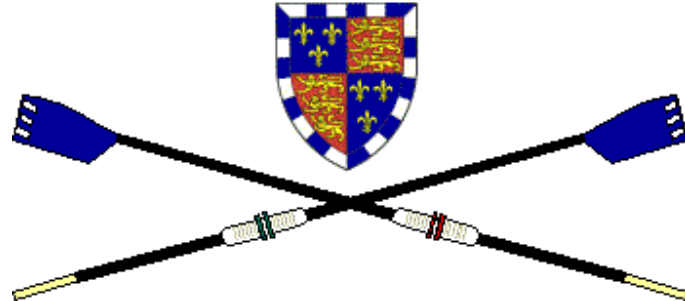


Christ's College Boat Club



JCR BUDGET APPLICATION 2012-2013

FINANCE, ADMINISTRATION AND FUNDRAISING DETAILS

PLEASE ADDRESS ALL COMMENTS REGARDING
THIS DOCUMENT TO:

ROSE MCNEILL
CCBC TREASURER
CRM58@CAM.AC.UK

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BACKGROUND

Christ's College Boat Club is the largest student society in college, involving over 50% of the student body at some stage in their time in college. This year over 80 people have enjoyed rowing or coxing for the college, with over 35 people novicing. We have also had over 30 alumni rowing and coxing this year.

The aim of this document is to describe the role of the boat club within college, and to explain the financial, administrative and fundraising aspects of the club. It is hoped that this document will create a sense of openness and accountability in dealings with the Boat Club.

The Boat Club is one of the few college societies to manage its own finances. The major source of funding is from the JCR, but through the hard work of current and former members this is now supported by funds from sponsors, alumni and individual members of the club. To run efficiently financial decisions should be made on a long-term basis. This means planning budgets over a number of years - the Boat Club currently works to a five year plan, which is regularly updated.

The day-to-day running of the Boat Club is undertaken by students. They are supported by a 'Steering Committee', consisting of student members, alumni, college fellows and sponsors representatives. The non-student members of the committee are able to guide decision-making by students, and are able to take a long-term view when making decisions. This avoids problems caused by the committee changing every year.

The funds controlled by the club are split into two accounts: a capital account and a current account. The current account is for payments essential for the day-to-day running of the club: insurance; BRITISH ROWING affiliation; navigation fees for the Conservators of the Cam; race entries, coaching costs and so on. The capital account is for major equipment purchases and large cost maintenance of equipment.

THE BOAT CLUB IN COLLEGE

The Boat Club receives a large amount of money from the JCR funds. In return the college community receives many benefits.

- Membership is open to all members of College: undergraduates, postgraduates and fellows. This provides a unique opportunity for all members of college to interact in an informal setting.
- Every year the club introduces over fifty members of college to the sport of rowing. With the long tradition of rowing at Cambridge many members of college want give it a go during their time in Cambridge. While some will do it for only one term, many choose to go on and row for the college again.
- Rowing is an activity that few will have the opportunity to try elsewhere. It is important that the College is able to provide a high quality introduction to those who wish to try rowing.
- The novice program run by the Boat Club is particularly important for Freshers. Many will have left home for the first time, and it can be difficult to settle in. The novice program has an important social function: it carries on beyond the Fresher's Week activities for an entire term. This helps people to settle in, and to meet others outside of an alcoholic social setting. That said, the Boat Club has many social functions, which are usually enjoyed by most Freshers. This includes the Boat Club 'Social' during Michaelmas term, and termly dinners.
- The size of the boat club makes it quite unique amongst college societies. More than half of all students will row during their time in college.
- Many of the people who take up rowing at Cambridge will not be those who had a sporting background at school. Rowing is a great way of staying fit while at the same time having a lot of fun.
- Rowing is made affordable to all members of the college due to the low subscriptions charges made by the club. Cambridge town rowing clubs are required to charge approximately £300-400 per year for membership in order to pay the essential costs of running a boat club, were the club to charge this much for subs it would inevitably discourage a large proportion of the students from rowing. It is hoped that in time this

generosity will be repaid by the members contributing to the Blades Scheme.

- Rowing is a very good activity for reducing exam term stress allowing students to get away from their work; this complements the many activities organized by the JCR.
- The boat club provides a good link to the college for students after they graduate, with many alumni coming back to boat club dinners and coming to watch races. This year we have had four alumni crews competing in the Fairbairn's races at the end of Michaelmas term.

ADMINISTRATIVE STRUCTURE

The Student Officers

The day-to-day management of the club is by student officers. At the top of the hierarchy there is a Men's Captain and a Women's Captain, one of whom is the Captain of Boats and has ultimate responsibility for the day-to-day running of the Boat Club. The two Captains represent the club at the Cambridge University Combined Boat Clubs meetings, and are responsible for any communication between the Boat Club and any external bodies.

The roles of the Treasurer, Secretary, Publicity Officer (formerly Sponsorship Secretary) and Social Secretary are self-explanatory. We are the only club in the College to have a committee position whose main role is to interact with our sponsors, to make sure both our interests and those of our sponsors are carefully looked after, and to promote this relationship now and into the future.

The Men's and Women's Lower Boats Captains and Vice-Captains of Lower Boats predominantly look after the recruitment and training of novices

The Steering Committee

The Steering Committee was set up to look after the Boat Club and to provide continuity to counteract the annual changes of the student officers. Many of the alumni on the committee bring significant financial, legal and practical expertise to the committee through their careers in the city and elsewhere. It meets at least once a term, and must approve both budgets and additional expenditure from the capital account.

RESOURCES

Boat House Manager

The Boat House Manager is employed by the college, and as such is responsible both to the college authorities and the Captain of Boats. The Boat House Manager's salary is paid by the college in the same manner as all other college staff, and is not the responsibility of the Boat Club. The official job description is:

Boat House Manager:

- Workshop Manager, responsible for rigging and maintaining equipment, minor repairs to plastic boats and organising (but not carrying out) major repairs.
- Administrator, dealing with day-to-day running and maintenance of the Boathouse.
- Health and Safety, both of the Boathouse itself and the boats under the relevant guidelines.
- Enforce a code of good practice amongst the students with regard to use and care of the boathouse, and Club equipment.
- Liaising with the College Maintenance Department regarding the state of the Boathouse.

Primary Coach:

- Relieve student officers of substantial parts of coaching and logistical burden.
- Improve coaching and management continuity both on and off the river.
- Teach good training technique, not only to improve performance but reduce chances of injury to students.
- Raise standards within the Club, leading to both better results and higher morale, in order to: reduce the drop-out rate, increase membership, reduce wastage, increase asset utilisation and provide better value for money from the Amalgamated Clubs fund.

The Boat House Manager is a practical source of continuity from year to year. The Boat House Manager and the Captains need to work closely together to

ensure the smooth running of the club and the Boat House Manager's experience and advice is an invaluable resource for the Captains each year. It is worth noting that part of the role of the Boat House Manager is to relieve the administrative and coaching burden on student members. With a club as large as the Boat Club this is often a major issue. It is important that such positions should not interfere with a student's academic performance.

Although coaching is part of the Boathouse manager's role, additional coaching is required as rowing occurs outside the normal working hours that the Manager is employed. This is unavoidable due to the nature of the club. The amount of coaching the Manager is able to provide is further limited by his other roles.

Boathouse

The Boathouse site is owned by the college, which is responsible for the care and maintenance of the Boathouse. Maintenance is carried out by both the Boat House Manager and the College, depending on the nature of the work. The Boat Club is currently involved in raising funds for a major redevelopment, led by the Steering Committee and the development office. All funds for this development will come from this fundraising and from gifts from Old Members, NOT from JCR funding.

Equipment

The equipment used by crews is owned, paid for and maintained by the Boat Club. The equipment required is unfortunately expensive and has a limited life. That said, the Boat Club has achieved incredible use, if not over-use from some equipment - some of it is past its useful lifetime, yet still in service. To avoid getting to the stage where much of the equipment needs replacing it is essential for the club to ensure a regular program of replacement and maintenance. Spares are not always available, so we are looking to slowly replace older boats with newer equipment.

This problem has been compounded by size of the club. For the May bumps in 2012 the club fielded eight crews, and we have entered seven crews for this year's May bumps races. The wear and tear on these boats is very noticeable, especially in the case of the women's third boat and the novice men's boat, which has severe problems with its shell and rudder and heavy-use by novice rowers.

FUNDING

Sponsorship

For the past two years the boat club has been sponsored by TwoTwoFive. The expected level of sponsorship for next year is £4400. This has been secured due to the close link between the boat club and our alumni, which will be elaborated on in the next section.

College boat clubs without sponsorship suffer greatly from a lack of funding and corporate support, and in a time when corporate sponsorship is not easy to find, we are fortunate to have secured such a good arrangement for the club.

Old Members and the Blades Association

The Blades is a social organisation for former members of the Boat Club. Its purpose is to organise social events, including an annual dinner and drinks at Henley Royal Regatta. While many members have given donations to the Boat Club, it is mainly a social organisation.

The Blades was set up to provide a regular source of income to the Boat Club. Members pay a subscription of at least £25 pounds per annum. At present alumni provide an income of just over £7000 per annum. Anyone who rows at college automatically becomes a (non-fee paying) member of the Blades, which is a great way to keep in touch with peers and the college.

It is important to remember that the money from Old Members and the sponsors is not intended to cover the day-to-day running costs of the club, but to fund major new equipment purchases. This source of income would be likely to disappear if it were thought to be a replacement for, rather than a supplement to, JCR funding.

JCR contribution

The contribution from the JCR is vital for the running of the Boat Club, maintenance and the purchase of equipment. Without such a contribution, the Boat Club cannot even subsist and in a few years would probably not exist. Even at current levels of funding, the Boat Club is becoming ever more reliant on funding from alumni and utilising kit well beyond its natural life expectancy.

Whilst it is accepted that the Boat Club usually takes up a large percentage of the available money from the JCR, the Boat Club is a highly expensive club to run, with expenses that stretch far beyond those seen in the other college sports clubs. However, it is worth noting that we are the club with the largest

membership in college, and the only club to teach the majority of our members from scratch. Unlike most other clubs maintenance and insurance costs have to be met by the club, rather than through the College itself.

Current Members

Individual members of the Boat Club are expected to contribute to the finances. Subscriptions are currently set at what is felt to be an affordable in order that money is not a barrier to participation. In addition to the subscription fees, members face various other costs related to rowing which add to the overall burden.

Subscription fees: These are currently £20 per term, but £10 for the first term of rowing/coxing.

Kit: Members are expected to buy their own rowing kit both for racing and training, as it is not supplied by the Boat Club, which can be expensive.

BRITISH ROWING membership: For races outside Cambridge, BRITISH ROWING membership is required, currently priced at £30 per year.

Transport to races: Whilst the boat club pays for transporting the boats to off Cam races, rowers must pay for themselves. This can be extremely costly due to high train ticket prices.

Accommodation: Training camps are held in Cambridge for a week before the start of Michaelmas and Easter terms. Participation for these is high and students are required to pay for their accommodation in Cambridge for this period totalling approximately £200 for the year.

The boat club also organises an off-Cam training camp in France over the Christmas holidays, for which students are required to pay £225. This year over 25 students attended, and the camp has been extremely successful at boosting rowing ability, particularly in less experienced crews.

FINANCIAL OVERVIEW:

Christ's College Boat Club has two accounts:

1. Current account - This account is administered by the student treasurer of the boat club and pays for the day-to-day expenses of the club.

Amount requested: £10,000

2. Capital account - This account is administered by the chairman of the finance sub-committee (a former member of college) acting in consultation with the boat club's steering committee of current students, members of college administration and former members of college. This account enables the club to renew and purchase new items of capital equipment.

Amount requested: £7,000

2012-13 REQUESTED FUNDS:

Current account:

Requested amount: £10,000

PROJECTED CURRENT ACCOUNT

1st September 2012 - 31st August 2013

ACTUAL Opening Balance		7997.97			
	YTD	Projected	Total		Budget 13-14
INCOME					
Club subs	30.00	3000.00	3030.00		3000.00
Equipment hire	6682.50	0.00	6682.50		3000.00
JCR contribution	0.00	8000.00	8000.00		
Grant from capital	439.00	3000.00	3439.00		6000.00
Total	7151.50	14000.00	21151.50		12000.00
EXPENDITURE					
Insurance	2260.11	0.00	2260.11		2500.00
Membership	1298.30	0.00	1298.30		1400.00
Race Entry	2512.00	500.00	3012.00		5000.00
Transport	-11.50	125.00	113.50		250.00
Training Costs	65.00	200.00	265.00		500.00
Coaching	1505.00	3500.00	5005.00		6000.00
Fines	145.00	100.00	245.00		300.00
Misc	23.72	180.00	203.72		300.00
Ents	352.00	-374.00	-22.00		0.00
Kit	0.00	-33.50	-33.50		0.00
Maintenance	855.51	2144.49	3000.00		5000.00
Freshers Costs	344.64	0.00	344.64		500.00
Bank Charges	7.61	18.00	25.61		72.00
Total	9357.39	6359.99	15717.38		21822.00
NET CASHFLOW	-2205.89	7640.01	5434.12		-9822.00
ACTUAL Closing Balance		5,792.08			

Over the past year there has been a need to update the boat club facilities and increase the level of maintenance, incurring a large cost. Also CCBC has hired out more equipment, such as racks, the gym, ergs and boats, gaining money and coaching for this. This is far from ideal since it decreases the availability to Christ's students. Furthermore in order to prolong the lifetime of a boat, it must be well maintained adding to the maintenance costs of the club.

Major Changes from previous year:

- As our equipment hire went unbilled for over a year, the income from this year is not representative of an annual income; it will significantly decrease next year.
- Cost of insurance for 2013 decreased considerably from 2012
- Race entry lower than usual due to inconvenient timings of races in which we usually take part. Expected to increase again for 2013-14
- Following on from the previous point, transport costs will increase
- Membership costs are expected to increase again
- Maintenance costs will increase as equipment gets older
- Bank has brought in a £6 per month charge

Appendix to current account:

Details of Income items

Club Subs:

Amount received from Club subs, which are at present £20 a term (£10 for first term of rowers/coxes).

Equipment hire:

CCBC hires out rack space for single sculls as well as use of the rowing machines and the gym. The second and third type of hire can be detrimental to the boat club as it stops Christ's students accessing the equipment occasionally. Furthermore other boats are hired out to town clubs on an ad hoc basis and not to interfere with possible training times of members. This year has had exceptional income from this source and cannot be relied upon to

continue in the future, especially as equipment becomes older. This hire also increases maintenance, due to extra wear and tear on the equipment and cleaning costs.

JCR Contribution:

Amount received from the JCR.

Grant from Capital:

This shows the income required to keep the day to day running of the boat club possible, due to insufficient funding.

Details of expenditure items

Insurance:

Insurance is a critical expenditure of the club without which the participants would not be insured for 3rd party or member-to-member liability against damage to equipment or persons.

Membership:

Membership charges are critical to the function of the club and comprise payments to BRITISH ROWING and Conservators of the Cam. Without membership of these organisations the club would not be allowed to compete in any races and would not be legally allowed to row or keep boats on the Cam at all. These costs have risen significantly this year and are expected to rise again next year.

Race Entry:

The critical amount necessary for the club to compete in the major end of term events is £1,173 (Fairbairns, Clare novices and bumps entries in 2012-2013) and represents the absolute minimum level of competition which would justify the level of the club. This money has been provided in the past by the JCR.

Other race entries including off-Cam races are provided for by the high level of subscriptions the boat club charges its members (£20 per term (£10 for novice

rowers)). Donations from alumni have covered racing at Henley Royal Regatta as a special case.

Transport:

This expenditure relates mainly to the cost of towing boats to regattas and races off the River Cam. With the rising price of petrol and increased trend for Cambridge colleges to race off Cam this expenditure is set to increase. This sum also covers petrol costs incurred by the boathouse manager in his duties for the club and transport for coaches both to get to Cambridge and for training off Cam.

Training Costs:

This expenditure covers the cost of putting people in small boats through capsize drills before they can use a small boat (a boat club policy which is necessary to ensure the safety of members of the boat club). The cost of hiring additional boats which the club does not have capability for at present (e.g. 4-) and additional boats if required due to more crews than at present can be capacitated by the current fleet of boats. Furthermore this also includes lake hire for training off Cam, which helps develop and increase the standard of rowing at the boat club.

Coaching:

Paid for coaching is a necessary expense in order to increase the performance of the top boats for the club. Furthermore it allows more than one boat to be coached at a time, which is a necessity, as many boats belonging to the club train at the same time due to restrictions on daylight hours and workloads of the members, which cannot be worked around.

Fines:

This expenditure relates to fines imposed on the club by Cambridge University Combined Boat Clubs (CUCBC) for infringements regarding college boat clubs' use of the river and bumps racing. While fines regarding to misuse of the river are very avoidable and should not be incurred, fines incurred during bumps racing are an unavoidable and normal part of racing. These fines are often given very subjectively and are not in the club's power to control. The club now charges members for foul and abusive language fines, as these are clearly avoidable and members should be expected to comport themselves acceptably when representing the club and the college.

Miscellaneous

This is to cover all costs which do not fall under any of the previous categories, which are likely considering the vast range of purchases the club needs to make.

Entertainments:

This amount covers costs such as producing menus for the boat club dinners and any deficit in club ents such as the Boat Club cocktails (intended to break even).

Maintenance:

The sum allocated for maintenance is based on a detailed projection carried out by college employed boathouse manager (previously circulated to JCR treasurer) and represents the minimum amount required to keep the club's equipment serviceable and safe to use. Should somebody be injured due to inadequate status of equipment then the club could be liable. Wear and tear, minor damages not covered by insurance all require money to fix or replace. These costs have also increased due to increased hire of Boat Club facilities. This money comes from the current account. Replacing and purchasing boats, ergs etc. is spent from the Capital account.

Freshers Costs:

This is the cost required to recruit freshers to the boat club and then subsequently train them over Michaelmas term.

Capital Account:

Requested amount: £7,000

The capital account allows the club to renew its capital equipment such as blades and boats as they wear out. Boats need to be retired after 15-20 years. This necessitates buying a new men's boat every 3 years and a new women's boat every 5 (retiring the oldest boat in the fleet and moving each boat down a crew each purchase).

The capital account should have around £16,000 in as a reserve at any time against loss of a boat in an uninsurable way. A lower balance than this leaves the boat club in a precarious position.

Major Changes from previous year:

- Expected decrease in the level of donations in line with the level of donations achieved this year.
- Boat refurbishment will increase as boats get older.
- Other ageing kit must also be replaced.
- There are no plans to buy new blades/boats/ergs in the coming year.
- The account this year has had the college contribution to both the 2012 and the 2013 training camps due to this not having been collected last year. We intend to go on the camp again next year, and the costs will be at a similar level to previous years.

PROJECTED CAPITAL ACCOUNT 12-13 1st September 2012 - 31st August 2013

ACTUAL Opening Balance	17,111.06			
	YTD	Projected	Total	Budget 13-14
INCOME				
JCR contribution	0.00	5000	5,000	
225 Sponsorship	4,052	148	4,200	4,400
Donations	6,675	510	7,185	7,000
Total	10,727	5,658	16,385	11,400
EXPENDITURE				
Boat refurbishment	2,925.17	0	2,925	4,000
New blades	200.00	0	200	0
New boats	0.00	0	0	0
Other New Kit	1,945.34	0	1,945	2,500
Boathouse work	0.00	1,500	1,500	1,500
Contingency	0.00	300	300	300
Henley	0.00	150	150	300
Signage	0.00	400	400	500
Alumni costs	-62.00	162	100	100
Training Camp	-1,395.51	0	-1,396	4,000
Grant to Current	439.00	3,000	3,439	5,000
Total	4,052	-364	3,688	18,200
NET CASHFLOW	6,675	6,022	12,697	-6,800
CLOSING BALANCE	23,786.06			

Appendix to Capital account:

Details of Income items

JCR Contribution:

Amount received from the JCR.

Sponsorship:

Amount received from our new sponsors TwoTwoFive. We have been lucky to obtain this sponsorship deal in the current unstable financial period, unlike other boat clubs.

Blades Subscriptions/ Other Donations:

Money from Alumni. Due to the nature of the college held account, it is difficult to separate out Blades subscriptions and other donations. This money is donated for the purpose of buying new equipment and not to plug any holes in the current account budget gap. These have seen a decline in the current financial downturn, affecting the capital accounts future significantly. Furthermore, as we are currently in the midst of fundraising for the Boathouse Redevelopment Project (whose account is held by college), all other donations are expected to go towards that project, rather than buying any new equipment.

Details of expenditure items

Boat Refurbishment:

This expenditure is to be used to refurbish boats to make them last longer. Most of the work is performed during the Summer Vacation.

New Blades/ Boats:

This expenditure covers infrequent large capital expenditure items, bought when determined by the five year plan. None detailed FY 13-14.

Other New Kit:

This expenditure covers the purchasing of other capital equipment not included under the titles of boats or blades. This includes gym equipment (eg. weights, mats, etc) and other coaching necessities, such as coxboxes, life jackets and megaphones.

Boathouse Work:

This expenditure is for work required on the boathouse which college will not finance.

Contingency:

This expenditure is not expected to be used, but is within the budget in case of a major non-insurable claim for equipment.

Henley:

This is to cover all costs for sending crews to the Henley Royal Regatta, something which is expected of the club by many of our alumni, especially as this is the 50-year anniversary of the CCBC winning the Visitors' Challenge Cup at the regatta in 1963.

Signage:

This covers costs for painting the honours board 1st may crew boards (a tradition which dates back well over 100 years), and boat names.

Alumni Costs:

The sum allocated for Alumni costs is to be used to increase awareness of the boat club to alumni and to further fundraising efforts, to increase alumni donations.

Training Camp:

This expenditure allows the boat club to train abroad before Lent Term, when the weather may stop a UK camp from going ahead. This expense allows the

boat club to train in a more controlled environment and thus increase the performance of its boats.

Grant to Current:

This is to finance the day-to-day running of the boat club. Without this grant the current account would become insolvent.

Long-term requirements

As previously mentioned, the boat club is currently undergoing a funding drive for the boathouse redevelopment project. As a result of this, all one-off donations which alumni might make over the next few years will be directed towards this project, rather than towards new boats. Ideally we would like to acquire a new men's boat every 3 years and a new women's boat every 5 years from our alumni donations. Our current men's and women's first boats were bought in 2011 and 2007 respectively. We are therefore already a year behind schedule with our women's boats. Based on the current level of regular alumni donations we will have to wait another few years before buying a new women's boat (we must keep at least £16,000 in the capital account as contingency). The boat club relies on JCR funding to allow the club to function day-to-day, but also to help us save for more major kit purchases in future years. Although we are not planning to purchase any major pieces of kit in the coming year, we would not want to JCR to take a one year view and leave the club in trouble when it does need to make a more major equipment purchase.

CCBC COMMITTEE 2012-13

Steering Committee:

Captain of Boats & Men's Captain:

Richard Steele
rs705@cam.ac.uk

Women's Captain:

Naomi Sharp
njs61@cam.ac.uk

Secretary:

Rachel Hyman
rmh61@cam.ac.uk

Treasurer:

Rose McNeill
crm58@cam.ac.uk

Publicity Officer:

Matthew Pryn
mp550@cam.ac.uk

Webmaster:

Thomas Chetwin
tec38@cam.ac.uk

President:

Nick Gay
njg11@cam.ac.uk

Chairman:

Tom Swallow
tom.swallow@csiltd.co.uk

Boathouse Manager:

Nick Acock
nja28@cam.ac.uk

Senior Treasurer:

Lianne Frost
liannefrost@googlemail.com

Boathouse Redevelopment:

Robin Kerr
robin.sarahkerr@uwclub.net

Blades' Representatives:

Duncan Bull
duncanbull@gmail.com

Eddie Surtees

edwina.surtees@cantab.net

Cat Hart

hart.cat@gmail.com

Fellow's Representative:

Cath Green
cmg1003@cam.ac.uk

Student Committee:

Men's Lower Boats Captain:

Matthew Parker

Men's Vice Lower Boats Captains:

Elias Lehtonen
Chris Bennett

Women's Lower Boats Captain:

Bex Masters

Women's Vice Lower Boats Captain:

Anne-Claire Morel
Alice Sackville-Hamilton

Coxing Representative:

Frances McDonnell

Social Secretary:

Rachel Stoplar