



TEES ROWING CLUB

5 Year Development Plan

2025 onwards

1. Summary

Tees Rowing Club is a thriving community club with excellent facilities on a beautiful river. This 5 year plan seeks to focus the club on growth and improvement both at a club and a personal level. We are looking to grow membership and revenue as well as improve rowing facilities and performance through targeted activities. It is hoped that all members of the club will participate in and benefit from the actions outlined in this plan.

2. Where are we now?

Governance:

Tees Rowing Club is a community rowing club with an open to all policy. Its legal setup is as a 'CASC' (Community Amateur Sports Club) and its policies are set out by the Tees RC committee, whose members are elected each year at the club AGM.

The committee is made up of a number of different roles but there are four Officer roles: Captain, Chair, Treasurer & Secretary. Very succinctly, the Captain is in charge of rowing, the Chair is in charge of running the club, the Treasurer is in charge of finances and the Secretary keeps the club legal.

Tees RC is affiliated to British Rowing (rowing's governing body) and is represented on the Northern Rowing Council (NRC), which coordinates the sport in the Northern Region.

The club is based at the River Tees Watersports Centre, a shared facility run by the Tees River Users Trust (TRUT). Tees RC is charged a membership fee by TRUT for each Tees RC member.

Club activities:

The RTWC is open to members from 6am to 10pm daily. Squads organise their outings themselves, but the most popular times for outings are 8am on Saturday and Sunday mornings. Additionally a number of groups train at 7am on Wednesday, Thursday and Friday mornings, with Friday being the day for the "teal dash", a very informal row up to Teal corner, and race back, offering an introduction to racing to new members too. Our recreational members have access to the club between 9am and 5pm on weekdays, but typically row at 9am on Tuesdays and Thursdays. Junior outings are 10:30 am Saturday and Sundays, with additional 8am weekend sessions offered to racing crews subject to coach availability. During winter some squads will make use of the gym and book ergs on an evening, and during the summer, squads will typically add a water session or two to their training on a weekday evening. Whilst the bar is not opened just for members' use, some squads have an informal arrangement and

are able to open the bar when there isn't a function happening, for a few drinks after their evening training sessions.

Tees RC hosts an annual regatta in May, being the only multi-lane course in the region this is a big draw to visiting clubs. In October, the club hosts a Small Boats Head race in the afternoon, with a Long Distance Sculls race being hosted by Northern Rowing in the morning. Mini Heads continue to be held on a monthly basis open to all club members and are organised by squads on a rotational basis.

In 2023 the annual club dinner was relaunched after not having been held for over 10 years, and this continues each September. Other informal social events held include an annual christmas eve row, pizza and row nights during the summer, junior BBQ, recreational row to Yarm and BBQ. Squads are encouraged to organise social events where they can to help

Facilities & Equipment:

Boat type	Boat name
3 Dedicated Eights	Green Machine, To Infinity & Beyond, Borough of Stockton on Tees
1 Eight/Octuple	Transporter
6 Coxless Quads/Fours	Ironmasters, Donald Cooper 2, John Heron, Roarin' 4 Tees, Tena, Lady Dee
3 Dedicated Coxless Quads	Locomotion, Resolution, 1825
2 Coxed Quads	Tees Valley, Teesdale
2 L2R Coxed Quads/Fours	Mallard, Tornado
3 Coxed Fours	Rocket, Jane Vaslet, Four Later
5 Doubles/Pairs	Surtees, High Cup Nick, Teesside Polly, Double Time, Penny & Derek Copeland
7 Dedicated Doubles	Diamond Jubilee, Two 4 Tees, Cauldron Snout, Cross Fell, Broken Scar, High Force, Equity
2 L2R Doubles	Victoria, Newport
2 L2R Singles	Malleable, Coast to Coast
19 Singles	David Bye, Tarka, Scarborough, Duke of Kent 150, Destiny, Gilling West, Endeavour, Steel River, Icarus, Erimus, Stan. Temenos, Roseberry, Preston Park, Teal, Hope, Glory, Silver Lining

Other equipment:

- 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, 1 x BikeErg, 1 x donated bike
- Concept 2 Dyno
- Buoyancy Aids
- Cox Boxes and Headphones
- Safety Kits

Membership:

Total membership at the end of 2024 was **224**, made up of:

Full Adult Membership	126
Junior Membership	34
Students	20
Off-Peak Only	21
Social/Other	23
Teesside University	0

Of 36 qualified minimum Level 2 qualified coaches within the club, approximately 11 could be considered actively coaching. To aid the development of members rowing, consideration should be given as to how to encourage qualified members to offer some time to provide some coaching.

Rower/Coach/Volunteer development and pathways.

Development is key for Tees RC members. Rowers have a pathway using BR guides to enable their goals from recreational activity to national competition. Coaches, aspirant and practicing, can draw on significant club experience for mentoring as well as access to BR qualification. An active committee promotes development of volunteers, including ex-officio delegated project leads. Umpires can train and qualify through the area group.

Community links/partnerships.

Tees Rowing Club is an affiliated member of British Rowing and runs 2 annual events regulated by them. We are part of North East Rowing and promote their training courses throughout the club. We are closely linked with Stockton Borough Council through the organisation and planning of events together with the promotion of their sports related courses eg first aid. We work together with a number of other organisations including the GB Beach Sprints Team, Teesside University Rowing Club, GB Junior Programme via DiSE, East Ravens Trust for Young Carers, Love Rowing.

Financial information

Income

As a club, the highest income on an annual basis comes from Subscriptions (including entry fees) which have seen a year-on-year growth of 14% between 2022-2023 and 2023-2024. This is both due to an increase in membership numbers throughout the year but also an increase in membership fees aligned to increases fed through from TRUT. Whilst the club have seen an increase in subscriptions there has been a reduction in Donations and Fundraisings which means there is a limited ability to grow the club. Further attempts are needed in this to enable the club to grow and create a more stable income structure which can be done either through the undertaking of further social events aimed at funding as well as wider engagement in potential fundraising mechanisms including easyfundraising.

Over the last couple of years, the club has been able to make a small profit, however, this is contingent upon the running of our events and the transfer from the regatta account is integral to the profit generation. This reliance upon the success of events creates instability and puts the growth of the club at risk if there are circumstances that mean we are unable to run the events to the same level of success.

Expenditure

Aligned to the increase in income from Subscriptions, due to the relationship with TRUT associated with the ownership of the centre and the renting of space, there is an annual increase to their fees which are passed down to the clubs increasing our charge to over £57,000 per year. The majority of other expenditure falls to the maintenance of the fleet and associated equipment and the insurance figures that ensure this equipment is protected both at the club and at events. This is not a figure that we can reduce and will continue to grow with the growth of the Tees RC fleet.

Budgeting

The club at this stage does not have a dedicated budget for individual activities, however, this is something that the Operations Committee could establish to ensure that there is a tracking of costings associated with areas such as Boat Maintenance, Wider Equipment Maintenance, Athlete Support (Coach Reimbursement) and Coach Training.

Grants

The club have previously been successful in grant applications with deferred funds being released on the Balance Sheet on an annual basis. There have been grants associated with coaching support received in recent years as well as grants to run other programmes to support the community and refurbish equipment.

Sponsorship

Tees Rowing Club currently have no sponsors and therefore rely heavily upon subscriptions to be able to purchase new equipment and enable growth.

3. SWOT Analysis

Strengths	Weaknesses
<p>History and reputation – including popularity of events</p> <p>Active volunteer base</p> <p>Positive and friendly atmosphere</p> <p>Good links and relationships with other northern clubs</p> <p>The River Tees</p> <p>RTWC Facilities</p> <p>Membership cost compared to private leisure clubs</p> <p>Fleet of equipment is one of the best in the area</p> <p>Recreational community</p> <p>Strong junior section</p>	<p>Squad Integration</p> <p>Lack of performance pathway</p> <p>Spread of age in membership – currently the club is predominantly masters and juniors – lack of senior athletes</p> <p>Website in need of updating</p> <p>Lack of whole club ownership of development pathway out of learn to row</p>
Opportunities	Threats
<p>Development of Learn to Row to bring members through the club and progress into senior groups</p> <p>Grow the membership in each category of membership</p> <p>Development of external events for fundraising</p> <p>Stockton Waterfront development</p> <p>Adaptive equipment</p> <p>Links with Infinity Boat Club to develop senior section of the club</p> <p>Increasing boat usage during quieter periods of time</p> <p>Additional events to raise profile and club funding</p>	<p>RTWC viability – financial or location</p> <p>Loss of members</p> <p>Loss of volunteers</p> <p>Economic down-turn and availability of funds</p> <p>Damage to equipment</p> <p>Ageing equipment</p> <p>Expansion of nearby clubs</p>

4. Summary of Tees RC aspirations and Key Objectives

From the SWOT in section 3 we have created the following key objectives:

(a) Membership:

Increase 10% year on year for the next 5 years

(b) Revenue:

To Increase expendable income (cash available to invest in equipment)

(c) Health:

Improve the overall wellbeing of our club community

(d) Performance

Tees RC want to win more of the competitions that they enter at every level

5. Club Action Plan

Tees Rowing Club is an excellent community sports club run by volunteers with a long history of success in competitions and lively social events. In order to ensure the club remains resilient and thriving the committee have used the SWOT analysis to determine an action plan for the next 5 years.

The four goals around membership, revenue, health and performance each have their own mini action plan, setting out in more detail strategies that will ensure the goals are achieved.

Each action plan has measurable outcomes which are both achievable and aspirational. The Club Action Plan is for the whole club and it is hoped that all members will appreciate the role they can play to help achieve these positive outcomes.

It is intended to ensure this action plan is reviewed at committee meetings and with this in mind the current structure of the committee may be realigned and some roles changed to make this more meaningful.

Goal 1 – Membership

Headline

Increase adult membership by 10% year on year for the next 5 years

Why this goal?

With 155 available seats at any one time, we have the capacity to increase our membership. We envisage this will not only bring extra revenue, but also help us to fulfill our other development goals.

Smart Goal

Our adult membership was about 150 at the end of 2024 and our aim is to increase this to **240 by 2030** with an initial focus on the 20s/30s/40s in a 7/3/5 ratio.

How will we achieve this?

- We will work with each squad to assess growth potential and consider creating new groups where necessary.
- We will particularly target the L2R courses, but with a view on development pathways into different squads.
- We will target 'return to rowing' rowers in parallel to L2R.
- We will identify natural organisers within the club and support them.
- We will assign 'Mentors' to crews/groups who are new to rowing
- We will target off-peak membership
 - There is potential grant funding is available for keeping people in sport into older age.
 - We will actively recruit via places such as GP surgeries
 - Increase off-peak membership to include weekend afternoons
- We will create a new senior squad (initially run by Becky or Tom until a decision is made on a specialist performance coach)
 - We will recruit through colleges, health care staff and targeted L2R courses by age range.
 - We will include 6th form colleges, targeting upper sixth students aiming for employment in the local area.
- We will maximize the effectiveness of the Tees RC website and social media in attracting new members.
- We will consider providing a pathway for infinity boat club members as they become adults
- We will improve communication between committee and squads, including L2R, to assess changing 'demands'.

- Wherever possible we will secure cooperation from squads to be open to providing a pathway for other members.

What resources will we require?

- Another Level 2 coach available if L2R lead coach is unavailable
- More volunteers - we will introduce an expectation for all adult members to volunteer their time in order to help Tees RC achieve its goals. With an already significant membership the time spent volunteering should not be onerous. All methods of control will be considered, including a rota for coaching/helping new crews.
- Natural Organisers within groups
- Mentors

What is the cost and how will this be funded?

- It is envisaged that L2R will continue to be run on a voluntary basis.
- Marketing Materials for recruitment (pop-up banners, fliers, etc)

What are the timelines/key dates?

- This is a 5-year plan, taking us up to 2030

How will we measure and monitor progress?

- We will monitor the total numbers from the Treasurer's monthly report
- We will review progress in more detail each year

Goal 2 – Revenue

Headline

To Increase expendable income (cash available to invest in equipment)

Why this goal?

We have an excellent fleet, but we recognise that it is ageing and that we need to have a coherent replacement plan in order to preserve our facilities.

Smart Goal

Chris Kenyon has put together an asset replacement plan. (Separate Document).

Our goal is to raise enough expendable income to be able to follow this plan.

How will we achieve this?

- We will consider a move to full charity status as a way of being eligible for more funding
- We will make the website reflect our goals so that potential funders understand what we are trying to achieve
- We will post this plan on the website so that potential funders understand what we are trying to achieve
- We will consider a new event to complement the regatta & LDS/SBH
- We will create a sponsoring prospectus to attract corporate sponsors
- We will offer local companies chargeable 'team building/fun' activities
- We will make 'fund applications' and 'corporate sponsor recruitment' a recognised role on the committee
- We will increase the membership (see Goal 1)
- We will promote the 100 ball and club lottery
- We will set pricing and create a structure for visiting clubs when they can't row, e.g. when flooding happens in York
- We will aim to have more social events & fundraising drives
- We will ensure that the club is available for social events for members without bringing in bar or cleaning staff.
- We will control all expenditure carefully, including making sure:
 - all major purchases are at the best price
 - contributions to RTWC are kept to a minimum and shared fairly across the clubs
- We will investigate the possibility of providing Coaching "camps" - level 2 coaches in the club to provide "camps" for visiting clubs
- We will attempt to get sponsorship for our towing vehicles

What resources will we require?

- Volunteer support
- A comprehensive asset replacement plan

What is the cost and how will this be funded?

- Negligible

What are the timelines/key dates?

- Measure progress annually

How will we measure and monitor progress?

- Measure progress against the Asset Replacement Plan

Goal 3 – Health

Headline

Maintain or help improve the overall wellbeing of our club community

Why this goal?

The club aims to support all rowers to maintain or improve rowing at their chosen level of fitness, for as long as possible, through expert advice and links to return to rowing wherever needed. Some also benefit from strong social links within the club which is acknowledged as helping towards overall well being.

Smart Goal

Annual survey reflects positively the contribution the club makes to individuals' health and wellbeing.

How will we achieve this?

- Ensuring a strong focus on correct posture and technique for all new to rowing
- Physical training programs and mentoring from experienced athletes/coaches to help improve muscle tone and reduce injuries such as back pain - links on the Tees Website
- Better communication streams about opportunities for moving between groups if needed ie land training opportunities.
-
- Local physios etc used to dealing with rowing issues and how work round them identified - to be able to signpost anyone injured if required.
- Build on the 'Return to rowing' group currently run informally by volunteer members - provide a trolley for easy launch of heavy boat
- Recognise the community aspect of rowing and not just performance in improving all-round health - improve the clubroom to make it more appealing. Encourage all members to take part in social events
-
- Use questionnaires with current membership and any new members to find out current level of wellbeing in relation to rowing
-
- Ensure any adaptive equipment is maintained in good order

What resources will we require?

- Trolley to help launch L2R boats without heavy lifting for R2R group
- Cash/Volunteers to smarten up the club room
- Identify mentors
- Effective communication stream identified for all members
- Questionnaires completed

What is the cost and how will this be funded?

Trolley costs as yet unidentified
Refurb of Clubroom - TRUT/Clubfunds

What are the timelines/key dates?

April audit of new L2R
Trolley Research ongoing
Wellbeing Questionnaire completed and results shared with club
summer 2025

How will we measure and monitor progress?

Random sampling with anonymised questionnaire

Goal 4 – Performance

Headline

Tees RC want to win more of the competitions that they enter at every level

Why this goal?

Tees has a rich heritage born out of competitive endeavour from its roots in the 19th Century through to Olympic and Paralympic success in the 21st Century. The Club's racing pedigree is key to its identity.

Smart Goal

Take results from 2024 as a baseline. Performance in every competition entered (World Rowing/BROE/Regional/Primary) is recorded simply as crews won vs crews entered. We seek to improve the ratio year on year, in accordance with club priority.

How will we achieve this?

- We will set targets at all competency levels and acknowledge stepping stone targets to allow crews to progress
- We will determine commitment potential in athlete(s)
- We will create pathways so that like-minded athletes can group together
- We will assess performance assistance required
- We will encourage relevant training programs
- We will encourage club members to utilise existing coaches / experienced members of the club
- We will work with L2R members to ensure they are aware of realistic achievement targets and the input required to achieve them
- Deconflict required equipment resource through conversations between Coach, Captain and Chair

What resources will we require?

- Utilise internal expertise ahead of seeking justifiable external resource
- Train more trailer drivers to ensure the ability to attend races for all groups?

What is the cost and how will this be funded?

- To be borne by the competitors, with support from welfare if appropriate

What are the timelines/key dates?

- We will look for annual improvements, measuring each calendar year.

How will we measure and monitor progress?

- BROE2 is a GDPR-compliant record, which feeds the almanac, Regatta Central captures World Rowing results
- The ratio can be subdivided by level for targeted improvement