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Tees rowing club

Tees Rowing club Development plan 2020-2025

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# **Summary**

The main aim of Tees Rowing Club over the next 5 years is to consolidate its membership and maintain the activities currently ongoing in performance and recreational rowing. The features of the development plan are:

* Continued enjoyment and satisfaction of rowing leading to sustained membership numbers
* Develop progression pathways for beginners and juniors to develop into senior squads and continue to develop skills and achieve the athletes desired results
* Continue to support the development of volunteers within the club through training courses as required – coaching qualifications, first aid courses and any others identified
* Develop a plan for equipment to allow continued upgrading of the fleet

The above features dominate the plan but it also includes the needs for athletes to excel at all levels and the club to be managed through a growing network of volunteers. A key area for the club is to ensure best practice in coaching, equity, safety and personal development.

Growth in membership over the period is forecast, with the majority of that in the senior and off-peak groups. Less growth is foreseen in the junior section as this is currently at capacity with a waiting list held by the Junior head coach – Kate O’Sullivan.

Key Performance Indicators

|  |  |  |
| --- | --- | --- |
| Indicator  Membership Category | Current Number – April 2020 | Comments/Outcome |
| Senior | 107 | Support the health growth of the club by monitoring the movement within the club membership and increasing participation within each member group |
| Junior | 24 |  |
| Student Members (incl Distant) | 14 |  |
| Off-Peak | 27 |  |
| Social/Coaching/Gym | 17 |  |
| TUBC | 25 |  |
| Total Member Number | 214 | Sustained growth and active members |
| Qualified Coaches |  | Increase number of active coaches |
| Ratio of Members to active Coaches |  | Improved ratio |

# **Introduction**

## **Background**

Tees Rowing Club is a community rowing club with an open to all policy. The purpose of the club is to promote the sport of rowing in the local area and allow athletes to participate in the sport of rowing.

The club is thriving, with membership numbers growing at a sustainable rate. In late 2001 the club moved to the new River Tees Watersports Centre (RTWC). Tees rowing club is one of several sports clubs using the land facility and boat storage, including the Dragon Boaters, the Tees Tigers Kayak Team and the Wheely Boaters Tees Rowing Club is affiliated to the governing body of the sport, British Rowing (BR), and is represented on the Northern Rowing Council (NRC), which coordinates the sport in the Northern Region. Rowing takes place on the River Tees from the Tees Barrage past the RTWC upstream towards Preston Park and on beyond Yarm.

## **Operating Basis of the Club**

The Club has been a traditional amateur sports club since its formation in 1864. Most members actively practice the sport and the annual fees cover the costs of running the club. All administration, maintenance, coaching and assistance at events, that are not covered by RTWC, are provided by the club members on a voluntary basis. Currently the purchases of capital assets are covered by profit from events and any surplus from day-to-day operations. In future, the club will be looking for increased sponsorship and grants to assist in the future purchase and continued maintenance of capital assets.

Several of the costs relating to the membership of the RTWC are under the control of Tees River Users Trust (TRUT) which charges the club a personal membership fee and a storage fee per seat for the boats.

In recent history, Tees RC has developed a reputation as a friendly, family-oriented club with several families holding memberships across different age and membership categories.The majority of the members seek a balance between their work, home and social lives. The club remains inclusive and provides opportunities for members of all ages and abilities to row and compete.

## **External Factors**

The club adheres to British Rowing (BR) policy in areas including water safety, child protection and event organisation. BR have developed a strategic plan for 2015-2024 defining strategic objectives below:

* Grow the number of people in rowing – retain current and attract new participants
* Create and embed pathways to identify and develop talent – provide sustainable development opportunities for everyone in the sport
* Maximise the value of the sport – enhance existing partnerships and develop new ones
* One team with a shared purpose – engage volunteers, staff and leadership behind the unified strategy

A key factor to the success of the club is the ongoing success and financial footing of the RTWC as well as the financial security of the Tees River Users Trust.

The Centre and the river are shared with a number of other users, whose interests may conflict with that of the rowing club and it is necessary to work with them to ensure the relationships between clubs and members can be sustained.

2021 will see the hosting of the summer Olympics in Tokyo. This is expected to increase membership numbers across the country as people see different sports that they have not been able to access before. Tees RC will need to be prepared for a possible increased level of interest in the sport.

## **SWOT Analysis**

|  |  |
| --- | --- |
| **Strengths** | **Weaknesses** |
| History and reputation – including popularity of events  Active volunteer base  Positive and friendly atmosphere  Good links and relationships with other northern clubs  The River Tees  RTWC Facilities  Membership cost compared to private leisure clubs  Fleet of equipment is one of the best in the area | Squad Integration  Lack of performance pathway  Internal respect  Spread of age in membership – currently the club is predominantly masters and juniors – lack of senior athletes |
| **Opportunities** | **Threats** |
| Development of Learn to Row to bring members through the club and progress into senior groups  Continued development of the junior section  Development of external events for fundraising  Sponsorship of club.  Continued development of Off-Peak membership and rowing | RTWC viability – financial or location  Loss of members  Loss of volunteers  Loss of coaches  Funding reduction, including end of Stockton Borough Council funding links with RTWC  Economic down-turn and availability of funds  Impact of Coronavirus pandemic on mass participation in amateur sports  Damage to equipment |

# **The Plan**

## **Membership**

In 2018, the running costs of the club (insurance, racking fees, maintenance, excluding depreciation) were £59,087 which was spread over a membership of 237 people paying a total of £73,947 in subscriptions and entry fees alone. In total, there was £16,499 in surplus which could be used for unforeseen expenses and equipment replacements.

Over the next five years, the club should aim to at least sustain the membership numbers of current day.

**Development Aim**

* Sustain the current membership numbers and potentially grow at a sustainable rate

**Broad Action Plan**

* Understand the rate of members leaving and joining in each section of the club. Target strategies to sustain the membership and grow where required

**Specific Action Plan**

* Develop an easy method to monitor the number of new enquiries and understand how many of these lead to club members
* Measure the number of people joining and leaving the club on a monthly and annual basis
* Gain understanding for why members are leaving the club

Having the ability to track the reasons for members leaving the club could give the club an opportunity to suggest different membership categories. If the reasons they give are something that the club can change then this should be looked at by the committee and be used as potential decision-making evidence.

## **Rowing**

The club aims to provide an atmosphere, support network and equipment for all levels of rowing including adaptive, learn to row, university and recreational as well as competitive activities. A common theme over the last few years has been the departing of the younger senior members, but this has not stopped the level of competition around the club. One major point of the committee’s work within the club has been managing the aspirations of groups to compete versus their experience levels and competitive edge. A particular aspect is the progression of athletes between different aspiration levels.

**Development Aim**

* Understand the goals of the membership and provide a pathway for progression to allow the opportunity for all to achieve their personal and collective goals

**Broad Action Plan**

* Monitor requirements and aspirations of all membership groups
* Develop a structure for future development

**Specific Action Plan**

* Prior to each season the captain to meet with representatives and coaches of each squad to determine seasonal goals and encourage integration to ensure desired results are obtained

### **Competitive Rowing**

There is currently a broad spread of abilities within the club ranging from athletes who have competed at national and international levels to those that have been involved in the sport for only a few months. The aim of the club is the meet the needs of all abilities. There are a number of distinct squads throughout the club as well as a number of ‘independent’ athletes.

**Development Aim**

* Maintain a satisfied membership ensuring each member has the opportunity to row and race with people of similar abilities

**Broad Action Plan**

* Communicate the aims of each group to the club to see if similar ages groups have similar ambitions and encourage integration between groups

**Specific Action Plan**

* Develop clear goals within each group and communicate to the club
* Aim to increase members knowledge of the sport and the different opportunities within the sport
* Encourage racing at appropriate levels for each group

### **Off-Peak Rowing**

Currently, TRC offers an off-peak rowing membership, which provides for weekday rowing between 09:00 and 17:00. To encourage mixing between squads, off-peak rowers may also enter the monthly club mini-head. Any other rowing activity outside these core hours needs the permission of the Captain. To support people to take advantage of the off-peak membership, the club formed the recreational squad.

### **The Recreational Squad**

The recreational squad is a lively, thriving section, offering weekday rowing most weekday mornings to all club members that wish to row in company. Crews are normally arranged on the day. On Tuesday mornings, the squad provides taster sessions, tailored Learn to Row courses and club launch training. A mix of experienced rowers and some more recently qualified Level 2 off-peak rowers provide coaching to those that want it, mainly on Tuesdays or Thursdays. While many of the squad are retired, the opportunity to row during the week is welcomed by part-time and shift workers, as well as some self-employed people, parents and other club members who find themselves able to row during the week. There is a strong social element to the squad with coffee, cakes, exchange visits with other clubs, an annual BBQ, supported row to Yarm and Christmas lunch being regular fixtures.

**Development Aim**

The aims of the current squad leads are:

* Continue to build on the broad success of the squad
* Ensure people can learn to row in a safe and fun environment at a pace to suit their abilities, fitness, needs and availability
* Ensure there is a strong programme of rowing to help people progress in fitness and technique and provide a framework for on-going development of rowing to meet the requirements of everyone. Where appropriate, help members progress to other squads within the club
* Create an environment where there is a strong, supportive social element
* Provide opportunities for people to socialise both on and off the water
* Continue to provide opportunities for squad members to be a part of the wider Tees Rowing club including assisting at events, helping with boat and launch maintenance and fund raising

**Broad Action Plan**

* Support the recreational squad to enjoy rowing at a level that is age, fitness and ability appropriate and ensure that they have access to club equipment that assists in this
* Ensure that all squad members receive the coaching and guidance they want
* Continue to offer a range of social and rowing events on and off the water.

**Specific Action Plan**

* Ensure there is a suitable level of coaches available to support the section and ensure that the coaches who completed the Level 2 course are mentored appropriately
* Ensure appropriate equipment is available for the squad sessions, recognising that many of the squad have started rowing in retirement and that this may impose limitations on strength and fitness.

### **Adaptive Rowing**

The adaptive group has continued to grow over the last few years at the club. For several years, Tees Rowing Club has attempted to run an adaptive element to the regatta and head race. Lack of support has meant that this event has not taken place in recent years. However, adaptive athletes have done a row past at the regatta and competed in the head race.

**Development Plan**

* Continue to develop the individual athletes to meet aspirations
* Develop club support for adaptive athletes

**Broad Action Plan**

* Work with current athletes to provide coaching and support required to achieve aspirations
* Develop adaptive coaches through Tees Rowing Club coaching programmes and encourage other coaches to support accordingly

**Specific Action Plan**

* Gain understand of aspirations and provide to the athletes accordingly
* Target coaches to assist with the coaching of the athletes to help to achieve the goals

### **Junior Rowing**

The junior section at Tees Rowing Club continues to thrive with several of the senior club members coaching under the organisation of the Junior Head Coach. Alongside the strong group of athletes there is also now a Junior Committee who provide input into the main club committee through a representative.

The aims of the current head coach are to:

* Ensure a safe and fun experience for all juniors to get to 18 fit, healthy and enjoying the sport
* Create a framework that enables coaches to step in and out when they can to ensure there is not a reliance on one person
* Create a sustainable programme for future development

**Development Plan**

* Ensure there is a strong programme for juniors to progress in fitness and technique
* Set in place a possible programme for juniors when they reach 18 years of age and become senior members
* Allow junior athletes to determine the level in which they want to compete

**Broad Action Plan**

* Support the current juniors that want to race at a high level and ensure they receive the coaching and guidance required
* Develop a strong structure for progress

**Specific Action Plan**

* Ensure there is a suitable level of coaches available to bring on the junior section with integration of coaches who have completed level 2 course, its equivalent or above
* Ensure equipment is available for the junior training sessions

#### **Child Protection**

Tees Rowing Club will continue to give child safety top priority.

**Development Plan**

* The continued aim is to ensure child safety and protection gives a secure environment for children to experience the sport and associated social development opportunities

**Broad Action Plan**

* There will be ongoing risk assessments appertaining to the functioning and operational procedures of the club’s junior section and complies with legal requirements under child protection law and BR guidelines

**Specific Action Plan**

* Welfare officer and junior coordinator will review updates to child protection procedures and guidelines considering guidelines from BR, Sport England and legal requirements; and share new updates accordingly
* Ensure all club members that are required to do so have taken part in appropriate safeguarding training and ascertain up to date DBS checks

### **Coaching**

To provide support to the whole club, there needs to be an effective coaching structure. All coaching is done on a voluntary basis. There are many members who have taken coaching qualifications but who are not currently actively coaching. A club member acts as coaching coordinator and a list of qualified coaches is maintained and those that are prepared to coach either on a regular or occasional basis are made known to those that wish to receive coaching.

**Development Plan**

* Have coaching skills available and linked to those that wish to be coached
* Allow for the continuous development of coaches through external courses and internal mentoring programme

**Broad Action Plan**

* Provide a coaching structure to support all athletes
* Seek out and make use of funding sources for ARA coaching qualification courses

**Specific Action Plan**

* Match up new and experienced coaches in a mentoring scheme (Coaching coordinator)
* Match coaches with squads and/or crews (Coaching coordinator)
* Hold coaches’ meetings when appropriate (Coaching coordinator)
* Fund attendance for coaches at the annual BR Coaching Conference (Tees RC Committee)
* Provide adequate launch driving courses to allow coaches access to the river (Coaching Coordinator & Safety Officer)

## **Facilities**

### **Location**

RTWC is run by the Tees River Users Trust, a limited company run by representatives of the clubs that use the building and several other water related organisations. Tees Rowing Club is the biggest user of RTWC and contributes the majority of membership fees to the running of the facility but exerts limited control over the facilities it occupies. The use of RTWC as a sports centre is compromised by its need to earn income to support the building. Over the recent past, RTWC has undergone a number of improvements regarding the condition of the centre and potential future development plans.

**Development Plan**

* Provide a safe storage facility for the boat fleet allowing easy access to the River Tees
* Provide land training facilities in line with the training needs of the different groups

**Broad Action Plan**

* Use the storage available at RTWC to the best advantage within economic considerations
* Provide access to space for circuit, weight and erg training facilities
* Work with TRUT to ensure satisfactory operation of the centre for all users

**Specific Action Plan**

* Captain to ensure the facilities are suitable for the training required by club members
* Club representative on the TRUT board to ensure the views of TRC are known and heard

### **Equipment**

The fleet has changed considerably since the last development plan was produced. Several boats in the boathouse are restricted for use by competitive rowers who submit restricted boat requests to the captain, who will then grant access to these boats.

A continuously updated plan for the renewal of boats is required to spread the replacement of boats over a longer period to avoid the need for fund raising and to ensure there is not a massive hit to the club funds. Although the aim of boat allocations is to spread the usage of boats across the whole fleet, there are a number of boats in the fleet that are favoured by members.

**Development Plan**

* Provide a boat fleet that matches the training, rowing and race requirements of members
* In liaison with TRUT and other users of RTWC, establish ownership of land training equipment, and plan for Tees Rowing Club’s future development

**Broad Action Plan**

* Review the current fleet versus the needs of the membership and future development plan
* Develop life plan for the continual upgrading of fleet – boat purchases and refurbishment
* Continue to track boat usage to influence decisions of fleet replenishment
* Review the current list of land training equipment versus the needs of the membership

**Specific Action Plan**

* Captain to clearly communicate policy and reasoning to boat restrictions
* Captain to develop life cycle of boats and identify when boats need to be replaced with the assistance of the maintenance team and equipment manager
* Create an inventory of current land training equipment and source further equipment that will enhance membership training programmes

### **Maintenance**

There has been a certain level of damage to the fleet which has been followed by communications to the membership to take extra care when manoeuvring boats on and off the water. Boats will also age due to the stress of training and racing. A rolling maintenance programme is required alongside a continual education programme to ensure boat handling improvements

**Development Plan**

* Have a maintenance programme in place
* Improve damage awareness and instil a culture of reporting any damage

**Broad Action Plan**

* Reduce damage to boats moving round the boathouse
* Develop a maintenance programme to extend life of boats in the fleet and maintain quality

**Specific Action Plan**

* Equipment team to develop a programme of refurbishment and maintenance across the fleet
* Captain to identify boat plans and ensure the equipment team are aware of future development plans

## **Events**

Tees Rowing Club has a history of putting on a regatta in May and a Small Boats Head in October. Tees has a reputation for running friendly and welcoming club events. There are always comments that the events are well run and good value for money. At the regatta, efforts are made to give all more than one chance to race and the Small Boats Head is run alongside the Northern Rowing Council’s Long Distance Sculls.

### **Competitive Events**

**Development Plan**

* Continue to offer value for money, friendly, competitive and well organised events

**Broad Action Plan**

* Consider succession planning to include wide number of members to ensure that the events can run successfully year on year

**Specific Action Plan**

* Develop succession plan for regatta and head race
* Consider potential other events and learn from the events in the previous year

### **Social Events**

Tees Rowing Club used to hold an annual boat club dinner. This has not happened for a number of years. From 2020, this event will be reinstated with organisation from club members. Quizzes and barbecues are held throughout the year by different squads. As well as these events there are the miniheads which occur once a month in a competitive and social capacity.

**Development Plan**

* Reinstate the boat club dinner
* Encourage members to socialise with one another at a number of events throughout the year
* Continue to organise miniheads to gain some competitive intraclub rowing as well as the social aspect

**Broad Action Plan**

* Develop a calendar of social events
* Continue to spread the organisation of the miniheads between the squads and independents

**Specific Action Plan**

* Develop an organisation committee for the boat club dinner

## **Running of the Club**

### **Management**

Tees Rowing Club is managed by an elected committee who are voted into their positions at the AGM annually. The committee is chaired by the club chairman. Job descriptions for each of the roles have been written (but not all are on website) and will be regularly reviewed to ensure the roles continue to meet the requirements of the club. All club management is done on a voluntary basis. Future consideration of the management structure may be required dependent upon the level of growth within the club.

A renewal plan for the fleet and maintenance is required to produce a budget, that will enable targets to be set for future fundraising needs.

**Development Plan**

* Spread the management of the clubs day to day activities across a number of committee positions while maintaining the executive officers overview of the direction and development of the club

**Broad Action Plan**

* Review management structure of the club and ensure that all positions required are filled with appropriate club members
* Maintain a sense of respect and community between club members
* Begin succession planning for key posts within committee

**Specific Action Plan**

* Keep a track of activities throughout the year and get each committee member to keep their job descriptions up to date

### **Volunteers**

All aspects of Tees Rowing Club are run by volunteers from the committee positions to the running of the club’s successful events. In recent years the numbers of volunteers has reduced and many of the ongoing actions are done by the same group of people. A key aspect of BR strategy is to increase satisfaction of all participants of rowing including volunteers that allow athletes to develop their skills.

**Development Plan**

* Increase satisfaction of volunteers and members

**Broad Action Plan**

* Show that volunteers on committee and at events are valued

**Specific Action Plan**

* Captain and coaching coordinator to highlight particular areas where external courses are available to support their work
* Ensure enough volunteers are educated in what they need to do to help with Tees Rowing Club events

### **Safety**

Tees Rowing Club adhere to BR’s safety policy, Rowsafe which is a document accessible to all BR members from the website. This document gives a list of minimum standards expected by the BR for regions, clubs and individual members.

**Development Plan**

* The club aims to enable everyone to participate in rowing in a fun and safe environment

**Broad Action Plan**

* The club will continue to monitor and report incidents including minor events to establish a measure of improvement
* The club will continue to implement the Rowsafe policy

**Specific Action Plan**

* The committee will set up a team led by the safety advisor
* Safety officer will keep the Rowsafe policy under review and ensure training/communication to the membership
* Communication of safety issues will be continued
* The club will continue to run regular capsize drills and launch driver training
* The club will organise first aid awareness courses via St John’s Ambulance or a similar body organised by the coaching coordinator or another named committee representative

# **Current Club Equipment**

|  |  |  |
| --- | --- | --- |
| **Boat Number** | **Boat Name** | **Boat Type** |
| TEE004 | Green Machine | 8+ |
| TEE005 | To Infinity and Beyond | 8+ |
| TEE135 | Borough of Stockton on Tees | 8+ |
| TEE006 | Transporter | 8+/8x+ |
| TEE142 | Ironmasters | 4x/4- |
| TEE016 | Donald Cooper 2 | 4x/4- |
| TEE096 | John Heron | 4x/4- |
| TEE136 | Roarin' 4 Tees | 4x/4- |
| TEE007 | Tena | 4x/4- |
| TEE014 | Locomotion | 4x- |
| TEE080 | Resolution | 4x- |
| TEE018 | Tees Valley (Jnr) | 4x+ |
| TEE019 | Teesdale (Jnr) | 4x+ |
| TEE020 | Mallard | 4x+/4+ |
| TEE021 | Tornado | 4x+/4+ |
| TEE008 | Rocket | 4+ |
| TEE009 | Jane Vaslet | 4+ |
| TEE011 | Four Later | 4+ |
| TEE023 | Surtees | 2x/2- |
| TEE059 | High Cup Nick | 2x/2- |
| TEE027 | Teesside Polly | 2x/2- |
| TEE028 | Double Time | 2x/2- |
| TEE024 | Jenny Mills | 2x |
| TEE134 | Diamond Jubilee | 2x |
| TEE133 | Two 4 Tees | 2x |
| TEE012 | Penny and Derek Copeland | 2x |
| TEE025 | Cauldron Snout | 2x |
| TEE026 | Cross Fell | 2x |
| TEE030 | Broken Scar (Jnr) | 2x |
| TEE031 | High Force (Jnr) | 2x |
| TEE057 | Victoria | 2x |
| TEE058 | Newport | 2x |
| TEE070 | Equity | 2x |
| TEE115 | Malleable | 1x |
| TEE040 | David Bye | 1x |
| TEE095 | Tarka | 1x |
| TEE039 | Scarborough | 1x |
| TEE139 | Duke of Kent 150 | 1x |
| TEE075 | Destiny | 1x |
| TEE120 | Gilling West (Rec-2022) | 1x |
| TEE137 | Endeavour | 1x |
| TEE129 | Steel River | 1x |
| TEE138 | Icarus | 1x |
| TEE043 | Erimus | 1x |
| TEE054 | Stan | 1x |
| TEE041 | Preston Park (Jnr) | 1x |
| TEE042 | Teal (Jnr) | 1x |
| TEE045 | Coast to Coast | 1x |
| TEE124 | Hope | 1x |
| TEE141 | Glory | 1x |
| TEE111 | Silver Lining | 1x |
| TEE015 | Donald Cooper | 4x+ |
| TEE085 | Buzz | 1x |

2 x Mobile Storage Rack

Blades: One set for every boat plus spare (this will be updated once a full stock take has been completed)

Launches: Q, M, Banana with trailers

3 x Boat Trailers

10 x Concept 2 Indoor Rowers

2 x Watt Bikes

Concept 2 Dyno

Buoyancy Aids

Cox Boxes and Headphones

Safety Kits