsmanship, team spirit, fair play and above all enjoyment. Over 2000 staff and students from across the University compete in the leagues and one-day tournaments throughout the year, which is currently spread across multiple sports and leagues.

Clubs must provide weekly sessions or organise one-off tournaments, which must include an organised rota of officials. You will work closely with IMS reps and Sports Development. While the league and course programmes for 2012-13 are set, there is plenty of opportunity for a one-off tournament or course to take place, which could lead into a full programme the following year.

### **Get Involved fair**

The inaugural Get Involved fair was held last year and is designed to give those who missed the initial recruitment drive another chance to take up a sport. Think about lowering your memberships and a second round of welcome sessions to entice more to become involved.

### **The participation pathway**

We have looked at some of the ways that people can get involved outside of competitive sport and now it is important that you advertise these, especially at Sports Fair and to those unsuccessful at trials. Not everyone will want to play competitive sport and those that do not make the teams might be lost to the sport altogether if you do not provide them with an alternative pathway to follow.

#### **Participation: 3-year objective example**

Run a cricket IMS indoor league for 10 teams.

**Year 1 target:** run a Try Sport taster session to gauge interest

**Year 2 target:** run a full two-term Try Sport programme

**Year 3 target:** a 10-team summer league is run alongside the Try Sport programmes, which act as a pathway

# TWENTY

## improving performance

One of the areas that you will almost certainly have thought about improving is performance. What are you doing every week in training if not trying to improve performance? But how effective is your training programme? Is it targeting the right areas? Are you addressing weaknesses and working to your strengths? By adding a structured approach to your performance goals using the development plan you will hopefully see more constructive and consistent performance gains.

**Key performance contact:** Alex McGregor | [a.r.mcgregor@bham.ac.uk](mailto:a.r.mcgregor@bham.ac.uk)

### **Hi Performance Centre (HiPC) club benefits**

The HiPC, located along the corridor from Raising the Bar, is a UK-leading centre for higher education sports science and together with the specialist staff is the reason we can offer the calibre of sport science and scholarship packages that UBSport do. You can see all of the key contacts in Part One.

One of the biggest benefits that comes with having such an asset is the variety of sessions and expertise that is open to all club members. Partly funded by the £10 Club Development fee, the HiPC puts on around 10 hours of additional sessions completely free of charge to anyone that has paid for a club membership - whether they are a complete beginner or elite performer.

### **Triage | Mondays and Thursdays 11am-1pm**

Sometimes, you get injured. And that is really frustrating. To help you get back to fitness as soon as possible free triage assessment sessions are run twice a week during terms one and two and once a week in term three.

Assessments last for 15 minutes and run from 11.am-1pm on Mondays and Thursdays. To sign up for a session you must go to the HiPC from 8.30am on the day you wish to be seen and book your appointment. The sessions are on a strictly first come, first served basis so please come early if you do not wish to be disappointed.

### **Discounted physiotherapy**

Should your injury need further treatment then you can receive £10 back from your first two sessions. Before you can claim back your £10 you must first fill in an accident report form detailing how you sustained the injury. This will allow us to assess if there are any changes that we need to make, in terms of coaching or the

safety of equipment so that we can identify whether injuries are occurring as a one-off or a recurring problem.

Once you have filled in an accident report from, found at Munrow Reception, please bring it to Club Development and we will provide you with a Physiotherapy Claim form, which you will then need to get signed off by your coach and committee so that they are aware of your injury. When this has been signed then bring it back to Club Development for final authorisation.

Only once you have filled in an accident report form and received a signed Physiotherapy claim form should you book into a session with Physiokinetic. **If you do not receive prior authorisation then you will not be able claim back the £10 subsidy.**

For more information go to [www.physiokinetic.co.uk](http://www.physiokinetic.co.uk) or call 0121 440 7736.



### **Circuits | Tuesdays 7.30am and Thursdays 3pm**

Twice a week, Tuesday at 7.30am and Thursday at 3pm, HiPC run circuit sessions to improve your strength and conditioning. Sessions are extremely popular, so similarly to Triage, sessions will be on a first come first served basis.

If you want to try and get your whole club to a particular session then please contact HiPC prior to attending. This will allow the session to be tailored to your specific clubs needs where possible.

### **Pool recovery | Thursday 10am**

Whether you're after a low intensity session or are recovering after a tough BUCS fixture the previous day, pool recovery sessions offer you the chance to take the weight off your joints and work on your conditioning. Aqua jogging is also available during this session.

Bring your costume or trunks and don't forget a towel!



### **Yoga | Monday 8.30am**

Another hugely popular session that requires you to sign-up on a first come first served basis on the day, yoga will start your week the way that you mean to go on. It is a fantastic session to stretch your muscles, condition your core and is low impact so is brilliant for a lower intensity activity that can act as a recovery or pre-/re-hab training session.

### **Pre-/re-habilitation and drills | Monday 7am and Thursday 7am**

Are you injured or injury-prone? There will be barefoot drills aimed at injury prevention in the Slater Hall (at the back of the Munrow Sports Centre) twice a week. These sessions are a must if you want to spend more time on the pitch or court and less time on the sidelines.

### **Speed and fitness | Friday 10.30am**

If you think you could benefit from more fitness then you are currently getting from your regular club training sessions then come down to the Bournbrook 3G pitch for some games specific speed, agility and fitness sessions. As always, if you are going to be coming down in a big group then let HiPC know and they can tailor the session to your needs.

### **Club-specific HiPC sessions**

If the sessions listed above do not offer your club quite what you are after or you are finding it hard fitting in the sessions with your current timetable of studies and training then it is possible to approach the HiPC regarding club-specific sessions that will focus on your specific needs at a time that is convenient for you. There will be a cost associated with this, but it will be dependant on what you are after so please go and talk to a member of staff who will work out what you need and how much it will cost.

If you have budgeted for the sessions then the cost will come directly out of your club budget, but if this is something not within your budget then you will need to come and talk to the Club Development Manager who will work out with you how you will pay for the sessions. For example it could be that members pay £1-2 per session into the club account at Munrow Reception or that you have decided to use the service instead of buying equipment.

Either way it is important that you have this expenditure authorised first.

#### **Performance: 3-year objective example**

1st team attends club-specific training session and 50% of 2nd team attend at least 1 general club session a week.

**Year 1 target:** 50% of first team attend 2+ general sessions

**Year 2 target:** 1st team attends club-specific training, 25% of second team attends 1 general session a week

**Year 3 target:** 1st team attends club-specific training, 50% of second team attends 1 general session a week

## Scholarships

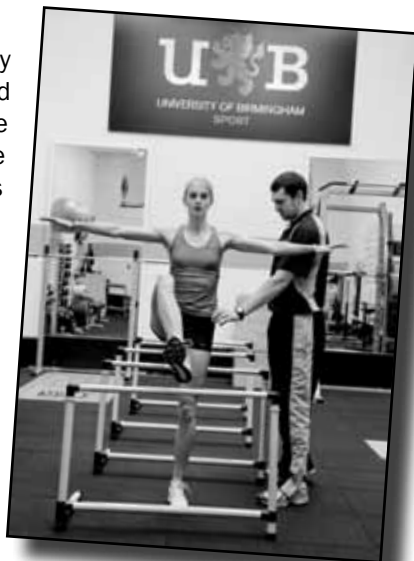
UBSport's scholarship programme can boast many top athletes, past and present, that have progressed and benefitted from the specialist support that the HiPC offer. Making sure that your club supports the right environment for scholarship-eligible athletes is a sure way to improve your performance.

### Scholar recruitment

It is a very rare occurrence that a top class athlete will turn up to one of your training sessions out of the blue without first having been in contact with a member of HiPC.

Our Scholarship Manager runs the scholarship programme and, together with Kate Allum, plan out strategies to make sure that we are targeting as many potential top class athletes as possible.

There is a lot that you can do to help to make sure that your club has the best possible, many of these things are covered on page X.



### Team scholarships

Each year the HiPC will offer team scholarships on top of the support they provide as part of the general club sessions. These are targeted at 1st teams or the equivalent individuals and must be applied for with the support of the lead coach. Successful clubs will have shown a good level of organisation and buy-in to the current offer of HiPC sessions; your club must show that it would make the best use out of the extra support.

Applications will be sent out to clubs in the third term each year.

#### **Performance: 3-year objective example**

Win team scholarship.

**Year 1 target:** 50% of 1st team attends at least 2 general club HiPC sessions

**Year 2 target:** 100% of first team attend club-specific HiPC session plus one further general session

**Year 3 target:** Apply for team scholarship

# TWENTY-ONE

## leadership through sport

As we have previously mentioned, your club cannot run without good leadership. Your committee are key to making sure that this leadership is in place so that your club can perform and develop across many different areas. But the great thing about being involved in sport is that it can develop you, too. Whether you pick up organisational and leadership skills, or experience volunteering you can make sure that your club works as hard for you as you do for it.

**Key leadership contact:** Gary Yates | [g.p.yates@bham.ac.uk](mailto:g.p.yates@bham.ac.uk)

### **Personal development**

You are already in a position of leadership by virtue of having taken up a role on the committee and you should be pleased to know that it is great for your employability, too. When more and more people have a degree to their name, standing out from the crowd with volunteering stamped across your CV is more important than ever especially considering the skills associated with it such as: communication, confidence, time management, organisation and leadership. But what else is there?

- Campus Projects and Sports Festivals such as the Vale Lurve Festival are great opportunities to get involved with projects advocating a healthy lifestyle.
- Community Projects can help you link with schools and other sports clubs in the local area. This will also help you recruit members. You can either look to set up your own project or integrate into an existing one.
- Individual Placements can also be sought, whether that is coaching at schools or officiating local sports clubs.

### **Personal Skills Award**

The PSA Award is a nationally-recognised points-based recognition scheme run by the University of Birmingham. Participants on the scheme are awarded points based on the extra-curricular activities that they are involved in. Points must come from two providers, such as the Guild of Students or UBS. And the great news is that you're already eligible for points by being a committee member:

- Club Captain = 80 points
- Committee Position = 55 points
- Intra-league Rep = 55

To find out what points make (...prizes) go to [www.as.bham.ac.uk/psa/](http://www.as.bham.ac.uk/psa/). There will be opportunities for all committee members to sign-up during Welcome Week.



## **Volunteer skills matrix**

To help committee members recognise the work that they put into their clubs, and importantly to help you realise how transferable the skills that you use are, we have set up a skills matrix that will help you keep track of the work that you have done.

Based in a simple spreadsheet, the matrix is split into skill areas such as financial management, team work and communication. Under each heading you then record the hours you spend working in each area, which, by the end of the year gives you a detailed record of how you've spent your time on your club committee and then makes it very easy to let employers know exactly how much time you spent improving your club.

And as an added incentive, we'll be rewarding the top five committee members who rack up the most hours at the end of the year. For a copy of the spreadsheet and to find out more about the incentives contact Gary Yates.

## **Coaching and officiating qualifications**

One of the biggest ways that you can add to your own personal development and benefit your club is to look at ways for your members to become qualified as a coach or as an official. UBSport work closely with a number of National Governing Bodies to offer courses for our members and members of the community to attend.

Even better, there is scope for these courses to be subsidised by UBSport on the understanding the you volunteer time in the local community.

### **Leadership: 3-year objective example**

Qualify a level 1 and level 2 coach every year

**Year 1 target:** One level 1 coach qualified

**Year 2 target:** One further level 1 coach qualified, previous level 1 trained to level 2.

**Year 3 target:** As year 2.

# TWENTY-TWO

## club sustainability

There are several aspects to consider to ensure that clubs remains sustainable over a period greater than the life cycle of just one committee. The very fact that you are reading this section means that you are moving in the right direction as the club development plan itself is a big part of ensuring your clubs aims last longer than just one year. But there are also other areas to consider and we shall consider the following three aspects in the coming pages: recruitment; alumni; and sponsorship.

**Key sustainability contact:** Kate Allum | [k.allum@bham.ac.uk](mailto:k.allum@bham.ac.uk)

### Recruitment

Recruitment shouldn't just start at Sports Fair. If you really want to bolster your club's membership then you need to start considering what you can do to try and encourage people to join your club before they even arrive at Birmingham. Below are just some of the ways that you can begin to attract members and get your club's name out there.

**Open days:** The University runs open days several times a year and UBSport have several stands in the New Gym to sell sport and its added benefits to prospective students. Your club are more than welcome to come and attend so that you can answer any specific questions about your club or even just what it is like to be part of sport at Birmingham. This year members of Athletics, Judo, Rowing and Triathlon all came down to the early-September open day and were able to speak to many students who are now excited about coming to the University and being a part of those clubs.

**Youth sports events:** Each sport will host championships for young people and often having a presence at these events is the first step in publicising your club's name to the next generation of sporting superstars. Take along flyers, prospectus brochures and enthusiasm.

**School links:** From September UBSport will be targeting 280 schools, ranked according to academic ability, reputation and sporting results. If you know of a school which is a particular hotbed of activity for your sport then please let us know.



### **Recruitment: 3-year objective example**

Attend 3 regional and national U17 championships

**Year 1 target:** Attend 1 regional event and U17 champs

**Year 2 target:** Attend 2 regional event and U17 champs

**Year 3 target:** Attend 3 regional event and U17 champs

## **Developing your alumni relationships**

There are many reasons to develop relationships with those members who have graduated or left your club and it can be one of the easiest areas for development. If you approach this area in the right manner then there is no reason why the whole club can't benefit from past members passion for the club.

Some of the benefits are obvious. Having an ex-member of your club going on to win a gold medal at a Paralympic Games, as was the case for Cheerleading when Pamela Relph, pictured right, stormed to gold as part of ParalympicGB's Mixed Coxed Four in London 2012, can provide publicity and can publicise your club far beyond campus.



But there are other ways that good alumni relationships can help, too. Here are some aspects to consider:

**Experience:** Whether you need some advice on how to run an event, the contacts to get some cheap equipment or just someone old enough to drive a minibus to events, alumni have been there and done that.

**Potential source for funding:** Now that they are (hopefully) working they will have a bit more disposable income and may be willing to support the club. Imagine getting just £5 from 20 members across a year - that's £100 to subsidise a training camp. Make sure they are getting something for it though - an e-newsletter or invites to matches? Maybe they work for a company who is looking for just your sort of club to sponsor?

**Want to give something back:** Members will have gotten a lot out of being a member of your club and are usually willing to give time as well as (some) money. Ask them to come back and help with trials or the end of year head-to-head you've just set up.

**Collect contact details:** When people leave make sure that you have a non-bham.ac.uk email address for them and, if you have one, add them to an Alumni Facebook page.

## Alumni Sports Day

One of the easiest ways to start the ball rolling is to tap into Alumni Sports Day. Organised by Kate Allum, the Alumni Sports Day, held in early June each year, features alumni of all ages taking on both mixtures of current students and fellow graduates.

Previous tournaments have been staged by Badminton, Basketball, Football, Hockey, Lacrosse, Rugby, Swimming and Water polo, but there is always room for more. To get involved simply contact Kate and find out how your club can become involved



### **Alumni: 3-year objective example**

Increase participation in Alumni Sports Day to 60 members.

**Year 1 target:** Run event with 40+ attendees

**Year 2 target:** Run event with 50+ attendees

**Year 3 target:** Run event with 60+ attendees

## Sponsorship

Obtaining sponsorship is a great way to ensure your club's financial sustainability for that year, and if your club plays its card right it could be the start of a relationship that ensures long-term financial sustainability.

### **How should you go about getting it?**

First look at what your club could benefit from, and remember this doesn't have to be money, it could be equipment that you could then put a company logo on. Then think about what your club has to offer prospective sponsors:

- Their logo on social or playing shirts; links from your website or Facebook page; attendance of their venue at weekly socials or fundraising events, publicity through match reports, publications or equipment?

Once you have an idea of what you are looking for you should talk to Kate Allum and she will be able to advise you on how to proceed. UBSport have templates for sponsorship contacts, which will detail all the ways that sponsors can get the most out of the deal, which in turn should make for a more attractive package and so a larger sponsorship deal.

It is important that you do not sign a contract with an organisation before talking to UBSport. In the past we have seen instances of clubs offering deals that they don't have control of or have too. These examples have all happened in the last few years:

- A club offered shirt sponsorship for £500 without thinking about the cost of shirt printing, which totalled £600 meaning they lost £100 on the deal.
- One club agreed to visit an establishment each Wednesday night with 30 people. They met this target on all but one night and so the company was able to cancel their final term's payment as the agreed conditions had not been met.
- An agreement between a club and a clothing company was made that, if it were not caught, would have invalidated the £30,000 sponsorship agreement with Kukri for all clubs. The agreement would have been worth just £200.

For these reasons it is vital that UBSport are consulted before any sponsorship agreements are signed. UBSport has many links with companies and we may be invalidating a contract with an existing sponsor by having a club associated with a competitor.

### **Keeping your sponsor**

To really make your sponsorship count it is worth doing everything you can to make your sponsor happy and connected with your club. If they hear from you and can see what you are doing for them then they are so much more likely to sponsor you in future years. Here are some top tips:

- Invite them to sporting events. They will likely be delighted to see you in action and feel more connected with the club as a result.
- Contact them at least termly. Let them know how you are getting on and what progress you have made. Importantly let them know how their support is making a difference.
- Send them a club photo, making sure that their logo is clearly visible.
- If you have targets to hit, such as holding a graduate talk on behalf of the company then make sure that you do this.
- Invite them to the Sports Ball and really show them what sport is all about at Birmingham.

#### **Sponsorship: 3-year objective example**

Obtain £1,000-worth of sponsorship contract/s.

**Year 1 target:** Obtain a minimum of 1 sponsor for £500

**Year 2 target:** Obtain a minimum of 2 sponsors for £750

**Year 3 target:** Obtain a minimum of 2 sponsor for £1,000

**All that is left to say is good luck!**

**You're going to have an unforgettable year and allow hundreds of others to also have an incredible year.**

**Don't forget that while this handbook should act as a reference tool for you throughout your year on committee you are still more than welcome to come and talk to any member of staff.**

**There is always a cup of tea waiting to be made.**



# Club handbook 2012-13 feedback

We are constantly looking for ways that we can improve the committee training that we offer you and so we would be hugely appreciative if you could let us know what we could do better to make sure that you have all the information that you need to understand and carry out your roles.

Please provide us with your feedback by returning this form to the Sports Development Office so that we can make it better for you and your future club committees.

**Name**

**Club**

**Committee position**

**Most useful features/aspect**

**Least useful features/aspect**

**What's missing?**

**Anything else?**

**Thank you!**

**Please return to the Sports Development Office.**



**MIXED NETBALL**

**MIXED HOCKEY**

**MEN'S 6-A-SIDE**

**WOMEN'S 6-A-SIDE**

**MEN'S 11-A-SIDE**

**NEW BADMINTON**

**NEW TENNIS**

**NEW RUGBY (BRUM CUP)**



Download a registration form at [www.sport.bham.ac.uk](http://www.sport.bham.ac.uk)

E: [intraleague@contacts.bham.ac.uk](mailto:intraleague@contacts.bham.ac.uk)

T: 0121 414 3781

Closing date: Friday 21st September 2012

COMMITTEE HANDBOOK  
2015-13



**KEEP CALM**

**IT'S ONLY**

**COMMITTEE**

**TRAINING**