

BUSA

Restructure

V0.2

BUSA Focus Group

SUMMARY

25th November 2018,
Royal Southern Yacht Club

AIM

Over recent years, the BUSA Committee has undergone changes within its members and roles. A lack of clarity surrounding some of these changes and BUSA's operations has left increasing pressure falling onto the BUSA Secretary, Jess Beecher, and other longstanding committee members.

Concerns over the sustainability of the current committee model, combined with several key members stepping down at the end of the 2018/19 academic year, led to discussions over how BUSA should operate in the future. The RYA has expressed a desire to remove the administration tasks of BUSA from the RYA remit, and BUSA has taken this as an opportunity to restructure with the best interests of the organisation in mind.

As such, feedback/input was invited from present and past members and a focus group was arranged to explore the options available to the Committee to address these issues and ensure that BUSA can meet the needs of its members as effectively as possible in the future. Committee roles should be clear, and the structure should be lean enough to enable this, yet big enough to provide safety/fall back and continuity. It is important that university sailing is run by students for students, an idea that was central to this focus group.

AGENDA

Section 1 - Unjaded

- 1.1 What are we, as BUSA, trying to achieve? Need to make a tag line with goals.
- 1.2 Split into areas and big paper brainstorm the 'dream' scenario for each area - 'BUSA 2050'

Section 2 - Back to Reality

- 2.1 What are BUSA's biggest failures? Focusing on feedback & survey results
- 2.2 What does an effective BUSA committee/organisational structure look like?
- 2.3 What does that mean for how BUSA functions as a whole?

Section 3 - Bringing it all Together

- 3.1 Exploring options for an ideal world with practical tasks that need to be addressed
- 3.2 Making the above options possible

BUSA Focus Group

SUMMARY

25th November 2018,

Royal Southern Yacht Club

PRESENT

(for some/all of the session)

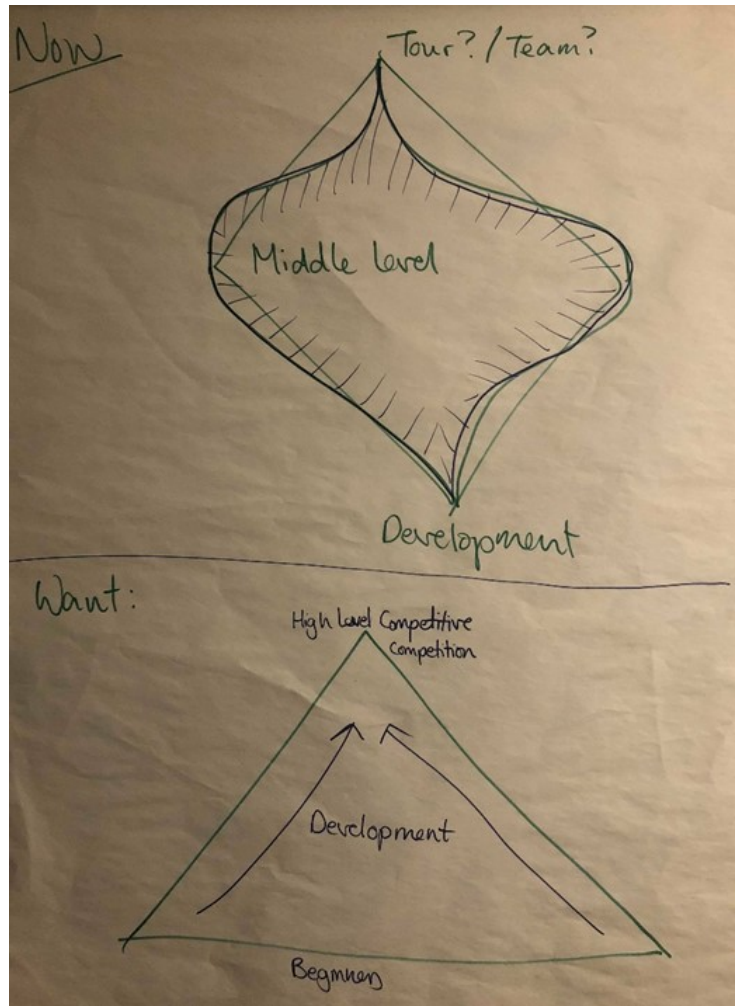
- ◇ Emily Robertson (current BUSA Vice President)
- ◇ Arthur Henderson (ex Cambridge sailor, Itchenor SC)
- ◇ Harry Bowerman (current BUSA Keelboat Officer)
- ◇ Abby West (current BUSA Development Officer)
- ◇ Jack Fenwick (current RYA Representative, RYA Keelboat Manager)
- ◇ Chris Lindsay (current BUSA Treasurer)
- ◇ Ruairidh Wright (ex Strathclyde Yachting Captain)
- ◇ Niall McLeod (ex BUSA Com, current RYA Racing Services Manager)
- ◇ Peter Saxton (current BUSA President, RYA Racing Committee, PRO)

ALSO RECEIVED INPUT FROM:

- ◇ Iona Smith (current BUSA Vice President)
- ◇ Karen Thomas (current BUSA Midlands Representative)
- ◇ Jess Beecher (current BUSA Secretary)
- ◇ Thomas Jayasekara (current BUSA Scotland Representative)
- ◇ Lucy Mellers (current Oxford Captain)
- ◇ Ben Towell (ex BUSA Chair)
- ◇ Dominic Lloyd (current SSS Yachting Captain)
- ◇ Joe Penhaul Smith (ex Commodore of University of Highlands & Islands)

The group were keen to allow as many student members to give input as possible. Whilst attendance at the focus group was unrealistic for most students, a section of the afternoon was streamed live via the BUSA Sailing Facebook Group to enable anyone who wished to comment and give their opinions. Engagement from outside the BUSA Committee was very low, however a few useful comments were received through this. Feedback was also submitted from students and past BUSA Committee/BUSA members via email to current committee members for the group's consideration.

SECTION 1: BUSA Goals



The current participation structure of university sailing is more 'diamond' shaped – lots of competition across the intermediate level, but little high-level opportunities for elite sailors and little provision for beginners. It was agreed that we should be aiming for a 'triangle' pathway of participation – **beginner provision and development opportunities** enabling more people to get involved and progress up to high-level opportunities.

MISSION STATEMENT:

From Ian Walker—

“To promote and support recreational and racing sailing for students of British universities and help instil a lifelong passion for sailing.”

AIMS & FUNCTIONS OF BUSA:

1. To provide a high level of competition for sailors at university in a variety of sailing disciplines and at all competitive levels.
2. To offer support and advice to university sailing clubs and their members.
3. To increase participation in sailing at universities in the UK.

UNDERLYING VALUES:

Sailing, The Sport — We aim to increase participation in sailing as a sport by providing an accessible platform at a university contact point. To support the development of individuals throughout their time in higher education and raise awareness of opportunities beyond BUSA, retaining members in sailing in the long term.

Equality & Diversity — We aim to instil equality & diversity in all sailing activities and increase socio-economic diversity within the sport.

Represent— We aim to accurately represent the interests of the students as well as supporting and working with stakeholders such as BUSA, the RYA and UKTRA.

'BUSA 2050'

"In an ideal world, with no financial or operational constraints, what would university sailing look like?"

Participation

Every UK university has a sailing club with boats.
Resources more in line with those that ICSA currently enjoy.
More people involved in university sailing, better quality everything.

Equality

Equal representation of each region.
Equal representation of all disciplines, including social sailing and development opportunities.
Affordable access to yacht sailing.
Equality of opportunity:
50/50 gender split.
Equality and diversity training for members.

Development

Students leave university having improved their sailing as a student.
Signposting sailors to further opportunities.
Club development and funding support offered by BUSA:
Advice to engage alumni
Proactively developing clubs
BUSA Membership fees provide value for all clubs and all sailors, not just for racing.

Quality & Opportunity

Vast array of high quality sailing events.
International opportunities available to the best BUSA sailors beyond the Tour.
Cooperation between regions.
Networking/BUSA crewfinding tool.

BUSA Operations

BUSA is clear and consistent in its operations.
Committee is more consistent.
Communications concise and reach every sailor.
Everyone knows what BUSA is, what it does, and who the Committee are.
Awareness of BUSA among sailors pre-university.
Advertise at Youth sailing events.

Dinghies In An Ideal World...

Fleet Racing

More opportunities
Fleet racing series?
Regional events?

Team Racing

Current provision seen as pretty expansive.
Some event less well run than others.
Could we grade events?
-> Qualification for BUCS Finals could be based on ranking system taking into account grade and result of events attended.
Attitude towards events varies (social vs sailing)..
“Event Affiliation Scheme” - BUSA provide guide lines for a successful TR event (e.g. number of teams/flight of boats, number of umpires etc) -
Events meeting this criteria could be endorsed by BUSA on calendar.

Equality

Suitability for all body shapes & weights
Fireflies too small for some sailors.
Everyone has resources for dinghy sailing.

Quality & Opportunity

Summer sailing opportunities
Signposting to other existing events?
Links to class associations
Firefly Nationals
RS200 Youth Sailing
Crew/boat finder opportunities.

Development

Tuition videos
Training event for yachting finals
Framework for setting up/running yachting in clubs
Mile building opportunities, e.g, passage events

Racing

Regional Yachting events/qualifiers held in matched fleets around the country, e.g.:

- Eliots (Weymouth)
- J/70s (Cowes)
- J/80s (Queen Mary SC)
- 707s (Port Edgar, Burnham)
- Etchells (Cowes)

BKL Style fleet racing
More exciting boats
Current yachting format is liked and should be kept, replicates ‘proper regatta’, location/boat size biased towards some teams

Support

BUSA/Yacht Club affiliation for resources

Quality & Opportunity

More events
Opportunities to join existing events

Existing Problems

Cost
Number of crew required
Skipper mile requirements

Keelboats In An Ideal World...

Development & Beginner Opportunities

In An Ideal World...

Regional	Employing RYA Sailing Development Officers— this would cost ~£9,000/year
Courses	Training centre partnership/course discounts for students BUSA running its own courses? Instructor and coach training, e.g. Team racing RCL2, SI courses
Progression	Event for beginners. -> Something to aim for.
General	Add value to BUSA subs for clubs that is not linked to racing. Sailing specific equality and diversity training for representatives of member clubs. More representation for beginner sailing on the Committee Organisational/funding support.

SECTION 2: BUSA's Biggest Failures

These were discussed via feedback received from students and via the results of the 2018/19 BUSA Sailor Survey.

Some key points:

1. Lots of **change within the committee** on an annual basis, little continuity.
2. **Lack of clarity** over roles and responsibilities, resulting in Jess picking up much of the work.
3. **Lack of provision** for beginner sailors and development of existing sailors.
4. BUSA has a **big focus on racing**, at the expense of other areas of sailing.
5. **Communications** from the Committee could be improved to increase knowledge of BUSA amongst students.
6. BUSA does **not offer enough club development support and funding advice** for USCs.

Other Feedback Received:

Ben Towell (ex-BUSA Chair) - Thinks that BUSA would benefit from regional committees (like happens in Scotland and used to happen in the North) as this encourages accountability and regional support, increasing opportunities for all.

Dom Lloyd (Dundee) – Expressed support that the RYA are working to get more yachting opportunities in Scotland (eg WMR 1), but felt that there wasn't enough communication about it.

Lucy Mellers (Oxford) - Thinks that generally BUSA does a 'fab' job but that we could improve the fairness of the regions (some seem harder to qualify through than others) and that the fleet racing championship should reflect the mixed nature of the sport.

Joe Penhaul Smith (UHI) – Would like BUSA Committee representatives to talk to individual USCs about their ambitions, plans and current status. Sometimes it seems like all clubs are struggling alone with similar set of problems and challenges e.g. nobody has enough money.

SECTION 2: New Committee Structure Proposal—The Idea

Cyclic Committee Structure

With the 'active committee' overseeing the delivery of strategy and events (e.g. development plans, Championship, etc), the area representatives are free to focus on providing a communication link & feedback loop between the committee and the students, with the exec etc focussed on day-today running & administration.

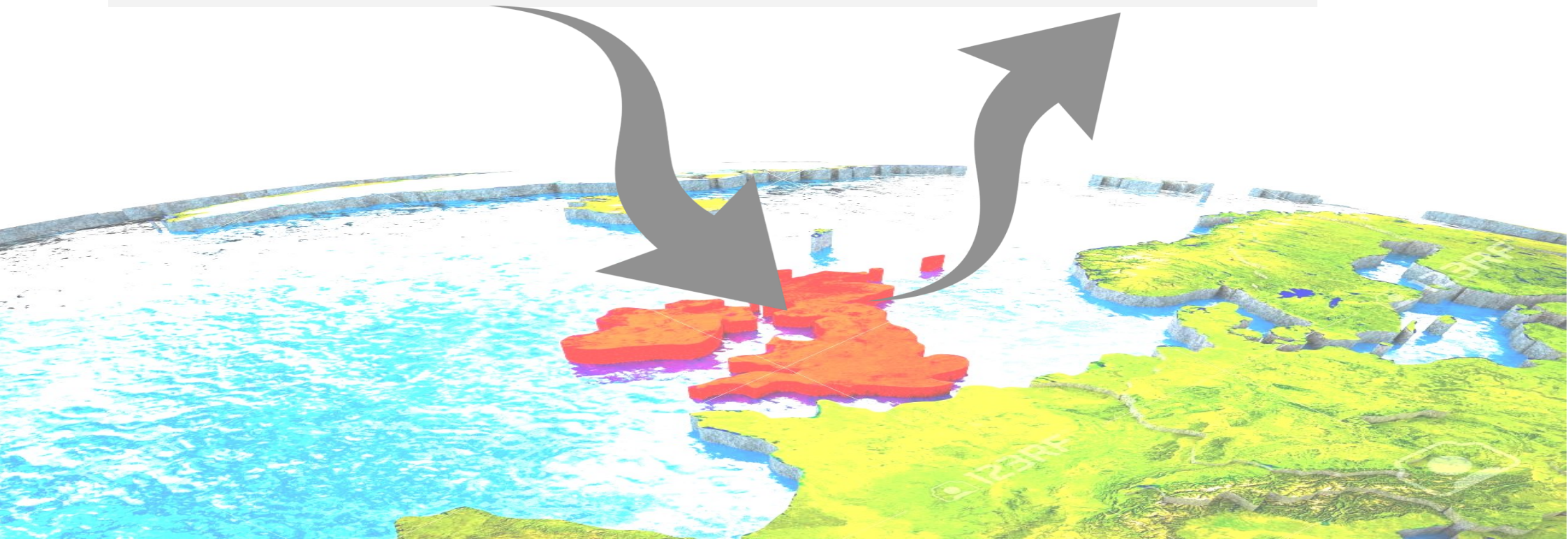
Guidance & Support

Executive Committee

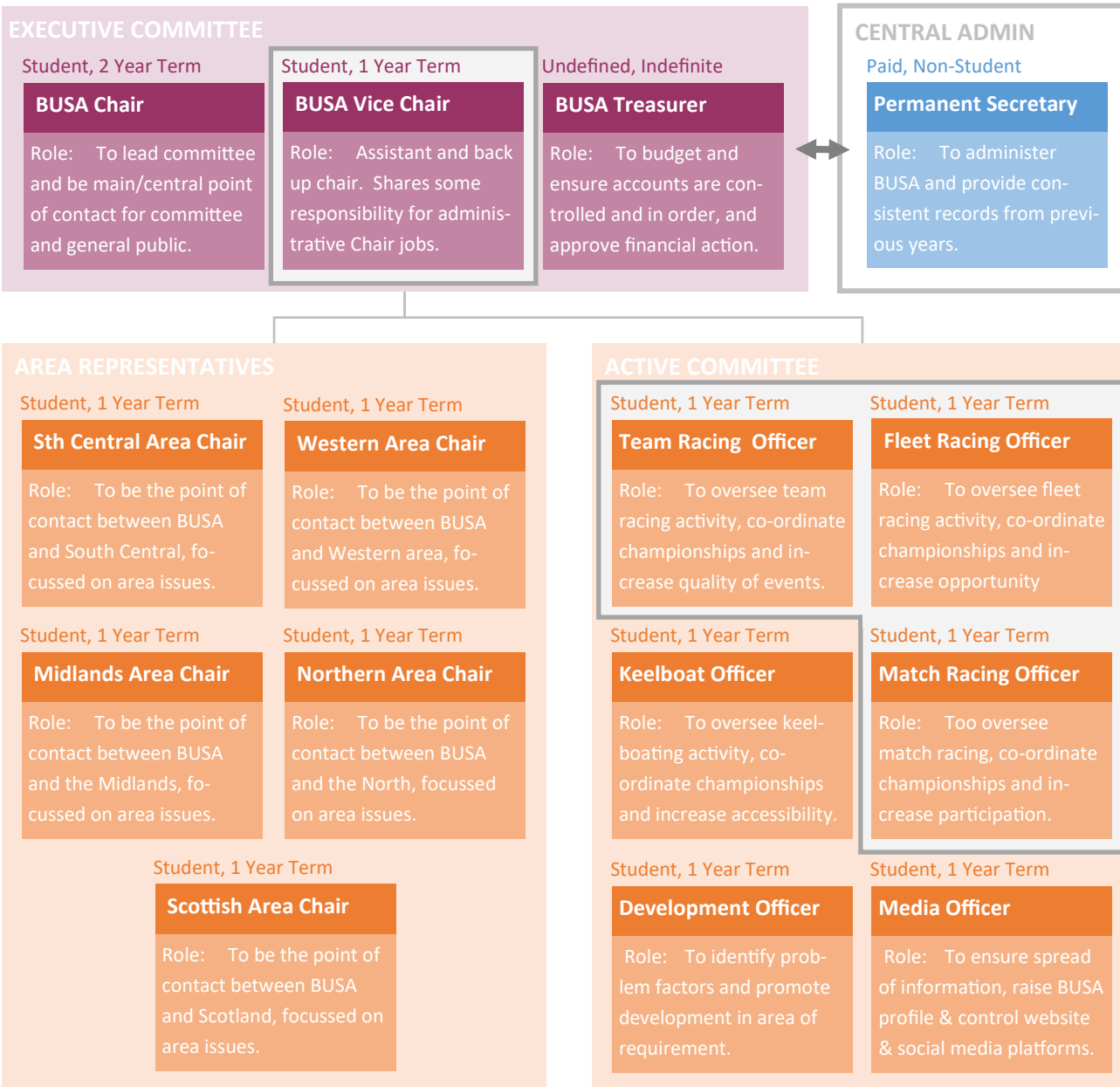
Administration

'Active Committee': Delivery
of Events & Strategies

Area Representatives: Feedback
Loop & Communications



MAIN COMMITTEE MEMBERS



NON-ACTIVE MEMBERS

COMMITTEE MEMORY

- President/Figure Head** (Non-student, Indefinite)
Role: To provide a long term memory and expert guidance & support to the committee when needed.
- Vice President (x2)** (Ex-Com, 2 Year Overlapped)
Role: To provide shorter memory & continuity between committees, and empathetic/recent G&S.

OPTIONAL EXPERTEES

- Hon. Member (Up to 3)** (Non-student, Indefinite)
Role: A free space which the committee can fill once elected, should they wish.

REPRESENTATIVES

- NGB/RYA Rep.** (Professional)
Role: A NGB representative who is invited to general committee meetings and can support activity.
- BUCS Representative** (Professional)
Role: A BUCS representative who is invited to committee meetings and liaises with exec.

Paid Secretary (NEW)

CENTRAL ADMIN
 Paid, Non-Student

Permanent Secretary

Role: To administer BUSA and provide consistent records from previous years.

Role:	Term Period:	Eligibility:
BUSA Secretary	Rolling 1 year Contract	Non Student, Appointed by the Executive Committee
Role:		
<p>The permanent secretary is the only salaried position on the committee. The role is aimed at providing dedicated, consistent and reliable administrative support to enable the efficient running of the BUSA committee and its activities.</p> <p>The salaried nature of the role results in a position where the individual can be relied on to provide the services as laid out in their contract.</p>		
Responsibilities:		
<ul style="list-style-type: none"> • To circulate the agenda and documentation for each committee meeting. • To compile bidding documentation for each championship, and to collate and circulate completed bids to committee members. • To organise the meeting venue for each committee meeting as directed by the Chair. • To minute every committee meeting, and circulate within 1 week. • To distribute email correspondence in the 'enquiries@busa.co.uk' email address to the relevant committee member. • To distribute correspondence developed by the committee as directed. • To circulate the agenda and documentation for each annual general or extraordinary general meeting, as directed by the committee. • To circulate committee application procedures and nominations in advance of the AGM. • To update and maintain the documentation and policies which govern the committee. • To maintain a register of BUSA's assets and ensure they are stored securely, and available when required. • To ensure appropriate prizes for events are sourced, including jackets. • To administer the BUCScore sailing account. • To train the media officer in the use of the website, and to assist in the running of the website and social media streams. • To Act as the Data controller for GDPR purposes, as per the data protection policy. • To source sponsorship – both financial and product, for BUSA and ensure it fits within the BUCS regulations. • To source the BUSA clothing sponsor, including committee jackets. 		

Executive Committee — Chair

EXECUTIVE COMMITTEE		
Student, 2 Year Term	Student, 1 Year Term	Undefined, Indefinite
BUSA Chair	BUSA Vice Chair	BUSA Treasurer
Role: To lead committee and be main/central point of contact for committee and general public.	Role: Assistant and back up chair. Shares some responsibility for administrative Chair jobs.	Role: To budget and ensure accounts are controlled and in order, and approve financial action.

Role:	Term Period:	Eligibility:
Chair	2 Years (1 Term Maximum)	Student (for at least 1 of the 2 years) Voted in by the AGM
Role:		
The Chair's responsibilities extend from compiling the agenda and chairing committee meetings, to providing the central point of contact from BUSA to administration organisations including BUCS, ICSA and the RYA.		
Responsibilities:		
<ul style="list-style-type: none"> • To compile the Agenda for each committee meeting with the Vice-Chair, and send to the Secretary. • To direct the Secretary as to the location, date and time of meeting venues to be booked. • To chair each committee meeting, or to invite the Vice-Chair to chair in their absence. • To communicate with administration organisations. Principally BUCS, ICSA and the RYA. • To represent student sailing at the appropriate BUCS forums. • To compile the agenda for each annual general or extraordinary general meeting, as directed by the committee. • To ensure that the committee application procedure is run fairly. • To oversee progress of activity and ensure delivery of high standard events and strategies. • To be the final mediator in discussion and decision making. 		

Executive Committee — Vice Chair (NEW)

EXECUTIVE COMMITTEE		
Student, 2 Year Term	Student, 1 Year Term	Undefined, Indefinite
BUSA Chair	BUSA Vice Chair	BUSA Treasurer
Role: To lead committee and be main/central point of contact for committee and general public.	Role: Assistant and back up chair. Shares some responsibility for administrative Chair jobs.	Role: To budget and ensure accounts are controlled and in order, and approve financial action.

Role:	Term Period:	Eligibility:
Vice- Chair	1 Year (2 Term Maximum)	Student Voted in by the AGM
Role:		
<p>The Vice Chair's responsibilities largely mirror the Chair's, in that they are to support the Chair in their duties.</p> <p>Specifically they are to liaise with major stakeholders which BUSA engage with, and to directly communicate with the SSS committee alongside the Scottish area representative.</p> <p>The Vice Chair will also sit on any Fixture sub-committee which may be created.</p>		
Responsibilities:		
<ul style="list-style-type: none"> • To compile the Agenda for each committee meeting with the chair, and send to the Secretary. • To liaise directly with any additional organisations, such as SSS or regional committees which may arise in future. • To chair committee meetings when invited by the chair. • To compile the executive summary of each committee meeting • To communicate with major stakeholders: Sunsail, sponsors, and host clubs as required. • To represent student sailing at the appropriate BUCS forums alongside the chair. • To assist in compiling the Agenda for each annual general or extraordinary general meeting, as directed by the committee. • To ensure that the committee application procedure is run fairly. • To sit on any Fixture committee which may be created for event delivery. 		

Executive Committee — Treasurer

EXECUTIVE COMMITTEE		
Student, 2 Year Term	Student, 1 Year Term	Undefined, Indefinite
BUSA Chair	BUSA Vice Chair	BUSA Treasurer
Role: To lead committee and be main/central point of contact for committee and general public.	Role: Assistant and back up chair. Shares some responsibility for administrative Chair jobs.	Role: To budget and ensure accounts are controlled and in order, and approve financial action.

Role:	Term Period:	Eligibility:
Treasurer	1 Year (Indefinite)	Undefined Voted in by the AGM
Role:		
The Treasurer's role is to maintain the financial position of BUSA, through allocating achievable budgets, invoicing member clubs, and administering expenses.		
Responsibilities:		
<ul style="list-style-type: none"> • To maintain and present accounts for each meeting and the AGM. • To set appropriate affiliation fees in line with the wider financial picture. • To invoice member clubs for affiliation fees. • To provide the fixtures committee with a budget for any sub activity, such as BUSA teams, each year. • To scrutinise and pay committee expenses where appropriate. • To ratify each championship budget, as provided by the treasurer of the host organisation. 		

Non-Active Members—President & Vice Presidents

COMMITTEE MEMORY

Non-student, Indefinite

Ex-Com, 2 Year Overlapped

President/Figure Head

Vice President (x2)

Role: To provide a long term memory and expert guidance & support to the committee when needed.

Role: To provide shorter memory & continuity between committees, and empathetic/recent G&S.

Role:	Term Period:	Eligibility:
President	1 Year (Indefinite)	Non Student Voted in by the AGM
Role:		
The President's role is to provide institutional memory to a committee with a high membership turnover. They are to dip in and provide expert guidance where required, and support members of the committee as they are invited, or see fit.		
Responsibilities:		
<ul style="list-style-type: none"> To support committee members in their roles as required. To ensure that the committee's actions fall in line with the purpose of BUSA. To mentor the Chair and Vice-Chair in their roles. To provide advice and guidance to the committee when required. 		

Role:	Term Period:	Eligibility:
Vice President x 2	2 Years Staggered (Two terms maximum)	Non Student Voted in by the AGM
Role:		
The Vice President's role is to provide short-term institutional memory to a committee with a high membership turnover. They are to dip in and provide expert guidance where required, and support members of the committee as they are invited, or see fit.		
Responsibilities:		
<ul style="list-style-type: none"> To support committee members in their roles as required. <ul style="list-style-type: none"> One VP will support the Area Chairs One VP will support the Active committee and chair any Fixtures Committee which may be created To ensure that the committee's actions fall in line with the purpose of BUSA. To provide advice and guidance to the committee when required. 		

Non-Active Members—Honorary Members & Representatives

OPTIONAL EXPERTS

Non-student, Indefinite

Hon. Member (Up to 3)

Role: A free space which the committee can fill once elected, should they wish.

REPRESENTATIVES

Professional

NGB/RYA Rep.

Role: A NGB representative who is invited to general committee meetings and can support activity.

Professional

BUCS Representative

Role: A BUCS representative who is invited to committee meetings and liaises with exec.

Role:	Term Period:	Eligibility:
Honorary Member (3 max.)	1 Year (Indefinite)	Student or Non Student Voted in by the AGM
Role:		
The honorary member's role is to provide the committee with the ability to invite those with expertise in certain areas onto the committee, to aid with the provision of service, governance, or development.		
Responsibilities:		
<ul style="list-style-type: none"> To support the committee as per their skill set and the committee's requirements. 		

Role:	Term Period:	Eligibility:
NGB Rep	1 Year (Indefinite)	Proposed by the RYA
Role:		
The NGB rep is proposed by the RYA and ratified by the membership at each AGM. The NGB rep acts a link between the RYA and BUSA.		
Initially, this position will be taken up by the outgoing BUSA Secretary, Jess Beecher.		
Responsibilities:		
<ul style="list-style-type: none"> To advise the BUSA committee as to the RYA's strategy towards our cohort of students. To advise us as to the resources available from the RYA: <ul style="list-style-type: none"> Ribs Meeting Venues Financial Support To advise the RYA as to BUSA's intentions, needs, concerns and current activity. 		

Role:	Term Period:	Eligibility:
BUCS Rep	1 Year (Indefinite)	Allocated by BUCS
Role:		
The BUCS rep is allocated by BUCS. They are to act between BUSA and BUCS on the provision of championships.		
Responsibilities:		
<ul style="list-style-type: none"> To advise the BUSA committee as to BUCS strategy. To support us in the provision of the championships: <ul style="list-style-type: none"> BUCS Points BUCS medals BUCScore system 		

Area Chairs

AREA REPRESENTATIVES

Student, 1 Year Term

Sth Central Area Chair

Role: To be the point of contact between BUSA and South Central, focussed on area issues.

Student, 1 Year Term

Western Area Chair

Role: To be the point of contact between BUSA and Western area, focussed on area issues.

Student, 1 Year Term

Midlands Area Chair

Role: To be the point of contact between BUSA and the Midlands, focussed on area issues.

Student, 1 Year Term

Northern Area Chair

Role: To be the point of contact between BUSA and the North, focussed on area issues.

Student, 1 Year Term

Scottish Area Chair

Role: To be the point of contact between BUSA and Scotland, focussed on area issues.

Role:	Term Period:	Eligibility:
Areas Chairs	1 Year (2 Term Maximum)	Student Voted in by the AGM
Role:		
<p>The Area Chair's responsibilities are to act as the BUSA point of contact in their area, providing the structure to ensure a quality link between the BUSA committee and the affiliates in that area.</p> <p>It is the hope that this role will serve to better the communication between BUSA and its members in both directions. It should allow the committee to better serve each region and their respective concerns, and allow a better platform for development and change of BUSA as a whole.</p>		
Responsibilities:		
<ul style="list-style-type: none"> To set up and facilitate the discussion in their respective area. To administer their area FB group. To communicate the actions of the general committee to those in their area, and to feedback the views of their affiliates in their area. To support the respective officer in the operations of their respective championship or other activities. To support the development officer in informing them of the development needs of their area, and to facilitate the provision of development opportunities. POTENTIAL GROWTH: These roles have been given the title of Chair to encourage regional committee development. 		

'Active Committee' - Team & Fleet Racing Officers (NEW)

ACTIVE COMMITTEE	
<p>Student, 1 Year Term</p> <p>Team Racing Officer</p> <p>Role: To oversee team racing activity, co-ordinate championships and increase quality of events.</p>	<p>Student, 1 Year Term</p> <p>Fleet Racing Officer</p> <p>Role: To oversee fleet racing activity, co-ordinate championships and increase opportunity</p>
<p>Student, 1 Year Term</p> <p>Keelboat Officer</p> <p>Role: To oversee keel-boat activity, co-ordinate championships and increase accessibility.</p>	<p>Student, 1 Year Term</p> <p>Match Racing Officer</p> <p>Role: To oversee match racing, co-ordinate championships and increase participation.</p>
<p>Student, 1 Year Term</p> <p>Development Officer</p> <p>Role: To identify problem factors and promote development in area of requirement.</p>	<p>Student, 1 Year Term</p> <p>Media Officer</p> <p>Role: To ensure spread of information, raise BUSA profile & control website & social media platforms.</p>

Role:	Term Period:	Eligibility:
Team Racing Officer	1 Year (2 Term Maximum)	Student Voted in by the AGM
Role:		
<p>The Team Racing Officer take responsibility for overseeing the provision of team racing for BUSA, at present this includes the area qualifiers, the playoffs and the championships.</p> <p>They also form part of any 'fixtures committee', which may be created to select BUSA teams, identify events to attend, and facilitate the attendance at them.</p>		
Responsibilities:		
<ul style="list-style-type: none"> To oversee the bidding process for: <ul style="list-style-type: none"> Team Racing Finals Team Racing Playoffs Area Qualifiers To act as the liaison between the committee and the host club for: <ul style="list-style-type: none"> Team Racing Finals Team Racing Playoffs To communicate feedback from Team Racing events to the committee. To sit on the fixtures committee with the FRO, MRO, KBO, VC, and VP. 		

Role:	Term Period:	Eligibility:
Fleet Racing Officer	1 Year (2 Term Maximum)	Student Voted in by the AGM
Role:		
<p>The Fleet Racing Officer take responsibility for overseeing the provision of fleet racing for BUSA, at present this includes the Fleet racing championships. This role is a development role, with a view to grow the BUSA provision of Fleet Racing</p> <p>They also form part of any 'fixtures committee', which may be created to select BUSA teams, identify events to attend, and facilitate the attendance at them.</p>		
Responsibilities:		
<ul style="list-style-type: none"> To oversee the bidding process for the fleet racing championships. To act as the liaison between the committee and the host club for the Fleet racing championships. To communicate feedback from Fleet Racing events to the committee. To develop the provision of Fleet racing for students. To sit on the fixtures committee with the FRO, MRO, KBO, VC, and VP. 		

'Active Committee' - Match Racing (NEW) & Keelboat Officers

ACTIVE COMMITTEE	
Student, 1 Year Term	Student, 1 Year Term
Team Racing Officer	Fleet Racing Officer
Role: To oversee team racing activity, co-ordinate championships and increase quality of events.	Role: To oversee fleet racing activity, co-ordinate championships and increase opportunity
Student, 1 Year Term	Student, 1 Year Term
Keelboat Officer	Match Racing Officer
Role: To oversee keel-boating activity, co-ordinate championships and increase accessibility.	Role: To oversee match racing, co-ordinate championships and increase participation.
Student, 1 Year Term	Student, 1 Year Term
Development Officer	Media Officer
Role: To identify problem factors and promote development in area of requirement.	Role: To ensure spread of information, raise BUSA profile & control website & social media platforms.

Role:	Term Period:	Eligibility:
Match Racing Officer	1 Year (2 Term Maximum)	Student Voted in by the AGM
Role:		
The Match Racing Officer take responsibility for liaising with the RYA in the provision of the Match racing championships. This role is a development role, with a view to grow the BUSA provision of Match Racing		
They also form part of the fixtures committee, to select BUSA teams, identify events to attend, and facilitate the attendance at them.		
Responsibilities:		
<ul style="list-style-type: none"> To liaise with the RYA as to the provision of the Match Racing Championships. To develop further opportunities for student match racing with the RYA. To sit on the fixtures committee with the FRO, MRO, KBO and VP. 		

Role:	Term Period:	Eligibility:
Keelboat Officer	1 Year (2 Term Maximum)	Student Voted in by the AGM
Role:		
The Keelboat Officer take responsibility for overseeing the provision of keel boating for BUSA, principally the yachting championships. This role is a development role, with a view to grow the BUSA provision of keel boating, both through competitions and training opportunities.		
They also form part of the fixtures committee, to select BUSA teams, identify events to attend, and facilitate the attendance at them.		
Responsibilities:		
<ul style="list-style-type: none"> To act as the liaison between the committee and Sunsail for the Yacht racing championships. To communicate feedback from Yacht Racing events to the committee. To develop the provision of Yachting for students. To organise yachting training opportunities for students. 		

'Active Committee' - Development & Media Officers

ACTIVE COMMITTEE	
Student, 1 Year Term	Student, 1 Year Term
Team Racing Officer	Fleet Racing Officer
Role: To oversee team racing activity, co-ordinate championships and increase quality of events.	Role: To oversee fleet racing activity, co-ordinate championships and increase opportunity
Student, 1 Year Term	Student, 1 Year Term
Keelboat Officer	Match Racing Officer
Role: To oversee keelboating activity, co-ordinate championships and increase accessibility.	Role: To oversee match racing, co-ordinate championships and increase participation.
Student, 1 Year Term	Student, 1 Year Term
Development Officer	Media Officer
Role: To identify problem factors and promote development in area of requirement.	Role: To ensure spread of information, raise BUSA profile & control website & social media platforms.

Role:	Term Period:	Eligibility:
Development Officer	1 Year (2 Term Maximum)	Student Voted in by the AGM
Role:		
The Development Officer take responsibility for overseeing the development of student sailing through BUSA. This role is a development role, with a view to grow the BUSA provision of student sailing, through both training opportunities and membership consultation.		
Responsibilities:		
<ul style="list-style-type: none"> To identify the key areas of development needed within student sailing, with the help of the Area Chairs. To communicate feedback from development events and consultation to the committee. To provide club & developmental support to University Clubs. To support the development of sailors, including provision for beginners & race training. To inform the committee of the key development areas needed within student sailors. To produce a development plan with the area chairs, which is achievable. To identify areas of funding needed to further student development, and to put together funding requests with the help of the Treasurer. 		

Role:	Term Period:	Eligibility:
Media Officer	1 Year (2 Term Maximum)	Student Voted in by the AGM
Role:		
The Media Officer takes responsibility for overseeing the communication methods which BUSA utilises, principally: Facebook, Instagram, Twitter and the website. They will moderate each method, and receive appropriate training in how the website functions, they will work with the secretary to administer the website.		
This role may also include the collation or creation of content such as image, film or reports, either for events, the development section of the website or other as directed by the committee.		
Responsibilities:		
<ul style="list-style-type: none"> To manage the social media streams of BUSA. To present the championships on social media. To maintain the website with the secretary. 		

Problems — Solved

1. RYA Administration

The first problem to address was RYA's desire to rid themselves of the administration of BUSA.

We have therefore added a paid secretary as a permanent, consistent and dedicated administrator and moved the RYA member on committee to the role of 'NGB Representative' (which existed anyway).

Paid Permanent Secretary

2. Fool-Proof Structure

Another key issue we had was the lack of backup when in a scenario where the Chair was struggling to take up all of the workload. This issue was heightened with higher needs such as larger scale development and change.

We have therefore added a Vice Chair to the executive committee to share out the Chair load, provide a back up to the Chair position, and take some of the additional load on the rest of the committee which is created when we remove the administrative tasks from the RYA.

Vice Chair

3. Accountability

We found that there were two factors to address—the different regional interests, and the different disciplines (i.e. fleet racing, keel-boating, development, etc). Over the past couple of years it has been found that the committee fails to address some of those areas when the lines are crossed between roles (e.g. the removal of Team Racing Co-ordinator and subsequent instalment of Development Officer, and the double use of an Area Representative as a Team Racing Qualifier Event Director).

Therefore, we wanted the main bulk of the committee to be made up of individuals responsible for each area OR discipline, ensuring that there is someone accountable for each aspect of activity. As can be seen earlier, this is more easily split into 'input' and 'output', or delivery and feedback.

Fleet Racing, Match Racing
& Team Racing Officers

Problems — Solved

4. Regional Equality & Potential for Growth

By removing the direct responsibility of running the regional team racing qualifiers from the area representatives we are giving them the freedom and sole responsibility of listening to the needs of their respective region and addressing them specifically.

This works both ways! If our area representatives aren't busy being event directors, they can more effectively be their region's BUSA representative and ensure that each region is drip fed information from the committee, be it minutes, surveys, development ideas or newsletters.

These roles have also been renamed to be 'Chairs' in the hope that we can encourage the growth of regional committees, such as in Scotland.

Area Chairs

5. Lean Structure

It was identified that the committee structure is quite unclear and large. In addition to making a person accountable for each region and discipline, and therefore making it clear where to direct queries etc, we have removed some misleading positions such as the men and women's captains and the web editor.

There is potential that the captain position does not need to be an entire committee position, or could be a sub committee activity. Web editor should be combined with Media Officer to ensure continuity across media platforms. If it is decided that this person is required/desired on the committee, then they can be invited as an Honorary Member.

Captains & Web Editor

SECTION 3: Immediate Actions as Identified by Focus Group

Key Actions Identified for December Meeting:

- Opportunities to represent BUSA at high level events are fairly selected and widely advertised to all.
- Better BUSA Media identity eg BUSA Facebook page to enable committee members to post information as BUSA rather than themselves.
- USC Commodore/Captain training/given key information.
- The AGM is very important:
 - Deadline for applications/manifestos
 - Should provide a 'Reopen Nominations (R.O.N.)' option for committee roles to prevent people getting elected just because they are the only applicant.
- Change constitution? Can't fund international events currently.
- Talk to BUCS about how other sports operate/communicate with them. Should this be via the RYA or done ourselves going forward?
- Hon. member/non-elected positions can't vote? (AGM)
- Committee restructure required to be put in place, in order to take effect for 2019/20 season.

Proposal for Moving Forward:

We will have Jess/BUSA Secretary in her current position until September this year. Therefore, we propose the following:

1. RYA assist to create role descriptions and funding model (RYA to BUSA) for the next three years.
2. Publicise job of BUSA Permanent Secretary and appoint one to be in place for 2018/2019 Championships and to be shadowing Jess throughout and until September.
3. **Area Rep Contact, Sat 2nd Feb**—At Qualifiers, area representatives will give EGM proposal presentation and overview into what is happening and encourage people to think about positions etc.
4. **EGM, Sat 16th Feb**—to change constitution to reflect updated committee structure.
5. **AGM, Tues 16th April**—we fill the committee positions as they are written.
6. **Sept 2019-Sept 2020**— Jess officially hands over but is available to answer questions and assist if required.

Some Suggestions and Ideas

Throughout the research, scoping and refining, several ideas were raised regarding ways which BUSA could improve in the future. Rather than forcing all of the change at once, I thought it best to pass these ideas on to the new committee, who can then impose or dismiss as they wish.

Regional Committees

The idea of creating committees in each area is not a new one, and has in fact been swimming about for years. Scotland runs Scottish Student Sailing, which quite successfully allows the students to promote and develop the area year on year. The North also used to have their own regional committees, but unfortunately this met its demise several years ago. This suggestion has come up time and time again throughout this restructure, by previous BUSA committee members, the RYA and by members (many Scottish who see and appreciate the benefit of such a structure).

This idea is part of the reason we have renamed the area representatives as 'Chair' in the hope that in time they might be encouraged to add to it, either in support (i.e. a secretary or vice chair) or by regional specific needs (i.e. the North might appoint a keelboat officer to work on this issue in their area).

TR Qualification System & Event Ranking

A series of issues raised led to the development of some ideas on how to improve the team racing championship qualification system to finals. In Scotland they run three part qualifying series where they use a league system to ensure that a fair result is always achieved and all sailors are able to compete against, and be challenged by, teams of a comparable level. Over the years it has been suggested a few times on the committee to add additional qualification events to the other regions (a lot by me), but it has been assessed that the English/Welsh calendars are very full of independently run events which bring income to the club, so people don't want to jeopardise those.

It was also raised that often the split is unfair, as in some regions are deemed to have an 'easier' qualification route than others, and some teams have to travel substantial distances to get to their region's qualifier event. Many factors need to be considered when deciding the split—team standards, geographical location, number of teams in an area, number of unis in an area (often different to the teams) - all of which bring forward issues of their own. This resulted in two suggestions:

1. Increase the number of regions from 5 to 6, allowing smaller geographical splits and allowing higher levels of participation (perhaps we could move to 4 teams/uni). However this would also mean another added position on the committee.
2. A ranking qualification system, where many events around the country can be used as qualifying events. Some events could be given a 'BUSA Tick' or approval, or as a next step they could all be ranked as in match racing, so that a series of 2 or 3 events (high point scoring, best X number count). This would remove the need for geographical grouping and allow universities to be grouped by almost any method.

Some Suggestions and Ideas

Throughout the research, scoping and refining, several ideas were raised regarding ways which BUSA could improve in the future. Rather than forcing all of the change at once, I thought it best to pass these ideas on to the new committee, who can then impose or dismiss as they wish.

Sub-Committees

As with most clubs or organisations, BUSA could look at using sub-committees to carry out activity or take in feedback.

It could be that this is how regional committees are first developed, with Area Chairs inviting X number of people to sit on a regional sub-committee as ordinary members. It could also be that this is how the Team Racing Officer co-ordinates activity, where they can delegate tasks or events to members of the Team Racing Sub-Committee.

Hopefully this can now be encouraged as the main committee has one person responsible for each region or discipline who is able to help co-ordinate the setup and development of the project and is accountable for its success.

Match Racing > Keelboating

As it is, the RYA are proposing that they continue to run the match racing championships as it is part of their match racing series.

It is up to the new committee how you move forward with this. Some Ideas:

1. More events — If you want to run more match racing, it is worth looking into venues other than Weymouth, such as Queen Mary (London), the Royal Southern (Southampton) or Port Edgar (Edinburgh).
2. Combining committee positions— the Keelboat Officer and Match Racing Officers have been included as they need to bridge the transition from the existing championship structure. The Keelboat Officer has been quite purposefully changed from 'Yachting' to encourage the thought that there are many avenues to go down with this, including combining match racing into the role. Another consideration is that sportsboat sailing is becoming more and more popular (as a non-owner led and team based sailing discipline) so perhaps we need to assess that market. Perhaps in the future, the delivery roles could be simplified to 'Dinghy Officer' and 'Keelboat Officer' and their sub-committees can look at specific activities in these categories.

The next committee should perhaps be considering what the benefit of running match racing is (not that there isn't one, there is many!), who the market is and what other disciplines feed into or out of it.