

Officers : Roles and Expectations



Introduction

Everyone involved in rowing is expected to ensure their actions, or lack of action, do not compromise the safety of themselves or others. Confusion in role definition can lead to necessary tasks being left to others and not being completed at all.

Club Officers (comprising all committee members, plus other officers appointed by the Chairman or committee) are expected to have oversight of, and to ensure, a positive safety culture and safe practice within the club. Club Officers are expected to:

- Actively promote a set of shared values and beliefs that make safe practice instinctive.
- Establish and publish a Safety Policy in which they commit to safety.
 - Communicate it widely.
 - Invite members to commit to it by signing it.
- Provide a safe environment for their members and others to enjoy their sport.
- Appoint a Club Rowing Safety Adviser(s) (CRSA) to lead and advise on promoting safe practice.
- Support the CRSA and take their advice into account.
- Appoint a Club Safety Officer.
- Establish and communicate Safety Rules that define what is, and what is not, appropriate behaviour.
- Complete and maintain Safety Plan(s) to guide members on safe practice in rowing.
- Provide members with education and training in risk assessment and safe practice.
- Produce and maintain Risk Assessments that cover all the activities of the club.
- Complete an annual Safety Audit and consider implementing any improvements that these suggest.
- Liaise with all water users and other stakeholders (e.g. Sailing Club, harbour users) to ensure that neither will put the other at risk.
- Encourage club members to be accountable for safety and report all incidents.
- Take appropriate action if its members fail to abide by its Safety Rules.

Communication of Safety Information

Club Officers are expected to:

- Promptly review all advice issued by the CPGA and take action when required.
- Make members aware of changes whenever the Risk Assessments, Safety Rules, Safety Plans, procedures or advice are updated.
- Maintain regular communication with all local water users and other stakeholders and circulate any information to members. This could include information about regattas and fishing competitions arranged by other organisations.
- Ensure that all members are aware of, and able to access, the communication methods used by the club.
- Review the effectiveness of the club's communication processes.
- Report all incidents using the CPGA Incident Reporting System.

Risk Assessments

Club Officers are expected to:

- Ensure that the club completes a Risk Assessment for each of its activities both on and off the water. Factors to be considered include:

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- Location of the club facilities, proximity to areas of traffic congestion, remote or in area of easy or difficult access.
- Type and extent of boating area and the effect that this has on the type of rescue that may be needed.
- Potential hazards such as obstructions and limited access points.
- People, for example number of members, age and rowing experience.
- Hazards in other club facilities such as gym and workshop.
- Travel time to the nearest hospitals with an A&E Department (Dorchester) or Minor Injuries Unit (Bridport) and type of cover offered.
- Details of the service provided by the local NHS ambulance service.
- Availability of other rescue services such as air ambulance and lifeboat.
- Publish the Club Risk Assessments on the club website or make them available to club members and the parents of junior members in other ways.
- Publish suitable Safety Plan(s) and Emergency Response Plans based on the issues identified in the Risk Assessments.
- Take action, where necessary, to ensure that nobody is exposed to substantial or intolerable risk.
- Review, and if necessary update, the Risk Assessments at least once a year.
- Review, and if necessary update, the Risk Assessments following any significant incident at the club or elsewhere (including those communicated by British Rowing through the CPGA Incident Reporting System in Safety Alerts).

Safety Plan(s) and Safety Rules

Club Officers are expected to:

- Produce and communicate Safety Plan(s) and Safety Rules for, and to, all its members and coaches/coxswains.
- Prominently publish and display the Safety Plan(s) and the Safety Rules.
- Modify the Safety Plan(s) and the Safety Rules in light of the annual Club Safety Audit, incidents, Risk Assessments, Safety Alerts and developments in good practice.

People New to Rowing (including Tasters)

Club Officers are expected to:

- Ensure that Risk Assessments include risks associated with new rowers.
- Provide an Induction Programme for new rowers. This should have an emphasis on safe behaviour.
- Explain the Safety Rules to new rowers.
- Ensure that all new rowers take part in the Club Induction Programme. The Club Induction Programme should include information about:
 - Local hazards, including weather conditions, and navigation rules.
 - First Aid facilities and Emergency Response Plan.
 - Safety Plan(s) and Safety Rules.
 - Safety aids.
 - Clothing.
 - Cold water immersion and hypothermia.
 - Club structure and communications.
 - Boats – types, manual handling, boat checking and quarantining.

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- What to do in the event of capsize or man overboard.
- Incident reporting.
- Ensure a higher level of care is promoted with beginners.
- Support the principle that safety is everyone's responsibility.
- Encourage all members to set an example for beginners to follow.
- Ensure that sufficient coaches/coxswains and safety cover are available to train and supervise new coxswains and rowers.
- Ensure lifejackets available to all new rowers.
- Record personal information about the new rower including contact details, swimming ability, emergency contact and parental or guardian consent for juniors.
- Provide advice on any health or injury issues that may affect their safety, particularly when rowing, or refer them to their medical professional as appropriate.

Swimming Competence

Club Officers are expected to:

- Record the swimming ability of each member of the club and make this available to all its coaches/coxswains.
- Have policies in place for those who cannot, or who have not demonstrated or declared, swimming competence, particularly junior, beginner and adaptive rowers.
- Ensure life jackets are worn by non-swimmers and juniors.
- Ensure life jackets are available to any rower requesting one.
- Reconfirm the swimming ability of all members at appropriate intervals. The written declarations of adults, and the parents on behalf of juniors, relating to their swimming ability should be respected.

Adaptive Rowers

Club Officers are expected to:

- Ensure that Risk Assessments include risks for adaptive rowers who row at the club.
- Ensure an appropriate level of care is promoted for adaptive rowers.
- Discuss the rower's needs and aspirations.
- Define any additional Safety Rules required to keep adaptive rowers safe.
- Ensure lifejackets available to all adaptive rowers.
- Provide and maintain any additional safety and rescue equipment or facilities required to keep adaptive rowers safe.
- Ensure that sufficient coaches and safety cover are available to train and supervise adaptive rowers.
- Provide adaptive rowers with advice on any issues associated with their disability that may affect safety, particularly when rowing, or refer them to their medical professional as appropriate.
- Ensure that coaches/coxswains and others supporting adaptive rowers know what to do in an emergency and have access to emergency contact details for adaptive rowers.
- Establish and practise procedures for managing incidents, including capsize or man overboard, involving adaptive rowers.
- Seek advice on equipment that is suitable for each adaptive rower. Where necessary, make modifications to club facilities to accommodate adaptive rowers.
- Check equipment is appropriate and safe when adaptations are made.

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- Understand the Adaptive Rowing Safety Guidance for Event Organisers. For adaptive rowers, Safety Plan(s) should include:
 - Procedures for launching and recovering boats with adaptive rowers.
 - Access arrangements for adaptive rowers.
- For adaptive rowers, Safety Rules should include:
 - Criteria for assessing risks associated with adaptive rowers.
 - Actions to be taken in an emergency involving adaptive rowers, including capsize or man overboard.

Emergency Response Plan (TO BE DEFINED)

Club Officers are expected to:

- Make the Emergency Response Plan available to all members.
- Review the Emergency Response Plan as part of the annual Safety Audit.
- Define and manage a process for suspending or cancelling club activities in case of an emergency.
- Where relevant, define and manage emergency arrangements for people with disabilities.
- Provide adequate First Aid cover including provision for people suffering from mild hypothermia (people with severe hypothermia should be taken to hospital).
- Provide sufficient, correctly positioned fire extinguishers and fire blankets, emergency lighting and clearly marked fire exits.
- Maintain emergency equipment such as fire extinguishers and fire blankets, check that fire exits are clear and that emergency lighting and fire doors are in working order.
- Prominently display notices showing key location and contact information in club facilities.
- Brief members and others using the club facilities on what to do in an emergency and how to use any equipment.
- Establish contact details and any relevant medical or other information for each member in case of emergency. Ensure that this information is kept current and confidential and only available to those who need it.
- Ensure that someone in each boat knows how to use a VHF radio and the correct channels to use.
- If going to sea, ensure that someone in each boat knows how to describe where the boat is.

Incident Reporting

Club Officers are expected to:

- Promote a no-blame culture of reporting all incidents in order to improve safety.
- Encourage club members to report all incidents and near misses using the CPGA Incident Reporting System.
- Ensure all club members know what types of incidents should be reported and how to use the Incident Reporting System.
- Regularly monitor the Incident Reporting System to gather information on club incidents and use the information to develop safer practices.
- Communicate relevant information from British Rowing Safety Alerts (through CPGA) to members.
- Keep the members informed of relevant incidents and ways in which action must be taken to avoid reoccurrence.

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Auditing

Club Officers are expected to:

- Conduct an annual Safety Audit.
- Define the frequency and scope of Safety Inspections.
- Delegate one or several members to undertake the inspections.
- Receive reports on these inspections.
- Consider and act on these reports.

In and Around the Boathouse

Club Officers are expected to:

- Ensure that appropriate and adequate storage is available for equipment.
- Define a procedure for quarantining equipment.
- Encourage members to keep the boathouse and the surrounding area tidy.
- Ensure that the hazards in and around the boathouse are included in Risk Assessments, including:
 - Hazards associated with the movement of boats both inside and outside.
 - Hazards associated with the movement of people both inside and outside.
 - Hazards associated with the storage of boats.
 - Hazards associated with other work conducted in or around the boathouse such as boat repair, painting, trailer loading and unloading (including chemical, electrical hazards and fire).
- Other people in the vicinity of the boathouse.

Equipment

Club Officers are expected to:

- Provide storage for boats and equipment in an orderly fashion, in well-lit premises where possible, to minimise damage to people or other equipment.
- Provide information to coaches/coxswains on how boats should be checked pre and post session.
- Maintain all equipment in good working order and suitable for the conditions in which it will be used.
- Require members to report any damage to boats and equipment to a responsible official without delay.
- Define a procedure for “quarantining” equipment.
- “Quarantine” a damaged boat or piece of equipment, with the nature of the damage clearly marked, and ensure that it is not used.
- Ensure that any damage to boats or equipment is repaired before the boat or equipment is used again.
- Ensure that all incidents are reported to CPGA using the Incident Reporting System.

Safety Aids

Club Officers are expected to:

- Use the Risk Assessments and Safety Plan(s) to determine the type and quantity of safety aids (such as lifejackets, throw lines, lifeguard tubes, and emergency blankets) for the needs and size of the club.
- Provide and maintain safety aids.

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- Provide training to club members in the use of safety aids.
- Ensure that safety aids are readily available to members and are stored correctly.
- Implement a procedure to manage damaged, missing or deployed safety aids.
- Review the requirements for, and the use of, safety aids and implement any changes in their type or use.
- Check lifejackets for leaks, damage and gas cylinder integrity at regular intervals (at least once a year) and record the results.
- Ensure life jackets are worn by non-swimmers and junior rowers.

First Aid

Club Officers are expected to:

- Use the Risk Assessments to define the requirements for First Aid provision. Factors to be considered include:
 - Location of the club facilities for example, remote or in a built-up area, traffic congestion, easy or difficult access.
 - Type and extent of boating area.
 - Potential hazards such as obstructions and limited access points.
 - People, for example number of members, age and rowing experience.
 - Hazards in other club facilities such as kitchen or workshop.
 - Travel time to the nearest hospitals with an A&E Department or Minor Injuries Unit and type of cover offered.
 - Details of the service provided by the local NHS ambulance service.
 - Availability of other rescue services such as air ambulance and lifeboat.
- Include First Aid provision in the Emergency Response Plan, brief members on the content and make the plan available.
- Ensure that the club has sufficient First Aiders and that adequate First Aid cover is available during all club activities.
- Make provision for people suffering from mild hypothermia (people with severe hypothermia should be taken to hospital).
- Keep a record of coaches/coxswains and other members who hold a First Aid qualification and encourage First Aiders to keep their qualification up to date.
- Prominently display a list of qualified First Aiders (with photos if possible).
- Provide sufficient and clearly marked First Aid kits in easily accessible areas of the club premises. Each kit should contain a list of contents.
- Regularly check contents against the list of contents, record and date the inspection and replenish supplies.
- Ensure that all launches carry a First Aid kit and sufficient thermal blankets for the crews concerned.
- Maintain adequate supplies of First Aid consumables and equipment (including survival bags) in good condition.
- Consider providing Cardiopulmonary Resuscitation (CPR) technique training to all club members.
- Know the location of AEDs.

The Rowing Environment

Club Officers are expected to:

- Set out rules and guidelines for rowing sessions covering:

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- Local navigation rules.
- Assessment of unsafe rowing conditions by boat type and rowers' abilities to include:
 - Current tides.
 - Rowing in the dark or in poor visibility including lighting requirements.
 - Persons authorised to allow, restrict or stop boating activities.
- Provide information to members as appropriate.
- Implement a process to inform members what activities are currently restricted.
- Set up a communication network with the Lyme Regis Harbour Master and communicate relevant information to members.
- Agree restrictions on boating activities with other water users.
- Ensure that rules and guidelines are observed.
- Suspend or curtail boating activities where the conditions are assessed as unsafe.

Coastal Rowing

Club Officers are expected to:

- Ensure all boats and equipment used by their members are fit for their intended purpose and safe to use in the intended environment.
- Ensure that all coaches/coxes and rowers understand the hazards (such as tide, wind strength and direction and waves), and the barriers and controls to be used.
- Ensure that crews abide by local navigation and other rules.
- Ensure that there is a method of manual bailing.
- Ensure that crews are educated in the correct techniques for launching and recovery from a beach (e.g. during regattas) or slipway.
- When no launch is available ensure that no crew goes out without a qualified coach/coxswain supervising the session in the boat with them (either as rower or cox).
- Ensure that there is a method of radio communication with the shore in the boat if a safety launch is not available and ensure that there are at least two rowing boats afloat at any one time and that they operate a buddy system to support youth rowers. Marine Mobile Band VHF's are preferred as these can be used to call the Coastguard directly.
- Ensure that coaches/coxes' lifejackets have crotch straps fitted and that coxes are trained to fit and adjust them correctly.
- Use Risk Assessments to determine under what conditions, if any, it is safe for a boat to go afloat alone (i.e. not accompanied by another rowing boat or a safety boat). Where it is not safe for a boat to go afloat alone boats should stay in close contact with each other.
- Use Risk Assessments to determine under what conditions rowers should wear, or have access to, lifejackets.
- Ensure all boats and equipment used are fit for their intended purpose, safe to use in the intended environment and that boats are not used in conditions that would expose rowers to an unacceptable risk.
- Ensure that all coaches/coxes and rowers understand the hazards (such as tide, wind strength and direction and waves), and the barriers and controls to be used.
- Ensure that crews abide by local navigation and other rules.
- Ensure that crews are educated in the correct techniques for launching and recovery from a beach or slipway.

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- Ensure that a radio plus an alternative device (eg mobile phone) are carried and accessible to the coxswain and crew members, and that the coxswain and crew members are competent to use them to contact emergency services.
- Ensure that an alternative device (eg mobile phone) for contacting emergency services is available to the coxswain and crew members.
- Ensure that coaches/coxes' lifejackets have crotch straps fitted and that coaches/coxes are trained to fit and adjust them correctly.
- Ensure that a boat safety kit is provided for each boat.

The Water

Club Officers are expected to:

- Set out rules and guidelines for outings covering:
 - Local navigation rules and by-laws.
 - Assessment of unsafe rowing conditions by boat type, coxswains competence and rowers' abilities to include:
 - Current/stream and tides.
 - Rough water.
 - Areas of shallow water.
 - Pollution, blue-green algae and Weil's Disease.
 - Persons authorised to allow, restrict or stop boating activities
- Provide information to members as appropriate.
- Implement a process to inform members what activities are currently restricted.
- Set up a communication network with the Lyme Regis Harbour Master and communicate relevant information to members.
- Agree restrictions on boating activities with other water users.
- Ensure that rules and guidelines are observed.
- Suspend or curtail boating activities where the conditions are assessed as unsafe.

Other Water Users

Club Officers are expected to:

- Set out rules and guidelines for outings covering:
 - Local navigation rules.
 - Shared use of the water with other water users.
- Provide information to members as appropriate.
- Implement a process to inform members what other activities are taking place.
- Set up a communication network with the Lyme Regis Harbour Master and other water users and communicate relevant information to members.
- Agree restrictions on boating activities with other water users.
- Ensure that rules and guidelines are observed.
- Suspend or curtail boating activities where the conditions are assessed as unsafe.

Steering and navigation

Club Officers are expected to:

- Define a Navigation Plan (TO BE DEFINED), in consultation with other water users and the Lyme Regis Harbour Master as appropriate. This plan should show:
 - The navigation pattern.

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- All permanent hazards.
- Sites of any potential temporary hazards – if appropriate.
- Locations of emergency life belt sites, AEDs and safety aids.
- Sites of public telephones.
- Easy access points for emergency vehicles where it is easy to get out of the water.
- Sites where it is difficult, or impossible, to get out of the water.
- Display the Navigation Plan prominently and ensure that all people who steer boats are familiar with it.
- Check that people responsible for coxing boats are in good health with adequate vision and hearing.
- Encourage people responsible for coxing boats to abide by the Navigation Plan by providing positive consequences for those who do and negative consequences for those who do not.
- Ensure steering equipment is suitably maintained.
- Ensure that in coastal waters, someone on the boat understands the sound signals, day shapes and, where appropriate, lights displayed by other vessels.
- Ensure that a radio plus an alternative device (eg mobile phone) are carried and accessible to the coxswain and crew members, and that the coxswain and crew members are competent to use them to contact emergency services.
- Ensure that someone on the boat knows how to describe the location of the boat to the coastguard, RNLI or Lyme Regis Harbour Master.

Events

Club Officers, Event Officers and Organising Committees are expected to:

- Promptly review all advice issued by CPGA to the Event Rowing Safety Adviser and take action when required.
- Make competing clubs aware of the Event Risk Assessment, local rules, procedures, advice and safety arrangements.
- Brief participants on the navigational arrangements (including arrangements in the event of an emergency (including harbour incident)) and ensure that they understand what they should do.
- Ensure that crews understand the consequences of non-compliance with navigational rules.
- Encourage competitors to check the communication methods used by the event.
- Review the effectiveness of the event's communication processes.
- Report all incidents using the CPGA Incident Reporting System

Going Afloat and Landing

Club Officers are expected to:

- Define the procedures for going afloat and landing.
- Communicate these procedures to all members.
- Define the Circulation Plan for launching and recovery.
- Ensure that there are procedures for quarantining damaged boats and equipment.
- Maintain launching areas in a safe condition.

Launch Driving

Club Officers are expected to:

- Identify those members and others who are permitted to use the club's launches.
- Maintain a register of people permitted to drive its launches.

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- Ensure that everyone who is permitted to drive launches is competent and suitably qualified to do so. The level of qualification required will usually be determined by Risk Assessment but, in most cases, RYA Level 2 Powerboat (with a Coastal Endorsement if used on coastal waters) should be sufficient.
- Check the competence of its launch drivers from time to time.
- Periodically check that any launch used by the club (including its motor) is in a good and safe condition.
- Provide spare parts for the maintenance of the launch.
- Ensure that the club launch is fit for use and, if not, is quarantined so that it cannot be used.
- Provide information on the safe use of the launch.
- Provide sufficient lifejacket/buoyancy aids for everyone who is likely to go afloat in the club launch and require that they are used. Auto inflation lifejackets are preferred.
- Provide sufficient kill cords and safety kit.
- Define procedures for recovering rowers.
- Ensure that the club's launch is equipped to perform a rescue.
- Where a radio is carried, ensure that someone in the launch is competent to use it and knows which channels to use.
- Ensure that the risks associated with using a launch are included in Risk Assessments and that appropriate action is taken to reduce risk to an acceptable level.

Transport and Trailers

Club Officers are expected to:

- Ensure that the risks associated with loading and trailing boats are included in Risk Assessments and that appropriate action is taken to reduce risk to an acceptable level.
- Ensure that all trailers used by the club are maintained in a roadworthy condition.
- Ensure that trailers are correctly labelled with the Maximum Allowed Mass (MAM), tyre pressures and jacking points.
- Provide information on towing and loading the trailer.
- Provide adequate ties lights and end markers for the load.
- Provide spare bulbs, spare wheel, jack and tools for changing a wheel.
- Provide an assistant who can help the driver with navigation, manoeuvring and emergencies.

Seafit Gym Land Training / Indoor Rowing

Club Officers are expected to:

- Complete a Risk Assessment.
- Promote a positive safety culture.
- Ensure that the gym is not overcrowded either with equipment or people.
- Provide materials for cleaning and disinfecting the equipment.
- Encourage members to keep the gym tidy.
- Ensure that the equipment is thoroughly checked at appropriate intervals and maintained in good condition.
- Provide appropriate induction sessions for beginners. This should have an emphasis on safe behaviour.
- Provide appropriate notices and instruction on safe use of equipment (including clothing, storage and monitor set up) and potential health issues.
- Coach members to use good technique on all equipment.

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- Encourage members to check equipment before use and only use equipment that is in good condition.
- Encourage members to warm up thoroughly before starting training and stretch thoroughly when the exercise is complete.
- Ensure members work at appropriate intensity and overall workload.
- Encourage rowers to pay attention and be alert to what is going on around them.
- Implement the British Rowing guidelines for the use of rowing machines by juniors and “How much and how often?”
- Ensure members report any defects in rowing machines or other equipment.
- Quarantine damaged rowing machines or other equipment.
- Report incidents to the club and to the CPGA Incident Reporting System.
- Ensure members have access to a full First Aid kit and are aware of where it is kept.
- Ensure a list of current first aiders is displayed prominently in the gym.

Coping with Illness and Diseases

Club Officers are expected to:

- Encourage members to refrain from training and competing when unwell.
- Avoid putting pressure on members to compete when unwell.
- Make members aware when there is a danger of passing on infectious diseases.
- Provide hand washing/cleansing facilities.
- Provide disinfection materials for cleaning equipment.
- Encourage members to seek and follow medical advice when appropriate.

Pre-existing medical Conditions and Poor levels of Fitness

Club Officers are expected to:

- Include rower health and fitness in Risk Assessments.
- Support rowers who feel that they are unfit or unwell.
- Ensure that no pressure is put on rowers who are unfit or unwell.

Man Overboard and Recovery

Club Officers are expected to:

- Ensure that adequate training opportunities are available to rowers, coxswains and coaches.
- Ensure that all members know what to do in the event of a man overboard.
- Record Man Overboard and Recovery training of each member of the club and make these records available to all its coaches/coxswains.
- Ensure that boats carry the necessary equipment.

Cold Water Immersion and Hypothermia

Club Officers are expected to:

- Ensure that the risks of cold water immersion and hypothermia are included in Risk Assessments.
- Provide members with information about cold water immersion and hypothermia.
- Provide facilities for the initial treatment of hypothermia.
- Include hypothermia in the Emergency Response Plan.

Sunburn, Heat Illness and Exhaustion

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Club Officers are expected to:

- Include the risks of exposure to sun and heat leading to sunburn, heat illness and exhaustion in Risk Assessments.
- Provide members with information about sunburn, heat illness and exhaustion.
- Include hyperthermia in the Emergency Plan.
- Provide First Aid facilities.
- Ensure that drinking water is available.

Water borne Infections and Diseases

Club Officers are expected to:

- Determine the extent to which the waters they use may be infected with relevant bacteria, viruses or other agents (the Local Authority Environmental Health office and the local Water Authority may be able to help).
- Include these risks in Risk Assessments.

Concussion

Club Officers are expected to:

- Ensure that their First Aid provision can assist a person with concussion.
- Ensure that their members know how to get help in the event of an emergency.
- Ensure that the boathouse is kept tidy so as to reduce the probability of a head injury.

Chronic Illnesses and Diseases - Asthma

Club Officers are expected to:

- Provide club members with training and learning opportunities in First Aid.
- Ensure coaches and coxes are aware of the effects of exercise induced and seasonal asthma.
- Ensure coaches and coxes recognise the symptoms of an asthma attack and the difference between asthma and hyperventilation.
- Ensure that all asthmatic rowers carry their inhalers on the water in a dry bag.
- Ensure that persons with asthma carry their prescribed inhaler at all times (in the boat and gym).
- Ensure coaches and coxes are aware of the Asthma Recovery Position.
- Ensure coaches and coxes understand how to support a person having an asthma attack.

Collapse

Club Officers are expected to:

- Encourage members to learn what to do if someone collapses.
- Provide training and learning opportunities for resuscitation and First Aid.
- Display information on resuscitation.
- Display information showing how to retrieve one if the club does not have an AED, and if there is one nearby.
- Provide detailed information on how to call 999 for an ambulance and the club's location access points by road.