



UNIVERSITY OF CANTERBURY
CANOE CLUB INCORPORATED

OFFICER'S HANDBOOK
2013 EDITION

CONTENTS

1. HISTORY, ISSUES AND FUTURE PLANS

1.1 Early Club History

1.2 Update to Club History

1.2.1 The Nineties 1990-1997

1.2.2 The Noughties 2000 - 2010

1.3 Life Members

1.4 Purpose and Direction

1.4.1 Club Trips, Instruction and Safety

1.4.2 Finance

1.4.3 Equipment

1.4.4 Slalom and Down River Racing

1.4.5 Canoe Polo

1.4.6 Problems and Solutions

1.4.7 Where to Now?

1.4.8 Planning

1.4.9 Typical Calendar

2. ADMINISTRATION STRUCTURE

2.1 Affiliations

2.1.1 University of Canterbury Students Association

(i) Affiliation

(ii) Room Bookings

(iii) Contact and Address

2.1.2 Whitewater New Zealand Inc.

2.2 The Committee

2.2.1 President

2.2.2 Club Captain

2.2.3 Deputy Club Captain

2.2.4 Secretary

- 2.2.5 Treasurer
- 2.2.6 Conservation Officer
- 2.2.7 Gear Officer
- 2.2.8 Hire Officer
- 2.2.9 Instruction Officer
- 2.2.10 Instruction Committee
- 2.2.11 Trips Officer
- 2.2.12 Safety Officer
- 2.2.13 Webmaster
- 2.2.14 Assistant Hire Officer
- 2.2.15 Assistant Gear Officer
- 2.2.16 Publicity Officer
- 2.2.17 Social Officer
- 2.2.18 Funding Officer
- 2.2.19 Polo Officer

3. MANAGEMENT AND POLICIES

- 3.1 Management Documents
 - 3.1.1 Assets Book
 - 3.1.2 Hire Book
 - 3.1.3 Trip Book
 - 3.1.4 Minute Book
 - 3.1.5 Incidents Book
 - 3.1.6 Leader and Instructor Lists
 - 3.1.7 Membership and Experience Lists
 - 3.1.8 'Old' Club Records
- 3.2 Club Gear
 - 3.2.1 Safety Equipment
 - 3.2.2 Gear Locker
 - 3.2.3 Gear Hire
 - 3.2.4 White Water Raft

3.3 Wages and Subsidisation

3.3.1 History

3.3.2 Club Trips

(i) Leader and Instructors Course

(ii) White Water Week

(iii) First Aid Course

(iv) Other Courses

3.4 Advertising and Publicity

3.5 Incorporation

3.6 The Handbook

3.6.1 Handbook History

4. CONSTITUTION

4.1 Name

4.2 Object

4.3 Membership

4.4 Affiliation

4.5 Discipline

4.6 General Meetings

4.7 Constitution

4.8 Officers

4.9 Society Committee

4.10 Funds

4.11 Official Society Trips

4.12 Subscriptions

4.13 Society Gear

4.14 Society Trip Book

4.15 The Common Seal

4.16 Winding Up

5. ADDITIONAL NOTES

5.1 Notes on the Constitution

5.2 Clubs Day

5.3 Leaders and Seconds

5.4 Hire Agreement

1. HISTORY, ISSUES AND FUTURE PLANS

1.1 EARLY CLUB HISTORY

Compiled by Robyn Burgess (1989)

The University of Canterbury Canoe Club was formed in 1967. The founding members were Don Hutton, Rod Claridge, Dick Williman, Malcolm Struthers and Dick Martin. Long before the Canoe Club was established, the Canterbury University Tramping Club had used kayaks (as well as rafts) on rivers as a means of transport to get to remote areas to tramp or climb. After a time, however, keen trampers such as Don Hutton and others felt that kayaking for its own sake might be fun. This was quickly confirmed with the membership of UCCC in its first year totalling some 68 people.

From the start the Club attracted, as it indeed was formed by, an older set ("mature students", postgraduates, staff members) compared to most other clubs on campus. The "maturity" and strong organisational base of the Club has contributed greatly to its success. The notion of a three-year presidency term, for example, was to establish stability within the Club. By always appointing a commerce or accounting student as Treasurer, not only were UCCC's books kept in order, but the practice was looked upon favourably by the establishment, as a result the Canoe Club was very successful at obtaining grants. In fact, it had such a good reputation for its management of finances that on more than one occasion the Vice Chancellor of the University directed other clubs to obtain UCCC assistance in setting up their books. The original planning and well-thought out objectives of the Club has gained it respect in the eyes of the University Sports Council, other university clubs and canoe clubs.

The Club had a policy of early active involvement with kayaking for beginners, the belief being that it was better to learn in a river than to spend too much time practicing in swimming pools. It was also quickly established that Club members were not judged so much on their kayaking ability as their capacity to be social and cheerful and their willingness to

help others (either directly or behind the scenes) and respect property. As the Orientation sheet for 1969 outlined, “we want people who can swim, who can laugh and whose enthusiasm extends to spending an odd Saturday afternoon on the end of a hammer or paint brush. If you want to enjoy life, see rivers from an inside angle, meet people, have a good time and so on, then join the Canoe Club” (and hand over the \$1 subs, of course).

Many of the early Club trips were experimental. Because in some instances little was known about a river, regular “scouting party” trips were organised, whereby a group would go off on a weekend tramp to investigate what various stretches of water looked like and to judge whether or not they could be paddled. (“Could the Rangitata Gorge be paddled? Definitely not!”). Such trips involved climbing, looking and photographing. One prominent Club member, Trevor Bissell, even put his pilots license to use by flying over those rapids that could not be viewed on foot. Occasionally “scouting party” trips involved suitably attired and mannered Club Committee members calling on land owners to arrange vehicle access or permission to camp on their property.

Tommy Corbett was particularly influential in the early 1970’s in convincing many farmers in South Canterbury to help in such matters. In appreciation, something along the lines of a kayaking photograph with the “Compliments of the University of Canterbury Canoe Club” would be forwarded by the Club Committee to all farmers whose property was crossed. It is this sort of effort that established the goodwill regarding land access that river users often now take for granted. The scouting parties were Canoe Club trips in themselves even though they rarely involved any kayaking.

It was the trips on the rivers that were often the most exciting. Committee members took much delight in naming river trips - one could, for example, “Wade the Waiiau” or “Hurtle the Hurunui” and much prestige was attached to the first members of the Club who went to “Battle the Buller”. There are numerous early trips that can still be recalled, even if in some cases it is only for their disastrous nature. Early in 1971, for example,

about 25 paddlers set off on a flooded Waimakariri Gorge trip. Five of the kayaks never made it to the get out, their occupants spending a cold night out. The following weekend a jetboat had to return to the river to collect bits of fiberglass kayaks and salvage pieces of canvas ones that had been washed up.

In these early days a piece of string tied the paddle to the canoe and there were trailing ropes - these features were supposedly to prevent loss of one kind or another. Often the boats lacked proper buoyancy. Bash-hats were not considered a necessity. But through trial and error - for example, a trip report dating back to late 1967 notes that "after an experimental trip down the Waimakariri it was found that rudders were useless on kayaks" - and through greater safety awareness, various changes were made in canoe features.

By the end of 1967 the Club owned five single kayaks, two doubles, one Canadian, with one new canoe under construction. Members could hire kayaks (40 cents per day), but they were also encouraged to build their own kayaks. Boat-making and boat-repairing sessions could take place in someone's lounge or garage or when a lot was to be done, very sociable outdoors working bees were arranged. The nature of the canvas kayaks (fun to make and easily smashed in rivers, therefore requiring repair sessions) had particular social value. With boat making sessions, different people would be assigned particular jobs to do on all of the boats under construction, and sometimes up to 20 kayaks would be made in one weekend.

Parties were held for the launching of new kayaks: cakes were baked and champagne flowed. The old canvas doubles, too, were a lot of fun and very useful in giving unconfident paddlers the opportunity of going down rivers in a boat without having to put in one stroke. Photographs and sketches on rivers could also be made in this way. After a time however, canvas had to compete against the new fibreglass canoe. A competitive slalom group within the Club had been arguing for fibreglass and in 1972 two token Pelorus and KW7 kayaks were purchased second-hand. After the canoe slalom event was held in the 1974 Commonwealth Games

in Christchurch, however, enthusiasm for fibreglass increased and a programme for replacing canvas Club kayaks was set up.

The social side of the Canoe Club was perhaps its strongest point and activities extended far beyond kayaking. There were the “Canoe Club flats” (ie those flats whereby one had to be a UCCC member before they could live there), the “Plucking Pheasants” Canoe Club band, the peculiar “mad hats” which members wore ashore - a tradition maintained from the inception of the Club up until the late 1970’s. A number of Canoe Club members even ended up marrying one another!

Since it was founded, UCCC has steadily grown in size, with membership numbers peaking in 1984 at around 350. That year the Club had advertised, a tactic since avoided, and membership has been steady at around 250 since then. The strong organisational foundations, enthusiasm and very social nature have been maintained. Actual kayaking techniques, safety standards, instruction, and equipment have been greatly improved and no doubt will continue to do so in the future.

1.2 UPDATES TO CLUB HISTORY

1.2.1 THE NINETIES 1990-1997

Compiled by Fiona Mackay (1997)

Due to the impact of student loans and fees on the work habits and finances of students the UCCC has dropped in numbers to approximately 120 whitewater members and 80 polo members. Despite this the Club has maintained a strong base with continued improvement in skill levels in both canoe polo and white water and a high standard of instruction.

The social nature of the Club also remains with events such as the Avon pub crawl where people have been known to paddle round the Town Hall fountain much to the disturbance of Town Hall Management and the amusement of the Christchurch Police. The annual trip to the West Coast

shows beginners the delights of both the West Coast rivers and pubs. In the early 90's it was almost guaranteed that the bus would breakdown on the Brunner Trip. The first time this occurred a busload of drunk students had to push the bus up the last few metres of Porters Pass. The last time it happened the bus couldn't quite deal with Otira Gorge so about 40 people got put up at the Otira Hotel overnight waiting for another bus to arrive.

Providing staff for the annual Coberger's Ski Swap kept the Club finances healthy. By bribing kayakers with the prospect of a keg and an unlimited food supply the Club was able to raise \$3500. Unfortunately this source of income disappeared in 1996 with the closure of Coberger's and the Club has had to consider its expenditure more carefully.

As kayaking has increased in popularity, more people have joined the UCCC with skills developed from paddling at high school. These skilled people, combined with the use of professional instructors for Leaders and Seconds training, have ensured that the Club instruction system has continued to develop and remain at the forefront of club instruction in New Zealand. Hopefully the tradition of quality instruction, along with the social nature of the Club, which has been enjoyed by students in the past, will be continued for students in the future.

1.2.2 THE NOUGHTIES 2000 - 2010

Compiled by Brian Thorne and Andrew Yates (2010)

The club became the "best sports club on campus" and then proceeded to lose the title to the snow sports clubs. Kayaking has been growing in popularity and the membership numbers experienced some growth throughout the past decade with annual numbers around the 300 mark with the usual fluctuations as the foreign students come and go. This may have also been due to more advertising around clubs days and a bi-annual club magazine getting published. Combos has been growing in popularity with people often being turned away due to lack of instructors/equipment and it has been necessary to run two streams as we don't have enough boats for everyone. The Hurunui has been used every year since 2006 but

the lower Ashley is still a good option along with the lower Waiau.

All major trips went without incident except for the White Water Week's of 2008 & 2009. The punters were all being encouraged to huck off Mauria Falls which lead to displeasure from the kayaking community and from the NZ Kayak School. There was also a case of hypothermia on the Buller Earthquake run which resulted in a walk out of the Buller gorge, luckily the instructors were well equipped and dealt with it quickly. Some other large trips went away, trips to Fiordland such as the Hollyford Hoedown right through to club heli paddling trips on the Wanganui and the doomed to be dammed Mokihinui river.

Socially the club is prospering, the Brunner trip is as popular as ever and many an Avon pub crawl has meandered towards town. The Brunner trip went away without paddles and once had the bus driver naked and rather enjoying himself on the trip over! There is (as always) a flat called the kayak HQ in Christchurch which has hosted many a party. The goon is almost a required piece of kit on any club trip gear list. The bus company "Twistin It Party Bus Co" has let us down on a few occasions, if possible avoid using them.

Financially the club is in a strong position, most trips running at a strong profit. We pay money to Whitewater NZ for affiliation for approximately 2/3 of our members each year.

The club has fostered a relationship with Bliss-Stick Kayaks, purchasing six boats direct from the factory in 2009. Canoe and Outdoor World has continued to support us, and PaddlerZone gives a 10% discount to club members.

After running a safety course in Murchison the club was encouraged to upgrade the dated helmets. In 2010 a new set of 14 WRSI helmets was purchased at a cost of approximately \$1400. A further 5 decks were bought prior to the 2010 White Water Week to boost numbers to a sufficient level..

The club purchased its own domain name in 2008 (<http://uccc.org.nz>)

and having an online presence has helped to facilitate trips going away. Especially helpful since 2009 has been Facebook, where the UCCC has a page with over 200 fans.

The club also purchased 15 brand new Originz Nevis Bluff fibreglass paddles with a grant awarded from the UCSA. This boosted the clubs gear levels remarkably. These were purchased at a cost of \$2100.

A small room (approximately 3x2 m) was 'gifted' to the club in place of the desired space directly adjacent to the gear shed for storage of paddles, helmets, spray decks, buoyancy aids and filing cabinets. There are 3 rooms of this size coming off a communal corridor with two rooms allocated to the UCCC and the third which will likely be shared with the Tramping Club. Although permission is still being sought to extend the gear shed and with ever increasing numbers of kayaks, this seems inevitable, resistance to progress seems to be the largest inhibition. Dramasoc and MuSoc, who presently occupy the desired space, are very obstructive despite rarely using their space. The USCA was not particularly useful in this attempt though it is a work in progress!

The small room has been outfitted with paddle storage bins, PFD and spraydeck hanging space and helmet storage hooks. The filing cabinets with older club records are stored in this room also making for a very cramped space. The racking in the existing gear shed was extended and boat storage switched from 'front-to-back' to 'left-to-right' in an effort to fit more boats in. A metal rack was bolted to the left hand wall for the clubs fleet of 8 polo boats. Thanks to persistent bugging of the UCSA, this project came at no cost to the UCCC in an effort to get rid of us!

The club lost its Incorporated status sometime between 2005-2010 when an audit was carried out on the club's records with a dismal result. The necessity for the Treasurer to be an accounting student became evident and as a result the club's members are now financially liable for any suit taken out against the club, within the limits of NZ law. This was remedied in late 2010 at a fine of \$200 acknowledging the very real need to incorporate our society, especially in the case of a court case.

In an unfortunate trip, the clubs brand new red mystic was stolen from the side of the (Hurunui) river on a private trip. With no insurance policy, this was a significant blow to the effort of those who sought this boat originally on the clubs behalf.

2010 also saw the addition of a hypalon, high-side 7-man white water raft plus a complete set of paddles, helmets, life jackets and spray tops added to the club fleet. The 'maiden voyage' was held on the Hurunui river with a crew of 7 (inexperienced) rafters, actually kayakers but rafters-to-be. This trip travelled from Jollybrook to the bottom of Maori Gulley in around an hour and a half without incident and smiles all round!

1.3 LIFE MEMBERS

The following people were elected life members because of their contribution of outstanding services to the Club:

- Dr Don Hutton 1970
- Dr Rod Claridge 1972
- Tommy Corbett 1974
- Dr Doug Rankin 1977
- Adrian Higgins 1977
- Murray Watson 1983
- Ian Russell 1983
- Martin Bell 1988
- Steve Gurney 1988
- Gary Robertson 1991
- Troy Lipsham 1997
- Paul Macey 1997
- Richard Nelson 1997
- Shaun McCracken 2013

1.4 PURPOSE AND DIRECTION

According to the constitution, the objectives of the club are: “to promote interest in and to participate in whitewater, lake, slalom, downriver, canoe polo and other canoeing activities, river conservation and water safety” This essentially leaves the direction of the club open to its strengths at the time. It is important that the club is flexible enough to be responsive to the members interests, however because the club trains it’s new members according to the strengths of the old, it tends to be consistent in it’s focus.

The club’s traditional and current priority is largely with recreational river kayaking with a major emphasis on introducing newcomers to the sport on a solid diet of skills and safety instruction. Apart from this, canoe polo has been steadily increasing in popularity for over ten years and there is, from time to time, interest in slalom and down-river racing, triathlons, surfing, squirt and play boating varying with club membership composition. More experienced club members tend to conduct their own private trips with entry being based on the merits of the individuals within the group.

The club is characterized by the short season of the first term, a high turn over of novice paddlers due to the few years students are at university, a large membership and hence a highly organised program. We realise the need to encourage the keener potential “guns” as these people are the instructors and leaders of the future. To meet this end the current club program or calendar has expanded to include more advanced kayaking and instruction.

The short season has been exacerbated by the change to the four term academic year and the pressures on Club members further increased by the demands of internal assessment and high university fees. This has made it imperative that the club keeps as many as possible of the fewer new members who sign up each year. The new intensive courses that are now extremely popular and the first vacation’s used for running intermediate and advanced instruction. The winter activities of the second and third term are extremely important to retain the enthusiasm generated in new members during the first term. Returning the club to focussing on its social canoe polo competition by passing on the inter-club competition management to others should also encourage greater participation by Club

members during the winter months. This occasionally proves difficult due to the apparent stigma attached to Polo players by 'smug' whitewater paddlers. This stigma eased upon the inclusion of a self-appointed 'Whitewater Polo team' following challenges from the usual Polo players.

The UCCC enjoys a balance of female and male participation, an atmosphere that is actively promoted on Club Day. Participation of women in the sport has been further helped by the high profile of some of our women in the national scene, particularly in canoe pole at present and in slalom in the past. Women's instruction courses have also helped. The Club needs to continue to actively encourage women towards key roles in the club.

1.4.1 CLUB TRIPS, INSTRUCTION AND SAFETY

Although the venues for club trips are the same as always, over the years the flavour on the water has changed. Flatwater sessions are compulsory before any river trip and thanks to the high standard of instruction, novices take fewer swims year by year. The advanced instruction goes beyond pure skills coaching, extending into leadership training (covering areas such as teaching, safety, rescue, first aid and leadership itself). Planning and safety within the club trip system have also come under scrutiny. For example, defining Trip Organiser and Leader responsibilities, setting standards on leadership skills and setting limits on the student/teacher ratios and total trip and group sizes. The upper ratio of leader/second to beginners was set at 2 to 4. That is, for every 4 beginners, there must be one instructor and one second, at the very least. Often this is difficult with the vast numbers included on beginner trips such as Combo's due to their immense popularity, but generally lack of gear (for the beginners) holds this ratio to be true.

The first term club calendar has expanded to accommodate this increase in instruction at the various levels with many flatwater sessions in the first four or five weeks, often more than one trip departing most weekends and instructor and leader training squeezed in before the beginner season hits the rivers. Unfortunately, no way has been found of introducing

rolling before we take our beginners out on moving water, though more competent beginners often seek guidance and demonstrate high interest in learning to roll prior to the trips of the first vacation. In more recent years, QE2 Park have pool sessions in the evenings for kayakers learning to roll and instructors have been known to be bribed with pool entry and beer by budding novice kayakers wishing to learn.

Recently, the Club has moved from individual trips to integrated packages. This started in 1994 with the introduction of “Combos” which provided users with a flat-water session, a surf session and a river trip for a discounted fee. This concept was refined into “Courses” in 1996, where novices stayed in the same group and had the same instructor for all sessions. A pool session was added for complete first timers. These changes have all proved successful. As well as providing a high standard of instruction, the courses allow the participants get to know at least one experienced club member. This link leads to a higher proportion of beginners going on to become active club volunteers.

The UCCC has high safety and instruction standards with only occasional instances of standards slipping. The primary focus of the Club is paddling and, generally, that is what the Club does well. The basic requirements are to ensure that all instructors are aware of and adhere to the safety standards of the Club (instructor/pupil ratios, safety gear, instructor qualifications etc) and to ensure that trip leaders are qualified.

The critical element in maintaining these standards is the Club’s “Leaders and Seconds Weekend”. This course trains the Club’s more experienced paddlers to lead and instruct. The safety standards are set out to all participants and they receive ratings as “Leaders” or “Seconds”. Since the NZRCA Instructor qualification scheme has been merged with NZOIA, it has focused on professional instructors and lost much of its applicability to clubs. Hence, the onus is now back on the UCCC to qualify its own instructors. Leaders and Seconds is one of the few opportunities available nationally for advanced instructors to learn about teaching instruction skills to others. Thanks to this, the UCCC has produced a large number of NZOIA Level 2 Instructors. So, although the use of professional instructors

is good for maintaining standards, keen UCCC Instructors should always have the opportunity to take the lead roles on the Leaders and Seconds weekend.

The UCCC has a Club Instructors Apprenticeship Scheme. This is valuable for people coming up to instructor level from novice ranks within the club. However, the Leaders and Seconds Weekend gives required training to all current and aspiring instructors, and provides flexibility for incorporating people into the club who arrive with suitable experience obtained elsewhere.

1.4.2 FINANCE

Traditionally, the club has always survived by the skin of its teeth, sinking all available cash into gear. However in the early 1990s (with \$3,000 coming in from running Coberger's Ski Sale and other sums from the Hillary Commission via NZRCA, NZOIA and the Christchurch City Council) the Club's books became the healthiest they'd ever been. We must now watch how we spend our hard earned cash, as it would be easy to use it ineffectively.

In 2012 online access to the club's BNZ bank accounts was set up. The club pays \$10 a month for this service. This has dramatically improved access to money, and transparency in terms of cash flow. This is especially true for trips, for which a separate account has been set up. Previously, the organizing member would have bank deposits made to their personal bank account. Now it is expected that all trip payments be made to the club account. We have five security devices ('Netguards') which are to be passed onto the following committee members:

- President - full permissions.
- Captain - full permissions.
- Treasurer - permissions to make and authorize payments.
- Trips Officer - permissions to make and view payments.
- Webmaster - viewing permissions only.

'Full permissions' includes the ability to modify other user's permissions. As well as passing on the security device, outgoing committee members with online banking access need to change their password to some temporary password which they can pass onto the incoming officer. The incoming officer should then change the password to something secure.

Notes:

- 1) All payments need to be authorized by two other people with permissions to do so (two of President, Captain or Treasurer).
- 2) The Trips Officer should pass the security device onto whoever is organizing the current trip.
- 3) The Webmaster needs to have access in order to check that members signing up online have actually paid their membership fees.

In addition to the main and trips accounts which are visible online, the club also has a term deposit account (as of 2012).

Good financial records are required for:

- Meeting the requirements of being an Incorporated Society,
- Applying for funding from organisations such as the Hillary Commission, Trustbank Community Trusts, UCSA, etc,
- Accurately setting membership subscriptions,
- Setting appropriate gear hire charges,
- Planning replacement schedules for Club gear,
- Ensuring the success of events such as Brunner, Leaders and Seconds, Courses, etc,
- Maintaining the long term financial viability of the Club.

The need for such record keeping has been brought sharply into focus by the loss of income from the annual Cobergers Ski Sale and the cushion it provided to our operating budget. This loss has been offset in 1996 and 1997 by \$2500 & \$3000 in grants primarily from the Hillary Commission local funding scheme (administered by the Christchurch City Council) and also from the UCSA Special Incentive Grants. It is important to the club that this funding is maintained by keeping a high standard of

applications and accountability for the money received.

The role of the Treasurer should therefore be seen as vital to the UCCC. It should be a coordinating role, bringing together the records of the Trips Officer, Hire Officer, Gear Officer, Instruction Officer and other officers when they spend or earn club money. The treasurer should be someone familiar with accounting systems, or at least basic bookkeeping. Since the Club is now an Incorporated Society the Treasurers responsibility to present accounts to the AGM is legally binding.

The Club should also consider more actively pursuing sponsorship. The best source for this is currently pubs with “pokie” machines who are required to give away the profits under the umbrella organisations of Pub Charity and the Lion Foundation. In 1997 the UCCC Mens A Polo Team received \$1000 sponsorship from the Lion Foundation via the Russley Hotel. The pubs are primarily looking to give funds to groups who are likely to bring people back into their establishments to contribute to their profits. The UCCC is well poised to take advantage of this. Leaders and Seconds could be sponsored by a pub in Waikari, Surf trips by a pub at Sumner, Redcliffs or Ferrymead, the Brunner trip by a pub in Hokitika etc. Sponsorship could lower the costs of these activities and so attract more participants.

1.4.3 EQUIPMENT

The increasing quality of the equipment available through the club to its members has assisted other improvements (especially instruction trips and canoe polo competition). This also extends through to the rescue and first aid equipment.

The problem of gear control has not been fully solved. The current gear locker is stable and is well organised. However there are some further aspects to the problem that need to be addressed:

- Members (specifically, Committee members) treating the gear

as if it is theirs by right. Free gear hire is ONLY available with permission of the Club Captain. The SOLE exception is the current Hire Officer. Gear hire is not a reward for long service.

- The Gear Locker is owned, and therefore controlled by the UCSA. The UCCC needs to ensure that this space continues to be available to us, preferably at no charge as at the moment. If there are ever new plans for development of the UCSA building it is important that our requirements are heard and understood by the UCSA during the planning process.

The release of keys was tightened such that only the Club Captain, the Gear Officer the Hire Officer and the Polo Officer had access to the shed. All gear hire now goes through one of these four people, thus creating an efficient and traceable system of gear hire. A record of gear hired and income generated is maintained in a Google Spreadsheet shared with the committee.

The problem still exists of locating gear after a mass-hire (club trip). See section 3.2.2 for current information relating to the gear shed.

1.4.4 SLALOM AND DOWN RIVER RACING

Slalom and down river competitors generally look after their own kayaking programme. Some Club members have made the effort to run clinics for interested parties but these haven't been well integrated into the club calendar. In an attempt to promote slalom within the club the Slalom Officer was introduced as an elected officer on the committee. However little was achieved, and so now this position is appointed from the general committee.

The decline of slalom within the club reflects the national situation, particularly problems within the national organisers. Slalom is an excellent tool for teaching paddling skills, including skills valuable to Canoe Polo or play-boating and rodeo. Club slaloms and trips such as to the winter OUCC Waipori slalom have always been greatly enjoyed by participants

when they occurred. The main problem is a lack of promotion. The club should support the informal White water Racing Group in its efforts to organise regular Canterbury slalom competition.

1.4.5 CANOE POLO

UCCC Canoe Polo (under the name Christchurch Canoe Polo) is the oldest regular organised canoe polo competition in New Zealand. It started in 1987 at Wharenui Pool in Riccarton, although it had been played socially for several years before this. Notable in introducing polo to the Club was Steve Gurney. It was moved to QEII Stadium in 1992. At this stage there were regular competitions at QE II, Wharenui Pool, Aquagym, and Jelly Park, however the superiority of the facilities at QEII and the strength of the UCCC membership in Canoe Polo led to the UCCC Competition dominating the others in size and the level of competition.

From 1995, a second “Social” night was added to the competition as the first night had reached capacity. The constitution was altered at the end of 1994 to provide for a Canoe Polo Committee rather than a single Polo officer in an attempt to reduce the workload of this position. In 1996 the main night competition was reorganised into an Interclub League. The Interclub League has proved extremely popular and good for fostering canoe polo, however the polo committee has faltered due to the lack of a mechanism for selecting members. Reviewing the competitions at this time led to the further conclusion that they were being used largely by people from other clubs and were not meeting the needs of the majority of UCCC members. Therefore for 1998 the running of the Interclub League is to be transferred to a new body drawn from all of the clubs who enter teams. This will allow the UCCC to concentrate on its social night competition and develop it as a winter activity for its own members. Hopefully this will enable the Club to capitalise on the enthusiasm of new paddlers generated in the first term whitewater season.

The NZ National Canoe Polo Championships were held at QE II in 1991, 1994 and 1996. It is worthy to note that many of the selected players for

the national team to play in the two World Championships (Sheffield and Adelaide) have been UCCC members. Also we have exPresident Ian Russell as the Polo Commodore for the NZCA (1990, 91, 92), Martin Bell as the first President of the NZCPA and Troy Lipsham as the second President and current Executive Director.

The interclub polo tournament is now run by the Mainland Canoe Polo Association (MCPA), a body comprised of representatives from participating clubs including UCCC. Following the closure of QEII due to the 2010/11 earthquakes the competition dwindled. However, since 2012 the competition has been played during the warmer months on Lake Roto Kohatu and is growing in popularity.

1.4.6 PROBLEMS AND SOLUTIONS

Both on and off the water the biggest on going problem with the club is ensuring continuity from year to year. Continuity off the water is helped by a stable club on the water, active committee members tend to be active paddlers. A marked improvement in continuity has been shown in the lead up to the 1991 season after the introduction of new club officers taking up their positions at the Half-AGM in August (instead of January).

We have a regular supply of novices each year, although fewer than in the past. To maintain the Club's strength we need to ensure that the beginners who are enthusiastic after their introduction to paddling are able to progress through intermediate and advanced instruction to become leaders in turn. A high turnover of members is inevitably a University club's lot. There are increasing numbers of people joining the Club who have previous (sometimes significant) paddling experience. There is a need to cater for these peoples needs in return for which the Club can benefit from their prior experience.

The long standing policy of the three year presidency term is still seen as vital to the well being of the club. The committee, when nominating candidates for the position, should carefully consider their suitability as

kayaking advisers, being necessarily people who have an active interest in the club and who are likely to see out the full three year term.

Nationally, there has been a trend to try and give the newcomer an introduction to the sport with as many pool and flat-water sessions as boredom will allow, before setting out onto the river. The balance of quality instruction and a high thrill factor is always difficult to obtain, but with the addition of UCCC's limited six to eight week season and its one hundred odd eager novices the problems are compounded. It restricts the ability to run individuals through more than one or two flat-water session and pushes the rolling sessions into the second term.

There are two possible solutions to these limitations:

- Change the philosophy of what we offer as a club to more of an instruction based introduction to the sport and less expectation to get out on the rivers.
- Strengthen the numbers and quality of the instructors hence offer more instruction in the same time span - but do people want, or have the time to be on the water more often?

Other problems exist in getting organised club trips going outside the first term season. During the second term the rivers and weather are too cold for potential swimmers, so canoe polo is used to fill this niche. In the fourth term, when Canterbury rivers are at their biggest best, most of our diligent kayakers are working towards their finals. Then many members leave town to find work over the university holidays.

A spring and summer calendar was first tried out in 1990/91 summer with limited success. This should be encouraged to grow. Spring instruction courses have been found to be popular. The winter calendar of pool sessions and canoe polo could be expanded (e.g. to include flatwater slaloms).

We still have two notions - Instructors and Leaders. Ideally the Leader is an Instructor, but at the present stage UCCC only asks the Leader to

have limited instruction skills. Through the annual Leaders and Seconds Weekends, and the increased availability of NZCA/NZOIA Instructor Training courses, the base skill level of UCCC Leaders/Instructors is increasing. In 2013, and increased effort will be made in changing the terminology from that of 'Instructor' to 'Leader'.

1.4.7 WHERE TO NOW?

In summary, what can UCCC do to promote a healthy future.

- Ensure continuity through the choice of President.
- Promote the Spring and Summer Calendar.
- Ensure women are actively encouraged towards key roles in the club.
- Increase the amount of intermediate to advanced instruction offered.
- Maintain our push for better equipment and storage.
- Further promote canoe polo as an avenue to developing skills out of season.
- Promote the NZOIA instruction scheme, certification and courses.
- A new gear accounting system needs to be investigated to slow the excessive loss rate.
- Take an active role in national/local issues such as access and conservation.

1.4.8 PLANNING

The UCCC planning process is often automatic, although it can happen deliberately as well. Automatic planning occurs when events happen year after year in the same way through tradition and (hopefully) because those events are worthwhile, e.g. Zero 2 Hero, Leaders and Seconds Weekend, Brunner. The work required for these events is just finding people and dates. Deliberate planning is when new ideas are brought into the Club calendar. These may involve changes to regular events of completely new

events. Sometimes the changes are forced on the club by new circumstances. Examples of recently new or changed events are the beginner courses, heli trips and the Canoe Polo League. This type of planning involves more work as the organisers have to decide what is going to happen.

This Handbook is an important aid to planning within the UCCC. It is important that ideas are recorded in it so that they are not lost with the rapid changeover of personnel inevitable in a student club. Recording ideas enables them to be improved and worked on.

The list of events that normally occurs in the UCCC Calendar includes:

- Clubs Day,
- Newsletters
- Leaders and Seconds,
- Beginners Courses (Zero 2 Hero)
- Waiau, Hurunui and Rangitata Trips
- Brunner
- Murchison trip at Easter (White Water Week)
- The Club Dinner
- Avon Pub Crawl
- Ski Weekend
- Canoe Polo Season Calendar
- The full and half AGM
- Professionally Instructed White Water Weeks and safety courses

2. ADMINISTRATION STRUCTURE

2.1 AFFILIATIONS

The club is bound by the constitution to be affiliated to the University of Canterbury Student's Association (UCSA). It may affiliate itself to any other organisations as agreed on by a General Meeting. The UCCC has chosen to affiliate to the New Zealand Canoeing Association (NZCA) and the New Zealand Canoe Polo Association (NZCPA) to support the sport on a national basis, and allow club members to compete at national and international levels in Slalom and Canoe Polo. With the old NZCA being replaced by an apparent plethora of kayaking bodies, the club will have to monitor its affiliation policy closely. The old NZCA has become the New Zealand Recreational Canoeing Association (NZRCA) and is likely to be important for conservation and access issues with the increasing amount of legal activity in these areas. The NZRCA recently changed their title to Whitewater NZ.

2.1.1 UNIVERSITY OF CANTERBURY STUDENTS ASSOCIATION

The Student's Association is the headquarters for club activities. It owns the Student Association building on Ilam Road. With few exceptions, all rooms in the building are available to the club free of charge (this includes our gear locker). Technical equipment can be provided for meetings, and there are a number of other services available. There is a UCSA Clubs and Societies Handbook but it is frequently out of date. Club photocopying, postage, etc. and function expenses are charged to the club monthly. Below is a brief list of services and venues.

- The Clubs Development Officer provides many of the services for clubs. They organise Clubs Days and Canterbury teams to NZUSU sports events. They take Clubs room bookings, affiliations and grant applications etc.
- Club Grants. Several club grants are available; the general club

grant is provided on the basis of the number of student members we have, there are several components to this and the UCCC qualifies for all of them. Sports Grants are available and naturally the Club can find reason to apply for one. Also grants are available to members competing at a high level and facing large costs (e.g. NZ team members). More recently the New Initiatives Grant has become available. This is an excellent source of funding (up to \$3000) for new and previously unexplored ventures.

In years gone by, the reception held the UCCC Trip Box used to handle the interchange of money for club trips. This was our money box and the system which they had agreed to help us with. A mail box in the building is assigned to the club in which we receive all internal and external mail (in the Clubs Room on the first floor). A Notice board is provided in the Student Union (at the bottom of the stairs immediately behind the pharmacy). The Notice board was used to advertise upcoming events and trip lists were placed here during the week prior to the trip.

With the advent of modern technology and the inclusion of a Club Webpage (<http://uccc.org.nz>) (and Facebook Group), the clubs notification system has become almost entirely digital. Communication of up-and-coming club trips are now advertised through Facebook, emails and through the webpage. The clubs now has an intricate email system where members receive digital copies of all newsletters (sent by committee members) through the club webpage. AGM Minutes are sent to committee members through this same system.

(i) Affiliation

The facilities described above are only available to clubs affiliated to the Student's Association. The club must affiliate in March each year. An application form is available from the Clubs Development Officer. This is normally the Treasurer's responsibility.

(ii) Room Bookings

All enquiries must be made to the UCSA

(iii) Contact and Address

Our postal address is to our mail box in the Students Association Building:
University of Canterbury Canoe Club,
c/- University of Canterbury Students Association,
PO Box 31 311,
CHRISTCHURCH.

Personal contact is generally through the President, or Club Captain in his absence, particularly regarding publicity matters.

2.1.2 WHITEWATER NEW ZEALAND INC.

(Formerly NZRCA Inc.)

Whitewater New Zealand (formerly New Zealand Recreational Canoeing Association) was formed in 1957 by a group of people from Auckland and Wellington who explored rivers and lakes of New Zealand by canoe and raft. Prominent among the rivers explored was the Wanganui River. Following that, the Association became the national organisation to which 35 local canoe clubs from all parts of the country were affiliated.

In 1994 the NZRCA was split up and the New Zealand Canoeing Federation (NZCF) was created. The NZCF membership consists of associations specific to different canoeing disciplines: the NZ Canoe Polo Association (NZCPA) for canoe polo, Canoe Racing NZ (CRNZ) for flatwater and the NZCA for recreational white water paddling. In 1997 the Kiwi Association of Sea Kayakers (KASK) took over responsibility for sea kayaking and the NZCA became the NZ Recreational Canoeing Association (NZRCA). An association for Slalom and Wildwater racing was also in the process of being formed - Whitewater Competition NZ.

The New Zealand Canoe Federation is affiliated to the International Canoe Federation (ICF) and the NZ Olympic and Commonwealth Games Association, thus providing the link for local paddlers with kayakers in other countries, whether it is for international competition or touring and safety matters. The NZCF is also responsible for linking the sport to

national funding bodies such as the Hillary Commission.

The NZRCA has committees dealing with Touring, Instruction, Safety and Conservation matters. The committees set safety standards; organise training schemes and courses of instruction for club members; obtain, prepare and distribute reports on boatable waterways; and maintain contact with Government departments and other agencies on matters relating to conservation. They also coordinate River Safety and River Rescue Courses and a number of kayaking qualifications.

Since the 1991 NZCA AGM, the UCCC pays a \$10 capitation fee for all of its members (i.e. up to \$2000!) to the NZRCA per year. Around 2009, this changed to \$10 for one-third of the clubs members, since there are realistically only a small portion of 'active' members whom regularly kayak. The NZRCA executive comprises a President, Vice President, Safety Officer, Conservation Officer, Secretary, Treasurer, Publications Officer, Touring Commodore, and Instruction Officer. The officers are all elected at the Annual General Meeting, which is held sometime in June or July each year. Members from any affiliated club can be elected to the NZCA executive. Nominations for any of these offices should be sent to the secretary of the NZCA 30 days before the AGM. The UCCC has had several members on the NZCA executive including the NZRCA President. The 1997 AGM was held in Christchurch.

UCCC is typically entitled to four votes (which is proportional to the size of the Club). We do have some say in what goes on at a national level by who we help to elect onto the executive. The UCCC subsidises members who are interested in attending the AGM.

The AGM covers the annual report, financial report, election of officers, and motions and remits put forward by member clubs. The motions and remits section of the meeting is another chance for UCCC to make itself heard at a national level - these also have to be with the NZRCA Secretary 30 days before the Annual General Conference. The "Canoeist of the Year Award" is also made at the AGM. The NZCA backed the publication of the New Zealand Canoeing and Rafting Magazine but this has not appeared

for many years. They have recently introduced a quarterly newsletter that is sent to all clubs.

The NZRCA recently (sometime prior to 2009) changed their title to Whitewater NZ, the national organisation who is affiliated to the NZ Canoe Federation (NZCF) which is a member of the International Canoe Federation (ICF). Whitewater NZ is the national organisation representing recreational whitewater canoeing and kayaking in New Zealand. It has over 16 member clubs corresponding to around 800 active members. The purpose of Whitewater NZ is to preserve New Zealand's whitewater resources and to enhance opportunities to enjoy them safely.

The contact for all matters regarding Whitewater NZ is:

Whitewater NZ
PO Box 284
Wellington
New Zealand

Alternatively:
+64 27 20 96 101
whitewaternz@rivers.org.nz

2.2 THE COMMITTEE

The management of the Club is entrusted to the active committee, (which includes regular committee members and Club officers) who transact the business and deal with the funds of the Club. The committee should meet at least once each month of the academic year with the following officers able to give the current state of affairs within their portfolio.

- Secretary: The minute records written up and correspondence listed.
- Treasurer: A current bank balance and a list of committed costs yet to be paid.

- Gear Officer: A current list of serviceable gear, list of damaged and missing gear and a list of work to be done on the gear.
- Hire Officer: A description of the amount of hirage since the last meeting and anticipated hirage.

The President is entitled to attend all committee meetings of the club in an advisory capacity. The Club Captain (or in his/her absence the Deputy Club Captain or a committee member) acts as a chairperson at all meetings. The chairperson has a casting vote as well as a deliberate vote. A quorum for the committee meetings is eight committee members and/or officers. The following is to give the committee members some idea of their responsibility within the club. In general, with the exception of the President, all officers and committee members are obliged to attend all committee and general meetings. Officers and committee members should preferably have some skills in the task taken on. Note that any one person can hold more than one portfolio.

- Decisions of the AGM are binding on the committee.
- Committee decisions must be adhered to (if this is not possible the Club Captain should be notified before an alternative decision is taken).
- A delegated task is the member's responsibility and should be minuted for report at the following meeting.
- In general committee members should:
 - Make the club and committee aware of current issues in their area.
 - Take appropriate measures as directed by committee (or self motivated).
 - Ask for help when required.

The following are notes on each of the club officers and committee members and their roles. Included below are the job descriptions.

Early minute books recognise Liz Clark as the first female member of the committee! (06/03/1968)

2.2.1 PRESIDENT

Club Presidents in the past have varied from being figureheads, with no involvement in the club, to keen and active paddlers. Ideally the President should know how the club is structured and run and have an interest and motivation in fostering kayaking, especially within the UCCC, and in maintaining the ethics and standards developed by UCCC - thus this person should be selected with care. The long standing policy of the three year presidency term is important to the ongoing well being of the club, thus it is important the President be prepared to see the term out.

- Keeping a parental eye on the activities and direction and safety of the club.
- An adviser to the committee in general and Club Captain in particular.
- Maintaining continuity within the club from year to year as people come and go.
- Offer advice when sought. The role as a worker should be minimal (you want other people/committee members to learn such skills and do the work, that's what they're there for!).
- Past Presidents:
 - Dr Rod Claridge 1967 - 1971
 - Tommy Corbett 1972, 1973, 1974 (share with Adrian Higgins)
 - Adrian Higgins 1974 (shared), 1975 - 1977
 - Murray Watson 1978 - 1980
 - John Parsloe 1981 - 1983
 - Doug Rankin 1984 - 1986
 - Ian Russell 1987 - 1989
 - Martin Bell 1990 - 1991
 - Gary Robertson 1991 - 1992
 - unknown 1993
 - Gary Robertson 1994
 - Paul Macey 1995 - 1997
 - unknown
 - Jono Hay 2007 - 2009

- Brian Thorne 2010 - 2012
- Tim Grunshaw 2013 -

2.2.2 CLUB CAPTAIN

The Club Captain oversees the day-to-day running of the club, essentially in a management role.

- Coordinates the delegation of responsibilities.
- Ensures the officers and committee are responding to the tasks taken on including enlisting other help as necessary.
- Liaison with Deputy Captain to keep him/her informed.
- Weekly contact with the Secretary, arranging agendas for meetings, distributing and replying to correspondence.
- Monthly contact with Treasurer, as to the financial situation of the club.
- Chairs committee and general meetings.
- Should be prepared to deal with the problems between the club and its members or the public when they arise.
- Controls the distribution of free gear hire as he/she or the committee sees fit .
- Holds the master copy of the Handbook and arranges annual revisions.
- Holds all 'old' club records.
- Holds one set of locker keys and any other sets that are not in use at the time.
- Collects, at the end of each year, that year's records - sorts and files them in a suitable manner, including backups of digital data where appropriate.
- Previous:
 - Andrew Brodie 1967
 - Dick Martin 1968
 - Graham Jones 1969-1970
 - Steve Clark 1972

- Doug Rankin 1973
- Lee Anne Mitchell 1987
- Shaun English 1988 - 1989
- Steve Nicholls 1989 - 1990
- Jeff Cartridge 1990 - 1991
- Greg Ellis 1991 - 1992
- Paul Macey 1992 - 1993
- Jo Lucas 1993 - 1995
- Fiona MacKay 1995
- Richard Nelson 1995 - 1997
- Ra Cleave 1997 - ?
- unknown
- Nick Gordon 2003
- Shaun McCracken 2003 - 2004
- Jono Hay 2004 - 2005
- Sam Davies 2006 - 2007
- Neville Wilson 2008
- James Litchwark 2009 - 2010
- Will Martin 2010
- Andrew Yates 2011
- Tim Grunshaw 2012
- Nick Wareing 2013

2.2.3 DEPUTY CLUB CAPTAIN

- To assist the Club Captain.
- To assume captaincy when Club Captain is unavailable.
- Advise and assist other officers as required.
- May take on special projects not falling in the portfolio of other officers.
- Previous:
 - Peter Greer 1971
 - Pat Jordan 1972
 - Ed Hitchcock 1973

- Sarah Anderson 1987
- Anna Keeling 1988 - 1990
- Steve Garside 1990 - 1991
- Jane Shearer 1991 - 1992
- Darryl Moore 1992
- Jo Lucas 1992 - 1993
- Paul Macey 1993
- Fiona Mackay 1993 - 1994
- Richard Nelson 1995
- James Anderson 1996 - 1997
- Freya Sonneland 1997
- unknown
- Jono Hay 2003
- unknown
- Nev Wilson 2007
- Brian Thorne 2008 - 2010
- Chris Atkinson 2010 - 2011
- Dan Lewis 2012
- Hamish Dephoff 2013

2.2.4 SECRETARY

- Collects mail from the Student's Association UCCC Mail box and distributes immediately to the various officers as required, noting what the mail is and who it is passed on to (regarding the committee report).
- Sending and/or coordinating correspondence as delegated by the committee.
- Taking minutes at committee and general meetings, or arranging somebody else to do so in his/her absence.
- The Minute Book should be written up and correspondence listed before committee and general meetings.
- Posts a copy of the minutes onto the club webpage after the meeting and sends a copy to all committee members.

- Emails out meeting agendas to committee members and posts a copy on the webpage one week prior to the meeting.
- Makes club bookings at the Student's Association as required by the club.
- Follows up on new member registration throughout the year, by answering any questions and checking payments have been made.
- Holds the current year's mail and secretarial records (to be passed onto the Club Captain at the end of the Secretary's term).
- Previous
 - Jill Farmer 1967
 - Michael Penwarden 1969
 - Linda Giles 1970
 - Margaret Conrie 1971
 - Jan Cameron 1972
 - Suzanne Innocent 1973
 - Margie 1986
 - Tracy Bland 1987 - 1989
 - Jane Shearer 1990 - 1992
 - Craig Love 1992
 - Cathy Allen 1992 - 1993
 - Simon Johnson 1994
 - Marie Sampson 1995 - 1996
 - Jojo Joblin 1996 - 1997
 - David Cross 1997
 - Andy MacKenzie 2008 - 2009
 - Monique Eade 2010
 - Annelise Posthuma 2011 - 2012
 - Kamla Glaister 2013

2.2.5 TREASURER

- To be a person experienced in accounting.
- Authorize payments made online.
- Able to give an accurate financial account of the club's situation

and a list of committed costs yet-to-be-paid at each committee meeting or pass one onto the Club Captain in his/her absence.

- Organise a full audit (of all accounts) to be prepared for the AGM.
- Manage the affiliation of the UCCC to the Student's Association and Whitewater NZ each year.
- Maintains up to date insurance policies on all kayaking gear, trailers and tools.
- Manage the bank account(s).
- Previous:
 - Malcom Struthers 1967
 - John Parsloe 1970-1971
 - Malcom Lawrance 1972
 - D Rowley
 - Ben Willems 1987 - 1990
 - Warren Bailey 1990
 - Greg Ellis 1991
 - Paul Macey 1991 - 1992
 - Justin Randall 1992 - 1994
 - Paul Macey 1994
 - Peter Yeates 1995 - 1996
 - Graeme Noble 1996 - 1997
 - Simon Litchwark 2009 - 2010
 - Benjamin Webby 2011 - 2012
 - James McKay 2013

2.2.6 CONSERVATION OFFICER

- Keep the club committee informed of conservation issues as they affect the UCCC.
- Make submissions where necessary on conservation issues affecting the UCCC to the relevant authorities. This is a tall order for someone not versed in such legal procedural matters but could be done through asking for assistance from the Whitewater NZ Conservation Officer and other people or environmental groups

(i.e. Department of Conservation, Catchment Board, other canoe clubs, etc.).

- Keep the Whitewater Conservation Officer informed of any issues affecting UCCC and their areas of (kayaking) interest (with respect to conservation, access matters, etc).
- Write articles for the UCCC newsletters and any other relevant newsletters to keep UCCC members informed of conservation issues and happenings.
- Previous
 - Ben White 1988 - 1990
 - Ceri Williams 1990 - 1991
 - Cathy Allan 1991 - 1992
 - Jon Hunt 1992 - 1996
 - Jojo Joblin 1996 - 1997
 - Katarina Te Maiharoa (KT) 2008 - 2009
 - Thomas Deverson 2010
 - Simon Litchwark 2011 - 2012
 - Emma Woods 2013

2.2.7 GEAR OFFICER

- Ensure 20 sets of river running gear and 16 sets of canoe polo gear are in good condition.
- Keeping up to date records of all gear and its condition in the Assets Book (up to date for committee meetings).
- Ensures breakages, etc. are attended to promptly.
- Responsible for organising repairs/repair sessions.
- Organise purchases of new gear and have recommendations prepared for committee meetings, including costs and possible options.
- Responsibility for trailer maintenance (i.e. registration, warrants, tyres, lights, ropes, etc.).
- Holds one set of locker keys but cannot use them for gear hire purposes.

- Organises (in conjunction with the Safety Officer) safety checks on the gear as required.
- Gives a current list of serviceable gear, list of damaged and missing gear and a list of work to be done on the gear at each committee meeting.
- Ensures canoe lockers are secure and all lighting, power points and water supplies are maintained.
- Use an Assistant Gear Officer (voted on from the committee) to assist if and when required.
- Previous
 - Brian Goldsmith 1968
 - Graham Boddy and Alastier Eusar 1969
 - Mike O'DOnnel 1973
 - Paul Tryor 1987
 - Steve Nicholls 1988 - 1989
 - Rima Herber 1990 - 1991
 - Kerry Palmer 1991 - 1992
 - Richard Lang 1992 - 1993
 - Greg Litten 1993 - 1994
 - Siko Parr 1994 - 1996
 - Ra Cleave 1996 - 1997
 - Hayden 1997
 - Andy Mackenzie 2006 - 2007
 - Alexander Westphal 2009
 - Dan Lewis 2009 - 2011
 - Ari Walker 2012
 - Will Hand 2013

2.2.8 HIRE OFFICER

This can be a demanding and time consuming job. The Hire Officer is encouraged to make his/her own rules governing what times gear hire is available and not to let the hirer mess him/her around.

- Hire the UCCC's equipment as a source of revenue for the club.

- All hire's are to be recorded on the online Google Doc.
- Money is either to be collected in cash and passed onto the Captain or Treasurer or the hirer directed to deposit money directly into the club's account.
- All hire is to be done from the gear locker where a whiteboard has been installed on the shed door. This whiteboard outlines the hire agreement, contact details of the hirer, the hire period and exactly what equipment is being hired. See section 2.3 Club Gear regarding the locker situation.
- To be responsible for all private and club hireage (any gear taken from locker should be recorded on the Hire Whiteboard).
- Note any damaged or missing gear and inform the Gear Officer.
- The Hire Officer should know where all the gear is all the time.
- Give a description of the amount of hireage since the last meeting and anticipated hireage at each committee meeting.
- Use an Assistant Hire Officer (voted on from the committee) to assist if and when required.
- Previous
 - Troy Lipsham 1988 - 1989
 - Kere Lafituani 1990 - 1991
 - Chris Shaw 1991 - 1992
 - Rima Herber 1992
 - Jo Lucas 1992 - 1993
 - Paul Macey 1993 - 1994
 - Andrew Crichton 1994 - 1995
 - Ra Cleave 1995 - 1996
 - Jimi Smeaton 1996 - 1997
 - Andy Mackenzie 2007
 - James Litchwark 2008
 - Alex Westphal 2009 - 2011
 - Nick Wareing 2012
 - Tim Riddell 2013

2.2.9 INSTRUCTION OFFICER

- Facilitate Instruction Committee meetings (see below).
- Acquire and maintain instruction resources (videos, handouts, certificates, etc.).
- Maintain the Instructor Database.
- Liaise with the Whitewater NZ Regional Instructor and the Whitewater Instruction Officer.
- Coordinate applications for instruction-oriented funding (i.e. Hillary Commission).
- Previous:
 - John Russell 1968
 - Dick Martin 1969
 - Martin Bell?
 - Neil McKeegan 1988 - 1989
 - Shaun English 1989 - 1990
 - Jonathan Hunt 1990 - 1991
 - Lucette Dijkstra 1991 - 1992
 - Steve Garside 1992
 - Fiona MacKay 1993 - 1994
 - Richard Nelson 1994 - 1995
 - Kate Downer 1996 - 1997
 - Jono Hay 2009 - 2011
 - Hamish Dephoff 2012 -2013

2.2.10 INSTRUCTION COMMITTEE MEMBERS

- Instruction Officer (facilitator).
- Safety Officer.
- Trips Officer.
- The club's NZOIA Instructors.
- Any other interested parties co-opted by the Instruction Committee (e.g. Club Instructors).
- Responsibilities
- These parties meet monthly as required.
- Handle applications for reimbursement/ subsidisation/

sponsorship.

- Keep the instructor database up to date.
- Set standards for ability, qualifications, prerequisites for club instructors and apprentices.
- Produce calendar for instruction courses and trips (up to 12 months ahead).
- Advise the general committee on instruction-related issues (i.e. gear purchases, funding, courses, etc.).
- Coordinate organisation of River Rescue courses, flatwater sessions, Rolling sessions, Moving Water instruction, Instructor training, Leadership lecture, Seminars, Women's courses and any other courses as required.

2.2.11 TRIPS OFFICER

- To look after, distribute and collect all Trip Folders.
- Arrange a Trip Organiser to be responsible for each club trip.
- To ensure trip organisation runs smoothly.
- Pass the BNZ 'netguard' onto the trip organizer and instruct them on the use of the online banking system. All trip payments are to be made to/from the club's trips account.
- The trips officer usually organises White Water Week - the biggest kayaking trip of the year.
- Keeps the Club Trip Book up to date. The contents of which should include:
 - Description of trip or session (trip or session report from the Trip Organiser).
 - Financial report.
 - Copies of inward and outward correspondence in organising the trip.

Keep a stock of photocopied Trip Folder material. Checks that club safety equipment is made available to Trip Organisers. Chases Trip Organisers to ensure prompt reimbursement of drivers. Ensures accurate trip statistics

are passed to the Captain.

- Previous
 - Dick Williman 1969
 - Paul Tryon 1988 - 1989
 - Darryl Moore 1990 - 1991
 - Andrew Godfrey 1991 - 1992
 - Yoz Kennedy 1993 - 1994
 - Paul Olsen 1994 - 1995
 - James Anderson 1995 - 1996
 - Steffan Lamont 1996 - 1997
 - Jordy Searle 2009
 - Ari Walker 2010 - 2011
 - Emma Woods 2012
 - Ben Hughes & Nic Love 2013

2.2.12 SAFETY OFFICER

- Responsible for overseeing the general safety on club outings.
- Ensures that safety procedures are followed and safety standards set by the club are met.
- Should report to the committee any concerns or incidents.
- Keep records of incidents on UCCC club events in the Incidents Book.
- Ensures the good condition of all the safety gear (see section 2.3.1)
- Organisation and coordination of First Aid and Safety courses.
- Organises, in conjunction with the Gear Officer, safety checks on the gear as required.
- Responsible for changing the three emergency contacts registered for the club's PLB annually (if the old contacts are no longer around). This is done through the Canadian Beacon Registry's website. Get the login details off the previous Safety Officer.
- Previous
 - Dave Bailey 1987
 - Mike Rowley 1988

- Martin Bell 1989 - 1990
- Steve Garside 1990 - 1991
- Gerard Miles 1991 - 1992
- Kim Horsbrough 1992
- Martin Dinniss 1994 - 1995
- Steffan Lamont 1995 - 1996
- Tim Starr 1996 - 1997
- Jono Hay 2003 - 2005, 2007 - 2008
- Brian Thorne 2008
- Rob Hunter 2009
- Kim Williamson 2010 - 2011
- Monique Eade 2012
- Ben McLaughlin 2013

2.2.13 WEBMASTER

This officer is appointed from the elected General Committee members. The webmaster needs to be familiar with programming. The UCCC website is coded in PHP with a MySQL backend, with a bit of JavaScript here and there. A Mercurial repository contains all code, CSS and images. It is hosted by BitBucket. With the increasing use of Facebook for organization of trips, the website is not used so much by members on a day to day basis. Having an attractive website with regularly updated content is still crucial for attracting new members and maintaining the club's image in the wider community. In 2013 it is suggested work be done to 'slim it down' and make it easy for future Webmasters to maintain.

Tasks may include:

- Keeping the Mailman email lists up-to date, and moderating emails sent to these lists.
- Keeping track of passwords.
- Entering all membership details (most entries should be done on Club Day) are maintained on the Google Spreadsheet..
- Moderating the club's Facebook pages (main and committee)

and ensure the appropriate member's are given administrative privileges.

- Keeping this handbook up-to-date with assistance from the club Captain and President.
- Keeping up to date the membership, address and phone lists.
- Producing email and/or phone lists for the committee use and newsletters.
- Allowing committee members to update the club website.
- Keeping all member's kayaking and medical records up to date.
- Get all the required information from the trip organisers that is required to do this, prepare new lists for the next club session, and circulate to the organiser (in particular the membership/ experience list). This is a very important job and should be done as soon as the information is available as the club system of prerequisites relies on the flow of information from one trip to the next (i.e. the next trip organiser must have up to date information). Get help from others if you are unable to meet the deadlines.
- Produce committee list for the committee and newsletters.
- Previous:
 - Brian Thorne 2009 - 2010
 - Mo Nicholson 2011
 - Nick Wareing 2012 - 2013

2.2.14 ASSISTANT HIRE OFFICER

This officer is appointed from the elected General Committee members if required.

- To assist the Hire Officer as instructed.

2.2.15 ASSISTANT GEAR OFFICER

This officer is appointed from the elected General Committee members if required.

- To assist the Gear Officer as instructed.

2.2.16 PUBLICITY OFFICER

This officer is appointed from the elected General Committee members. Publicity has often been neglected by the club, but is of increasing importance as other clubs compete for attention around campus.

- Organise UCCC on Clubs Day and advertise it to the university at large (see section 5.2 Clubs Day for more information).
- Organize the design, ordering and distribution of apparel (T-shirts and hoodies).
- Market the club eg. by organizing articles to be written for Canta.
- Organize sponsorship to raise money for the club (note that this is distinct from funding applications).
- Ensure meeting minutes are posted, available from the Secretary.
- To ensure coming events are suitably publicised:
 - Sufficiently prior to event
 - On the UCSA events calendar (ucsa.org.nz).
 - On the UCCC website and FB page.
 - In emails.
 - By speaking to the Halls of Residence.

Initiate magazine production - nominate an editor! Ensure UCCC gets a good article in the Orientation Book each year (end of January).

- Previous:
 - Lucas MacDonald 2012
 - Michael (Plug) Butler 2013

2.2.17 SOCIAL OFFICER

Responsible for the organisation of club social events/parties. An annual budget is usually allocated at a committee meeting in March / April.

Events to organise include:

- New member's BBQs.
- Brunner
- Wine and Cheese Evening - often with the Tramping Club
- Club dinners - often held at various BYO's around Christchurch
- The Annual Avon Pub Crawl
- Video Evenings
- D-cup soccer match versus the Tramping and Ski Clubs.
- Fun trips i.e. Quail Island, Surfing, Barbeques, CookieTime factory.
- Special Events (such as the 50th Anniversary).
- Previous:
 - Betty Blenheimer Since 1967
 - Chelsea Chasseur Since 1967
 - Luc Toussaint 2008
 - Chris Atkinson 2009
 - Brian Urmson 2010 - 2011
 - Euan Brook 2012 - 2013

2.2.18 FUNDING OFFICER

The position of funding officer has been around in some form for several years prior to its formal acknowledgement within the Constitution in 2010 yet this position is fundamental to providing the club with financial support regarding development especially of club equipment. Specifically, the role of the funding officer involves securing each of the three available sources of funding available from the UCSA annually. These are:

- General Grant. Typically up to \$1000 and often only for 50% of the cost. Such projects may include equipment purchase/maintenance, training/conferences, affiliation etc.
- Sports Grant. Up to \$500 per annum for development of club's and their primary focus including equipment maintenance, repair

and purchase.

- New Initiatives Grant. A new scheme which has not been carried out within the club before is eligible for up to \$3000 funding from the UCSA if the scheme is advantageous to the Students Association and the club cooperatively. In 2010 the club got \$1400 from this grant to purchase a raft at a cost of \$3000.

It is vital that the funding officer apply for each of these 3 grants every year as there is a huge potential source of funding available that often goes untouched. Changes in legislation means that any club can go for four (4) grants in any one year, they can be any combination of the 3 as listed above. In 2010 these grants supplied a total of \$2800 in just one year. In 2012 the club acquired funding for: NZ Kayak School Safety Course, Sea Kayaks, 12 new spray decks.

- Previous:
 - Mark Loveridge 2009
 - Andrew Yates 2010
 - David Bevan-Smith 2011 - 2012
 - Tim Grunshaw 2013

2.2.19 POLO OFFICER

The UCCC has played a key role in Canterbury Canoe Polo since the 80's, when it was initiated by Steve Gurney (see section 1.4.5 for the history). The tournament is now organised by the Mainland Canoe Polo Association (MCPA) and the UCCC polo officer is the club's representative. The polo officer's role is to organise and enter club teams in the regional tournament which is currently operating during terms one and four, and assist the MCPA as required.

- Previous:
 - Steve Gorside 1989
 - Gerry Vink 1990
 - Brendan Wright 1991
 - Kim Thomas 1992

- Matthew Surman 1993
- James Litchwark 2008-2011
- Kevin Vernon 2012
- Tom Logan 2013

3. MANAGEMENT AND POLICIES

3.1 MANAGEMENT DOCUMENTS

The following is a list of the club's important records and which officers are responsible for maintaining them. As of 2012 there are two digital services which must be shared to new committee members each year.

- A shared folder on Google Drive. This contains:
 - Membership form and spreadsheet.
 - Gear inventories.
 - Hire spreadsheet.
 - Trip spreadsheets.

A shared folder on Dropbox. This contains:

- This handbook.
- Previous year's membership lists.
- Financial spreadsheets.
- Digital versions of historical club documents.

These folders must be shared with the Club President, Captain and Deputy-Captain. Individual documents such as the hire spreadsheet can be shared with other committee members when required.

Online services come and go, and it is the webmaster's job to monitor this, and carefully port documents to other services if required. The webmaster should also keep offline backups of important documents.

3.1.1 SHEDVINVENTORY SPREADSHEET

The Shed Inventory is held by the Gear Officer. It contains information on all gear such as:

- Description of gear.
- Purchase dates.

- Gear numbers.
- Dates gear is sold or written off.

3.1.2 HIRE SPREADSHEET

The Hire Google Spreadsheet is the responsibility of the Hire Officer. It is to be used for all club and private hire and be of the following structure:

- Contain full details of the hired gear (including numbers).
- Contain the agreed costs of the hire.

3.1.3 TRIP BOOK

The Trips Officer keeps the Club Trip Book up to date which should contain:

- Description of trip or session (trip or session report from the organiser).
- Financial report.
- Copies of any correspondence in and out arising from trip organisation.

3.1.4 MINUTE BOOK

The Secretary holds the Minute Book which should be used at all Committee, General and Instruction Committee meetings. The minutes of all meetings should describe the time and place of the meeting, the people present, matters discussed, agreements/decisions made, motions put and passed, reports lodged, any payments approved and work delegated. Comprehensive minutes will establish that the club is responsible should it ever be audited or investigated. A copy of the minutes of all meetings should be placed on the club notice board and a copy emailed to the Club Captain and the rest of the committee (this allows the committee members

to prepare any jobs and get them thinking about the next meeting). A copy of the Constitution (signed by the Club Captain) should be pasted into the front of the Minute Book. The Secretary is also responsible for storing the current year's correspondence.

3.1.5 INCIDENTS BOOK

Should be maintained by the Safety Officer and contain a description of any incidents on club outings and action taken.

3.1.6 LEADER AND INSTRUCTOR LISTS

The Instruction Officer is responsible for the following:

- Keeping up to date files on all Instructors and Leaders.
- Looking after all aspects of the Club Instructor Apprenticeship.
- Looking after Instructor Resource and Leader Lists.
- Flatwater reports and financial details.
- Videos (River Rescue, NZCA Introductory Skills, Dr Throwbag, etc.)
- As directed by the Instruction Committee.

3.1.7. MEMBERSHIP AND EXPERIENCE LISTS

The Webmaster is responsible for maintaining list of all the current year's membership and experience details. This may include:

- Maintaining all membership details (address, email and phone lists).
- Producing address and/or phone lists for the noticeboard, committee use and newsletters.
- Producing sticky labels for mailing as required.
- Keeping all member's kayaking (experience) records up to date.

3.1.8 “OLD” CLUB RECORDS

All “old” records of the above are kept with the Club Captain including copies of all newsletters. Records such as membership and trip lists should be kept for a two year period before being discarded. Other records should be kept as the official club “archives”. The Club Captain is responsible for collecting records at the end of each year and sorting and filing them in a suitable manner. Don’t forget to keep copies or backups of any correspondence, newsletters, etc. stored online.

In 2012, all past paper-based club documents (minute books, trip reports) which had previously been stored in a filing cabinet in the shed were moved to the archives at the University’s Macmillan Brown Library. Here they are stored in a temperature and humidity controlled room for safe keeping. Club members may request to view them at any time - the librarians prefer to be given a days notice to bring them out of storage.

3.2 CLUB GEAR

The club maintains for hire the following gear:

- One trailer complete with a kayak rack.

MAKE	MODEL	QUANTITY
Bliss-Stick	Mini Mystic	3
Bliss-Stick	RAD195	1
Bliss-Stick	Smoothie	2
Bliss-Stick	RAD185	1
Bliss-Stick	Tuna	2
Bliss-Stick	RAD175	1
Bliss-Stick	Huka	1

Bliss-Stick	Mystic	3
Bliss-Stick	Life Styler	3
Perception	Whip It	2
Perception	Phat	1
Perception	Top Wave	1
Perception	Dancer	1
Perception	Over Flow	2
Perception	Whiplash	1
Perception	Pirouette Supersport	1
Perception	Reflex	1
Cumec		1
Eskimo		1
Dagger	Redline	1
Necky	Jive	1
Pyranah	240	1
QK	Dream Yak	2
Wave Sport	X	4
Wave Sport	Y	1
Eskimo	Topo Duo (2-person)	1

- As well as the above listed white-water boats, the club also owns:
 - 32 spray decks (25 of which are functional)
 - 36 Personal Floatation Devices, PFD's (15 of which are of an acceptable condition). Also 3 rescue PFDs.
 - 12 WRSI Helmets, brand new in 2010, and 18 older-style white-water helmets (32 total)
 - 27 paddles (including 11 Nevis Bluffs).

- The Club also maintains the following gear for the Canoe Polo competitions:
 - 8 Perception Acrobat Canoe Polo boats with foam bumpers at the bow and stern
 - 7 Canoe Polo helmets, complete with grill face guard

This list is current and accurate as of Sept 2012.

One or two members of the committee are to be responsible for club gear, the Gear Officer (elected) and Assistant Gear Officer (appointed), records of which are kept in the Assets Book. Another one or two committee members are appointed to be responsible for the hire of gear, the Hire Officer (elected) and the Assistant Hire Officer (appointed), records of which are kept in the Hire Book. The Hire Book is kept in the gear locker and the Assets Book is held by the Gear Officer. The Gear Officer has the go ahead from the committee to maintain the gear with exception of purchasing boats which needs committee approval.

3.2.1 SAFETY EQUIPMENT

The club should maintain five sets of the following safety equipment. This equipment should be maintained and stored by the Safety Officer. This gear should only be used for club trips and therefore carries no hire charge, but throwbags and split-paddles are available at \$3/day.

- First Aid kits (2)
- Split paddles (3)
- Throw bags (4)
- Rescue (pin) kits (2)

As of August 2010, the club owns the following rafting equipment:

- 1 Hypalon, 7 person white water raft
- 6 wooden oars
- 6 raft helmets
- 6 Hutchwilco buoyancy aids
- 6 paddle jackets
- 2 inflation pumps
- 4 60L blue barrels
- Raft pin kit (heavy duty).

3.2.2 GEAR LOCKER

The club gear locker is situated under the Ngaio Marsh Theatre on the south eastern end of the Students Association (UCSA) and is accessible from Ilam Road. It stores all gear except polo gear when at QEII and safety gear and has been re-organised and fitted out to allow orderly storage of everything. It is fitted with lights (switch under staircase outside locker). Power is obtained from the Men's Toilets by extension cord (ask the Student's Association first). This locker is the property of the UCSA.

The club used to have a "new gear locker" which was the garage in the old registrar's house on the Ilam fields. However, from 1992 this was no longer available. Alternative accommodation was sought for the UCCC hire fleet for several years and funds were saved for the purpose. Unfortunately all the options investigated proved fruitless. Since then the club fleet has diminished significantly in size (from 30 to 16 boats) and the space available to the club under the Ngaio Marsh Theatre has been doubled through negotiations with the UCSA and so we have become able to manage with the single locker. The Club Trailer can be stored in the garage of the University Chaplain, though is generally stored outside the shed. This has been the case for several years without incident as remains to be the case.

In 2010, an application was made for storage area previously allocated to the Drama Society, in regards to an expansion of the existing gear shed. This expansion would include the area directly adjacent to the existing shed, and allow for the storage (and hence purchase!) of more boats. With finances being a crucial issue for the Club, the New Initiatives Grant, made available through the UCSA would provide the necessary cover for such an expansion to proceed. The expected cost of such a project was estimated to be around \$3-4000.

This project was rejected, namely due to DramaSoc, the present occupants of the shed. This was particularly frustrating as this space remains unused for a significant portion of the year, every year! Regardless, in compromise, a room nearby the shed was granted and fitted with PFD,

spraydeck, paddle and helmet storage completely free of charge.

The gear shed (at the rear of the UCSA building) now has a whiteboard with all gear accurately detailed on it. The release of keys was tightened such that only the Club Captain, the Gear Officer and the Hire Officer had access to the shed. All gear hire now goes through one of these three people, thus creating an efficient and traceable system of gear hire. The problem still exists of locating gear after a mass-hire (club trip).

Gear Locker Keys

To restrict entry to the lockers the following officers hold keys to the Gear Locker:

- President
- Club Captain (plus any spare or unused sets)
- Gear Officer
- Hire Officer
- Assistant Hire Officer

The Student's Association gets upset if it cannot access any part of its buildings for routine maintenance. They hold a key for the gear locker (on their property).

3.2.3 GEAR HIRE

All gear hire is arranged through the Hire Officer or Assistant Hire Officer, including gear hire for club trips, and is processed through the Hire Book kept in the gear locker. The Club Captain has spare books.

Hire Rates

The following table gives the current equipment hire rates as of 2012. This includes a paddle, lifejacket, helmet and spray deck if required.

MEMBER

	Full Set	Kayak	Other Item	Trailer
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Half Day	7.50	5.00	1.50	7.50
Full Day	15.00	10.00	3.00	15.00

NON-MEMBER

	Full Set	Kayak	Other Item	Trailer
Half Day	13.00	10.00	3.00	7.50
Full Day	25.00	20.00	6.00	15.00

UCCC Gear Hire Rate 2013

Club Hire Rates

- Gear/boat hire for pool sessions are free since these sessions are beneficial to the competence level of the individual.
- For seven or more days (consecutive) hire, charge at 75% of the applicable rate.
- Hire for community groups (schools, scouts, etc.) for 10 or more sets of gear with a limit to Grade 1 rivers is discounted to members rates. This may be extended to other groups with the approval of the committee.
- Canoe Polo manages its own gear and sets its own rates.
- Individual items excludes kayaks
- Deposit on any hire: \$100.00 or the total hire price whichever is greater.
 - \$100 bond does not apply for day surf trips, only personal river trips.
- Gear hire does not apply for rolling sessions.
- Half day hire is limited to city trips only (i.e. flatwater sessions, Avon River, sea and surfing trips, etc).
- Instructors and seconds do not pay gear hire for club/instructional trips, only personal trips.
- We recommend that people review river/tide/surf and weather conditions prior to undertaking any activities. Certain kayaking

activities should only be attempted by people with sufficient experience.

If gear is lost or damaged beyond repair and is not covered by insurance the reimbursement to the club by the party responsible shall be the replacement cost less 20% depreciation for each year of use. The committee can determine costs in extraordinary circumstances. Make sure the hirer's name and contact details are recorded.

Club gear used in NZOIA Level 1 assessments will not be charged for. Free use of polo gear is available for those club members who belong to New Zealand representative teams.

3.2.4 WHITE WATER RAFT

BACKGROUND

A Hypalon, 7 person white water raft was purchased in August 2010 at a cost of \$3000 including 6 each of: oars, helmets, buoyancy aids & paddle jackets. Four 60L blue barrels was also included. In 2011 a K-200 portable pump and brand new heavy duty pin kit were added to the raft inventory.

The raft gets regular use during White Water Week and has been used on the beginner's course when there are two streams to provide an activity for those who are not paddling. Besides these major trips, it is otherwise only used around four times a year, trips so far have included: Hurunui, Clarence, Taipo Heli Trip.

GUIDING

As of 2011 it was decided that any time the raft is used it must be guided by a raft guide qualified for the grade it is to be used on. This arose from an incident where the raft became pinned on 'Devils Fang' on the Hurunui due to inadequate guiding; no harm occurred but it did highlight the need for an experienced guide. This has not been strictly adhered to since then but there has been a much more considered approach in choosing a guide, and the raft is not hired out unless proof of guiding ability is supplied.

MAINTENANCE

Raft maintenance is essential to ensure it can be used safely on trips. Hiring a CPIT raft was chosen over using the club raft in 2011 for a Mokihiui Heli trip over doubts regarding its condition. The end of 2011 saw substantial maintenance such as reinforcing weak parts of the base and sealing leaks take place before the raft was used on a multi-day Clarence trip. A portable high quality K-200 pump was also purchased. The raft was used without issue for an overnight Heli trip on the Taipo River in September 2012.

HIRE RATES

The raft can be hired out to club members as long as they can show that they have a suitable guide. The cost as of 2012 was \$5 per person per day. This is inclusive of all raft equipment.

3.2.5 PERSONAL LOCATOR BEACON (PLB)

In 2013 the club purchased a PLB. It is registered with the Canadian Beacon Registry (cbr-rcb.ca). The Safety Officer is responsible for updating the emergency contact information yearly. Use of the beacon is to be free for club members, however some form of deposit (such as their student ID) should be held to encourage its prompt return.

3.3 WAGES AND SUBSIDISATION

3.3.1 HISTORY

Payments of wages to club members is not new to the club. The 1982 Half AGM decided to employ a member of the club to build fibreglass boats for the club fleet. The committee meeting of the 28th October 1982 set a contract rate of \$134 per boat or about \$5.50 per hour. Since 1985 the club has brought in professional organisations into teach First Aid skills (Independent Medical Services) and in 1986 the UCCC even hired someone to run a massage course!

The concept of Leader and Second subsidisation for official club trips was first suggested in the committee meeting of 9th April 1984. This was to encourage the expertise to come on more trips as an increase in the demand of Leaders and Seconds had developed because of a larger club membership. The 1984 Half AGM set this at 50% subsidisation of travel costs on club beginner trips. Since then the rules have been changed to full subsidy for all leaders and seconds and then to the current state of affairs (see below).

Subsidisation of travel costs to UCCC voting delegates attending Whitewater NZ AGM's has also become standard procedure. The current maximum number of voting delegates for UCCC is four.

In 1987 the club subsidised 50% of the course fees for club members to attend a Whitewater NZ instructor's course. The development of advanced and specialised instruction within the club in recent years has substantially increased the demand on the club's Instructors with the emphasis now on quality as well as quantity. The first move towards the payment of instructors was in the July 1988 committee meeting where a clinic organised for down-river racers offered payment to Leaders and Seconds (though not organised as a "club" activity). In February 1989 a five day Advanced White Water Week, and in March, a 5 day Leader and Instructor Course employed instructors from inside and outside the club.

Leader and Second Subsidisation

Currently subsidisation extends to recognised Instructors of all levels on all official club trips.

- 100% of trip costs for qualified Instructors who lead on the particular trip.
- 50% of trip costs for qualified Instructors who second on the particular trip.

However this level assumes a 2:5 ration of instructors to pupils and may

have to be modified for smaller trips.

Qualified infers that the Instructors used have participated in a Leaders and Seconds and been rated appropriately or have other recognised qualifications (e.g. NZOIA).

Note that Leaders and Seconds only qualify for a 50% subsidy on the Brunner trip, due to its extraordinarily social nature.

Instructor Subsidisation

By agreement from the committee (on recommendation from the Instruction Committee) the club can pay a subsidy (e.g. 50%) for suitable UCCC members to attend Whitewater NZ or NZOIA instruction courses. Such courses may include River Rescue, Advanced Kayaking or Assessment courses. The emphasis should be “what will the club get in return?”

Instructor Payments

The club philosophy should be to provide free instruction for Introductory Flatwater Sessions and all Club Trips. Other examples should include: Instructor Meet’s where the atmosphere is discussion rather than instruction, Safety Seminar’s aimed at all club members and Rolling Sessions. On the other hand the club carefully needs to consider its expectations of instructors on courses where a very high standard of instruction is assumed. For example, at courses involving advanced skills, leadership and instruction tuition the club (or its members) the UCCC may have to pay for appropriate instruction. Examples of the level of professionalism expected are:

- Use of NZOIA qualified Instructors.
- Lower student / teacher ratios than with the ‘free’ instruction.
- Use of teaching aids such as video and back-up material.

The UCCC normally pays professional instructors their standard rates

(currently \$200+/day), except where they are current or ex-club members and are providing services “for the good of the club”.

The UCCC courses that the club or its members may have to pay for instruction are:

- Whitewater Skills Week.
- Leaders and Seconds Weekend.
- All First Aid courses.
- River Rescue courses.

3.3.2 CLUB TRIPS

Each trip costing takes into account the subsidisation of its Leaders and Seconds and can be treated as stand-alone items. This system has been proven to work over the last six years.

(i) White Water Week

Participants of advanced personal skills courses should expect to part with the full cost of the course. Leaders on Club run White Water Weeks normally have their expenses paid by the participants and Seconds normally pay their own costs, but do not contribute to group costs such as alcohol or the Leaders costs.

(ii) Leader and Instructor Course

Courses which promote kayak safety, instruction and leadership are of benefit to the club as well as the individual. If the club plans to use the skills that individuals go on courses to learn, then it should be prepared to pay some of the costs incurred. This money spent on subsidisation should be budgeted to come from the final recipients of the skills obtained, or our beginners. ie User Pays!

The Leaders and Seconds Weekend planned for early February each year is the most difficult example of the courses in question as a large percentage of our up and coming leaders are expected to go on it and hence the large amount of dollars the club would have to part with to give a 50% subsidy.

Previously there have been elaborate systems to ensure that the cost was paid and the club gained benefit from the subsidy. In order to reduce paperwork the Club has moved to paying 50% of the fees of professional instructors and the costs of the club instructors involved. The course is made cheaper by having as many participants as possible so people who may not subsequently lead or second on club trips are not discouraged from attending.

(iii) First Aid Courses

These are generally not subsidised as the club can get Independent Medical Services to run the courses at excellent rates anyway. The exception to this is when the Club receives Hillary Commission Funding specifically for the purpose of funding First Aid courses which must therefore be used in this way.

(iv) Other Courses

Other courses can be subsidised by discretion of the committee on recommendations from the Instruction Committee.

3.4 ADVERTISING AND PUBLICITY

In the past, the club has been so big as to be nearly unmanageable. According to the club history, when advertising was tried it was found to increase the size of the club significantly. In those days, it was too much, but that situation is no longer the case. The student has changed significantly in the last decade and increasingly, effective marketing of the club is going to be important for its survival in the form that we know it. There are several aspects of this:

- Marketing events to existing members. Primarily involving the noticeboard, the newsletter, email, Facebook and through the club webpage.
- Marketing the club to new members: at clubs day, on noticeboards around campus and in shops.
- Marketing is particularly important to Canoe Polo where newspaper

and other forms of advertising may be employed.

As well as advertising specific events the clubs marketing strategy should include raising the profile of paddling sports, particularly with students. Means to do this include articles in Canta and interviews on Radio U. Additionally, the club may consider niche-marketing strategies such as courses for aspiring Coast-to-coasters.

The following media are means with which to deliver information regarding UCCC events to our members:

- UCCC Newsletters
- Notice boards all over the university (especially the UCCC notice board).
- RDU 98.5FM (upstairs in the Students Association).
- Weekly edition of Canta, the UCSA newspaper (upstairs in the Students Association).
- Club Day stunts - river races, etc.
- Noticeboards at COW, Topsport, Bivouac, Kathmandu, etc.
- Noticeboards at Lincoln, College of Education, Medical School, etc.

3.5 INCORPORATION

Thanks to the efforts of Freya Sonneland, the Club is now an Incorporated Society. This means that it is a legal entity in its own right, which has certain implications.

It is responsible for its own debts. Since the UCSA no longer is prepared to be responsibility for the debts of affiliated clubs, the members of those clubs bear that responsibility. By being incorporated, the UCCC has removed that burden from its members.

The rules of the constitution are now legally binding. Actions taken that contravene these rules are technically fraud, although courts are

traditionally keen to let Clubs sort out their own affairs and not intervene. The exception to this is when large quantities of money are involved, particularly if there are debts to other parties.

The Club may enter into legally binding contracts. It does this by affixing its “seal” to a document in accordance with the rules of the constitution. It is hard to imagine circumstances in which the club would wish to do this, but it is possible, e.g. if new clubrooms were to be purchased. The Club can also use its identity when applying for funding and when making submissions on conservation issues. Using the seal is appropriate in these cases too.

3.7 THE HANDBOOK

The responsibility for keeping the Handbook up to date is the Club Captain's. Notes and corrections from individual officers should be collected annually and a new edition published immediately after the Half Annual General Meeting. If necessary, a new edition can be published at the start of the first term of each academic year. Each member of the committee should have a current copy.

3.1 HANDBOOK HISTORY

The original 1989 Handbook was produced by Martin Bell. The 1991 Handbook was revised by Jane Shearer and Greg Ellis, and published as the 1992 Handbook with further amendments and rewriting by Jonathan Hunt. Thanks to Greg Ellis, Jane Shearer, Ceri Williams and Paul Macey for their assistance in producing this version. The 1997 Handbook was rewritten and edited by Richard Nelson, with contributions from Paul Macey and Fiona Mackay. Paul and Ra Cleave also proof-read and provided numerous suggestions.

The 2009 Handbook was rewritten and edited by Brian Thorne. The 2010 Handbook was rewritten and edited by Andrew Yates and completely

reformatted by Ella Pairman. The handbook was updated in 2012 by Nick Wareing and Tim Grunshaw. Changes include explanations of the new online banking facility, the move to paperless membership records, and the state of affairs with the gear shed after the earthquakes.

4. CONSTITUTION

4.1 NAME

The name of the society shall be the University of Canterbury Canoe Club Incorporated (hereinafter referred to as the Society).

4.2 OBJECT

The objectives of the Society shall be to promote interest in and to participate in whitewater, lake, slalom, downriver, canoe polo and other canoing and kayaking activities, river conservation and water safety.

4.3 MEMBERSHIP

There shall be four classes of membership of the Society:

(a) Ordinary Membership shall be open to:

(i) Financial members of the University of Canterbury Students Association Inc. (hereinafter referred to as the UCSA)

(ii) Ex-financial members of the UCSA

(iii) University graduates resident in New Zealand

(iv) Members of the tutorial or administrative staff of the University of Canterbury and any members of the college council.

(v) Members of Teachers College or Technical Institute During their period of training.

(vi) Wives, husbands or defacto partners of any of the above.

(vii) Any person nominated by any member and approved by majority vote by the Society Committee.

(b) Honorary Membership shall be open to:

(i) The President of the Society

(ii) Such persons who have contributed valuable services to the Society,

and who, with their consent, are elected as honorary members by unanimous vote of the active Society Committee.

(iii) The Society auditor.

(iv) Other persons as decided by a general meeting.

(v) Such Honorary Members shall be exempt from payment of the subscription but shall have all the privileges of the Society Membership

(c) Life Membership

(i) Life Membership shall be open to such persons who, while members of the Society, have contributed outstanding services to the Society, and who with their consent are elected as life members by unanimous vote of the Society Committee and two thirds majority at a general meeting.

(ii) Such Life Members shall be exempt from payment of the subscription but shall have all the privileges of Society Members.

(d) Affiliate Membership

(i) Affiliate Membership shall be open to individuals or groups nominated by any committee member and approved by the majority vote of the Society committee

(ii) Affiliate members shall be required to meet any conditions set by the committee at the time of their approval.

(iii) Affiliate members will have none of the benefits of ordinary membership beyond affiliation to national canoeing organisations. All classes of membership except Life Membership shall be granted for one year starting from the first day of the academic year upon the completion of a Society Membership Form and payment of the appropriate subscription fee.

4.4 AFFILIATION

The Society shall be affiliated to the following organisations:

(a) The UCSA

(b) Other organisations as may from time to time be agreed on by members

at any general meeting.

4.5 DISCIPLINE

(a) The disciplinary powers exercised by the Society Committee shall be any one or more of the following:

- (i) Reprimand
- (ii) Restitution of cost of replacement of Society gear or cost of repairs or part thereof.
- (iii) Expulsion or temporary suspension from membership. Such action to be subject to the approval of the UCSA Executive

(b) The Society Committee may discipline any member or other user of Society property:

- (i) who is responsible for damage, loss or theft thereof
- (ii) who brings discredit upon the Society.

(c) (i) The member in question shall be informed in writing of the decision made at the meeting in regard to discipline, suspension or expulsion.

(ii) None of the forgoing disciplinary powers shall be exercised by Society Committee until the member has been afforded the opportunity of appearing before, and being heard by the Society Committee. The member shall then have the right to call a special general meeting to refute the allegations within fourteen days of the decision made by the Society Committee.

4.6 GENERAL MEETINGS

(a) The Annual General Meeting shall be held during the first term of the academic year.

(b) The Half Annual General Meeting shall be held during the third term of the academic year .

(c) An Extraordinary General Meeting may be called by the Society Committee or ten ordinary members.

(d) At such meetings a quorum to consist of 20% of the ordinary membership.

(e) At least seven days notice of such meetings and an agenda shall be given by means of the club website and email system.

(f) Members must notify the secretary of any proposed motions or issues prior to the seven days notice.

(g) The Annual report prepared by the Captain and Balance Sheet (audited) prepared by the Treasurer, shall be presented at the Annual General Meeting with exception that presentation of the balance sheet may be deferred until the first meeting of the Society of the second term.

(h) The Gear Officer shall present a report on Society gear at each General Meeting.

(i) The polo captain shall present a report on the activities and state of affairs of Polo at each general meeting.

(j) At any General Meeting the chairperson will be the Captain, or in their absence a member of the committee, and they shall have a casting as well as a deliberate vote.

(k) The method of voting shall be either show of hands or secret ballot.

(l) A decision of a general meeting shall be binding on the Society Committee.

(m) All ordinary, life and honorary members are entitled to one vote.

4.7 CONSTITUTION

(a) Constitution amendments may be made at general meetings, provided that a detailed notice of motion be given to the secretary so that it can be posted on the notice board or club website at least seven days before the meeting.

(b) It is compulsory that the Secretary forward all proposed constitutional amendments to the Students Association Clubs Development Officer at least two weeks prior to the General Meeting.

(c) If, in the two weeks prior to the General Meeting, the University of Canterbury Students Association Inc Executive corresponds in writing with the Secretary, deeming a proposed change to be contrary to the interests, aims or objectives of the University of Canterbury Students Association Inc, then the corresponding amending motion cannot be carried.

(d) A two thirds majority is required to a constitutional amendment at a general meeting.

(e) A copy of the constitution is to be passed onto all the Society Officers and reissued after any updating.

4.8 OFFICERS

Any ordinary or honorary member may become an officer of the Society.

(a) The Officers of the Society shall be:

i) President

An active Society Committee consisting of:

(ii) Captain

(iii) Deputy Captain

(iv) Secretary

(v) Treasurer

(vi) Conservation Officer

(vii) Instruction Officer

(viii) Trips Officer

(ix) Safety Officer

(x) Publicity Officer

(xi) Polo Officer

(xii) Gear Officer

(xiii) Hire Officer

(xiv) Funding Officer

(xv) Up to nine general Committee members: such a Committee to contain at least one man member and at least one woman member.

(b) The active Committee shall be empowered to co-opt three members at any time.

(c) (i) The President shall be elected at the Half Annual General Meeting for a term of three years, such appointment to be immediate. Candidates shall be nominated by the Society Committee who shall carefully consider their suitability as canoeing advisers, being necessarily persons who have active interest in the Society.

(ii) The Captain, Treasurer, Instruction Officer, Trips Officer, Safety Officer, Publicity Officer, Gear Officer, Polo Officer and Hire Officer can only be elected at a General Meeting. Such appointments are to be effective immediately and tenure will be until the next Half Annual General Meeting. It is to be ensured that these portfolios are filled for the following term.

(iii) Other Committee members shall be elected as required at a General Meeting. Such appointments are for a one year term and to be effective immediately. It is to be ensured that the portfolios of Deputy Captain, Secretary and Conservation Officer are filled for the following term.

(iv) All nominations, written or verbal, for elections shall be made to the secretary. Elections to be made by a show of hands.

4.9 SOCIETY COMMITTEE

(a) The management of the Society shall be entrusted to the active

Committee who shall deal with the funds of the Society.

(b) The Society Committee shall meet at least once each month of the academic year with officers able to give the current state of affairs within their portfolio.

(i) Secretary - The minute book written up and correspondence listed.

(ii) Treasurer - A current bank balance and a list of committed costs yet to be paid.

(iii) Gear Officer - A current list of serviceable gear, list of damaged and missing gear and a list of work to be done on the gear.

(iv) Hire Officer - A description of the amount of hire since the last meeting and anticipated hire.

(c) The President shall be entitled to attend all Society Committee meetings of the Society in an advisory capacity.

(d) The Captain or in his/her absence a Society Committee member, shall act as chairperson at all meetings. The chairperson shall have casting vote as well as a deliberate vote.

(e) The Secretary shall attend and take minutes at all meetings, conduct correspondence, and notify all Society Committee members and the president of all meetings in writing at least one week prior to the meeting.

(f) The Treasurer shall keep a cash book showing all the Society monies and transactions; the book to be available at all meetings; collect subscriptions with the assistance of Society Committee members.

(g) At general meetings, all officers must submit a written report on the activities within their portfolios.

(h) A quorum for the Society Committee meetings shall consist of eight members.

(i) The privileges of Society Membership shall be decided from time to time by the Society Committee.

4.10 FUNDS

- (a) The Treasurer shall be responsible for the receipting and banking of funds.
- (b) Up to four people shall have signature rights, nominally the Captain, Deputy Captain, Treasurer and Secretary. All cheques must have two signatures.
- (c) The University of Canterbury Students Association is not liable nor responsible for any debts incurred by the Society

4.11 OFFICIAL SOCIETY TRIPS

Official Society Trips shall be those outings designated by the Society Committee as Society Trips. Each trip shall be coordinated by an Organiser who follows the guide-lines set out by the Society Committee in the Flatwater and Trip Folders.

- (a) The Organiser shall be responsible for:
 - (i) Organisation of the trip.
 - (ii) The safety of the members of that trip as set out by the Society Committee.
- (b) The Group Leader shall be responsible for:
 - (i) The safety of the members of the group on the water as set out by the Society Committee.
- (c) Fire Arms: shall not be allowed on Society trips except with prior permission of the Society Committee.

4.12 SUBSCRIPTIONS

- (a) The Ordinary Membership subscriptions shall be levied at two rates:
- (i) Student: Those people currently affiliated to any Students Association or Secondary School.
 - (ii) Non-student: People other than those above.
- (b) The Ordinary Membership subscription shall be paid by all Ordinary Members and shall be an amount determined for the year by the Half Annual General Meeting.
- (c) Affiliate members shall pay the affiliation fee set by any national canoeing organisation they wish to affiliate to, plus any administration fee set by the Society committee at the time of their approval.

4.13 SOCIETY GEAR

- (a) Maintenance:
- (i) The Gear Officer shall be responsible for Society gear. Updated records of which should be kept in an Assets Book.
 - (ii) The Society Committee may appoint one of its number to assist the Gear Officer.
- (b) Hire:
- (i) The Hire Officer shall be responsible for the hire of Society gear, records of which shall be kept in the Hire Book.
 - (ii) The Society Committee may appoint at one of its number to assist the Hire Officer.
 - (iii) If gear is lost or damaged beyond repair due to negligence and is not covered by insurance the reimbursement to the club by the party responsible shall be the replacement cost less 20% depreciation for each year of use. Kayaks cannot be hired for runs classified as G4 or above as per Graham Charles 'New Zealand Whitewater' without express permission of the captain, with the exception of the rivers listed in (iv) (take the lowest

listed grade for cases when several are listed). If express permission is granted, the party is responsible for reimbursement of damaged gear whether or not it was damaged due to negligence.

(iv) The rivers exempt from (iii) are: All listed runs in the Buller district, Rangitata Gorge, Citroen Rapid on the Kawarau.

(v) The committee can determine costs in extraordinary circumstances.

4.14 SOCIETY TRIP BOOK

The Trips Officer shall be responsible for keeping the Society Trip Book up to date.

4.15 THE COMMON SEAL

The common seal shall be kept in the custody of the Secretary or the Captain, and shall be used on official letters of correspondence which are signed by the Captain and the Secretary.

4.16 WINDING UP

(a) In order for the society to wind up, a resolution in favour of winding up must be passed at a general meeting. This resolution must be confirmed at a subsequent meeting held not earlier than thirty days after the date on which the resolution was passed.

(b) In the event of the Society winding up, all property and assets left over after the payment of all remaining costs debts and liabilities, shall be held in Trust by the UCSA for not less than four years, and shall be given to a UCSA Club with the same objectives when such a club is formed. If after four years no similar UCSA Club is formed, the UCSA shall have the power to dispose of assets and properties, as it sees fit. All profits from such disposal shall go towards the UCSA Club Funds.

CAPTAINS SIGNATURE REQUIRED FOR THIS CONSTITUTION TO
BE CONSIDERED ACCURATE:

AS AT:

5. ADDITIONAL NOTES

5.1 NOTES ON THE CONSTITUTION

Opening the requirements for membership has been suggested at several times however it has always been felt that the restrictions help keep the focus of the club and ensure that the committee thinks about the consequences before others are admitted (e.g. school pupils).

It is current practice to offer honorary membership to individuals (who have been UCCC members in the past) wanting to compete overseas in canoe polo or slalom. In order to represent New Zealand, participants must belong to a canoe club affiliated with the NZCF. Often a token membership fee, or a request for running a training session is imposed. Each case is considered on its merits; honorary membership should only be offered to people who have contributed to the Club.

The annual subscription is levied at several different rates. Honorary and Life members are exempt the membership fee. The rates for Student and Non-Student General Members are determined for the following year by the Half Annual General Meeting. In 1996 these were \$20 and \$21 respectively, levels which had remained constant since 1992. The nominal \$1 price difference was set when most non-student members were people who had been members for a while and were making valuable contributions, e.g. as leaders. It did not however account for the subsidy paid to the club for student members from the UCSA (which students have already paid in their union membership).

For 1997 the membership fees were set to \$10 students/\$15 non-students plus the appropriate affiliation fees. This accounts for the proliferation of national organisations to which members may wish to belong to (Whitewater NZ, NZCPA etc). As more of these bodies develop, subscription rates will have to be monitored carefully along with the Club's affiliation policy.

The current policy is that the UCCC will affiliate to Whitewater NZ and the NZCPA.

The disciplinary powers of the club are rarely exercised. They are general and can be applied to nearly any sort of offence. The club may, from time to time, choose to develop policies to cover specific types of behaviour (e.g. sexual harassment) which may be implemented within the framework of the disciplinary powers of the constitution.

The UCSA has recently demanded more and more accountability from and control over affiliated clubs. The UCCC has had little choice but to accede, because the benefits of affiliation in terms of access to facilities are still large. Incorporation of the Club as a Society has been a good measure to keep the UCSA's control bound by law.

The Club Captain has the chair at all Club meetings and a deliberate and casting vote. It is however common meeting practice that the chair for any meeting does not vote at all in order to maintain the impartiality that chairing requires. It is normal that UCCC meetings reach important decisions by consensus and it would be a considerable surprise if the chair ever exercised their casting vote. Tied motions are not passed - they require a majority.

There are several positions on the Club Committee which are not elected, but are appointed from the ordinary Club Committee members. These are typically the Social Officer, the Assistant Hire Officer, the Records Officer and any special interest positions such as Slalom Officer, Polo Teams Officer etc. Positions may be appointed to cover special events or to cater for current interests within the Club, which have not reached the status of long term.

If creating new positions on the committee, the proposers need to consider that the UCCC Committee is already very large and further growth is likely to impinge on its manageability. Co-opting of new members should only be used to replace elected members who have retired or otherwise "disappeared".

The Officers listed need to be elected at the half-AGM to ensure that the preparation for the first term season is done and continuity is kept. The other positions are valid for one year from whenever the occupant was elected (at a general meeting). It is normally much easier to find new keen volunteers at the AGM than at the half-AGM.

The Constitution requires that presidential candidates are nominated to the general meeting by the committee. This is a clear directive for the committee to provide a recommendation by its choice of nominees. It does not however specify how many nominations the committee should make. Some past committees have nominated only one candidate and others two or more. Each committee facing the task of nominating presidential candidates must make a conscious choice as to how many candidates it will place before the general meeting, considering the number of suitable people available, the requirement for it to make a recommendation and the possible desire for some non-committee members to have a choice in their vote.

5.2 CLUBS DAY

“Clubs Days” are an organised event of the UCSA. They are to promote the sporting and cultural clubs affiliated to the UCSA. Usually the Monday (Cultural Clubs Day) and Tuesday (Sports Clubs Day) of the second week in term one are the days set for students to “window shop” and join clubs of their choice. Thus a large percentage of the new membership (usually 100 to 150) sign up on this day creating an income of \$2,000 to \$3,000. In the UCCC it is the responsibility of the Publicity Officer to coordinate the UCCC on Sports Clubs Day.

5.2.1 DESCRIPTION

Each club sets up a desk or stall from around 9.30am to 4.30pm. The biggest period of business is from 12.00 noon until 2.00pm (lunch breaks). This is a great opportunity to sell the club to the university at large thus

the UCCC desk must be colourful, efficient and interesting. It used to be held in and around the USCA building, but in 1997 was moved to outside the Central Lecture Theatres. The future location is uncertain.

In particular:

- Locations are generally booked with the Clubs Development Officer. Book early and pick a prominent location with lots of foot traffic.
- Get there at 8.30am or earlier to set up.
- Plenty of desk space. Try and use a large tent outside in a prominent location
- Heaps of photos, posters and colourful gear (boats, etc.).
- Video and TV - some good action plus instruction stuff. Posters and video tapes can generally be borrowed from kayaking shops in town.
- Laptops to enter members details and a smartphone to provide WiFi access.
- Newsletter #1 (heaps of copies ~ 100+). Flyers to hand out to people who “might be interested” are useful and cheaper than handing out newsletters.
- Membership forms (double check the details as they are filled in - ensure some term time contact phone number and address is obtained).
- Cash box, float and receipt books.
- Preferably a mobile Eftpos terminal.
- At least two people on the desk (more from 12.00 noon to 2.00pm) - as many women as possible!
- Think of radical stunts such as a race down the Avon in polo boats, paddle of the library waterfall... walk around campus with full gear, etc.

5.2.2 INFORMATION TO GET ACROSS

This is in most cases the first contact with the club for its new members, so the people on the desk must sell the club.

- What the club's web address is.
- Club calendar.
- Club gear and lockers.
- Club instruction. Especially the Leader's and Second's Weekend - i.e. who is it for, when is it, where is it, what will it cost?
- Instruction courses for novices (Z2H).
- Meetings and socials.
- How to get onto trips.
- Gear to bring on trips and where to turn up. How the petrol payments work.

Note that all new members should be encouraged to sign up for a course there and then. Hence course lists must be available on Club Day - put them in a folder for use on the desk on the day and then at the end of the day post them individually onto the UCCC Notice Board. Note that trip costs must be worked out prior to Club Day - check with the Trips Officer. Ensure that people **PAY FOR COURSES WHEN THEY SIGN UP**. People who don't pay aren't committed and, as the club has found from bitter experience, frequently do not turn up. Recently, as the club has been limited by gear, signing up for course such as Combo's and White Water Week has proved so popular that all available positions are 'sold' within one hour of information being posted.

It is vital that all membership forms are filled completely, and that all money received is receipted! It makes things a lot easier for the Treasurer and the Records Coordinator if you write the receipt number on the Membership form. On each receipt, specify the amount of money received, and note its purpose (i.e. subscription, course, etc.).

5.3 LEADERS AND SECONDS

The Leaders and Seconds training course trains people to lead, given their current ability and confidence levels. The training is the responsibility of the Instruction officer who also holds all the detailed information. The Instruction officer usually appoints an overall coordinator for the weekend, typically someone who has instructed previously, and they organise the format and instruction side of the weekend (as opposed to the administration: money, photocopies, advertising, transport, etc.). The coordinator appointment is critical to the overall success of the weekend. In the past, the club has sometimes used professional instructors and, although some of these can be very good, often the greatest success is achieved by using a senior club member who will be motivated to put in more preparation and planning and understands the UCCC requirements better. Some consideration could be given to using a club person as coordinator and a professional as an Instruction Technique consultant. Leaders and Seconds is an important opportunity for the Club's best instructors to learn about teaching instruction and this should be taken advantage of. Employing a professional in a consultancy role may be a way to give instructors the space to run Leaders and Seconds while still providing feedback and outside input.

In essence, students are instructed by experienced club leaders who in turn are instructed by one or two qualified and more experienced instructors. The training considers various distinctions of leadership. Each area is introduced, some concepts discussed, and each student then practises leading to other students. Feedback is then given. This style of teaching is accelerated learning, and the understanding that people gain comes from mainly their experience of leading. The other two key elements that allow rapid learning are the feedback and the experience of being led by others.

The basic format remains the same each year with details planned by the coordinator. The weekend following clubs day is usually the weekend of Leaders and Seconds, with two evening sessions beforehand. A typical timetable is as follows:

WEDNESDAY

Evening Teach-to-teach flatwater: teaching methods, low brace turn progression, games, wet exits and rescues

THURSDAY

Evening Leadership & instruction seminar: teaching skills, review surf session

Pool session: wet exit, Eskimo rescue, confidence under water games.

SATURDAY

AM Teaching Rapids: level, location, safety, position of leader & group

PM River rescue: gear, people, throwbags

Evening Discussion on leadership

SUNDAY

AM Group management: communication (students, second, & other leaders), positioning, running rapids and choosing eddies.

PM River trip: students practise leading and coping with emergencies

Evaluations and feedback

A first aid scenario is also included at some stage during the weekend.

The training is designed for people with a range of teaching and paddling experience. The minimum standard is being able to paddle grade 2, and it is always useful to have people at this level. It gives the other participants a real experience of leading, and it encourages future leaders or seconds. Therefore, it is important to promote Leaders and Seconds on clubs day to anyone who has paddled before.

However, there is a lot more needed to achieve a great weekend than just following the above format. The experienced instructors need to be clear on the feedback model, clear on how to introduce and debrief sessions, and clear on what they are teaching. Usually, they will initially not be clear and therefore the overall co-ordinator ensures that the experienced instructors get trained as required. The style of the training is also altered to suit the participants. For example, the more experienced the instructors

are, the more responsibility they get.

The evaluations that take place at the end of the weekend are important as they are the Club's mechanism for ensuring that leadership and (hence) safety standards are maintained on river trips. Flexibility is useful for people who need small specific experiences to reach a particular standard (e.g. allowing people to become leaders if they second for one or two trips or allowing them to lead with an experienced observer). These evaluations are performed by the coordinator and the experienced instructors, who rate the participants as leader, second or neither. Participants should leave Leaders and Seconds with a clear understanding of their abilities and whether they can lead or second on Club trips.

The final point to remember is that this basic format has served the club for many years, and consistently produced excellent instructors. The Leaders and Seconds course, along with the Club's trip procedures, is what makes the UCCC the leading club in New Zealand in terms of instruction and safety.

5.4 HIRE AGREEMENT

The following is a copy of the hire agreement stated on the Hire Form.

Agreement Between:

University of Canterbury Canoe Club (Inc),

University of Canterbury Students Association (Inc.), Christchurch.

And:

Name: _____

Phone: _____

Address: _____

CONDITIONS OF HIRE:

The Hirer agrees:

- 1.To pay hire charges as invoiced by the University of Canterbury Canoe Club and detailed below, until the equipment is returned to the Club.
- 2.To pay for any equipment that is lost, stolen or damaged at a rate invoiced by the club.

Indemnity:

The Hirer hereby acknowledges that he/she hires the University of Canterbury Canoe Club equipment at his/her own risk, and agrees to indemnify and compensate the University of Canterbury Canoe Club for all claims for damages resulting from his/her use of them. The Hirer further covenants, agrees and acknowledges that no claim for or otherwise of any matter whatsoever shall be brought against the club, and that no such claims shall be recognised by the University of Canterbury Canoe Club.

I, the undersigned, hereby acknowledge I have read the foregoing conditions and find them acceptable.

Signed by the Hirer or for and on his/her behalf by his/her duly recognised agent:

Date: _____

University of Canterbury Canoe Club Hire Officer:

Date: _____