

Club Action Plan for:

Southsea Rowing Club

Revision date:

17/05/2010

Area	Where are we now?	Where do we want to be?	How are we going to get there?	How will we measure progress?	The cost of achieving this goal	Have we achieved the goal- finish date	Status
Rowing Success							
Competitive crews	No real senior squad, lots of small boats of senior but no fours above novice.	10 competing boats during 2010 including 4 novice boats. At least 2 entries to SCC (open or invitation) 12 competing boats during 2011 including men's senior four, Men's junior or J/S four, Ladies Junior four. At least 3 entries to SCC (open or invitation) 14 competing boats during 2012. At least 4 entries to SCC (open or invitation)	Increase number of people training in squad sessions, minimum 3 nights a week plus weekends. Correct mix of land/water training with focus on technique as well as base fitness	Number of crews competing in at least 50% of regattas			
Racing success	Less than five regatta wins in 2009	1 boat in top three of championship tables in 2010 plus 6 wins; 3 boats in top three of championship tables in 2011 and 10 wins, 4 boats in top three in 2012 and 12 wins.	Linked to all other elements of rowing success objectives, particularly training days, improved coaching and rowing/squad structure	Number of wins Placement in championship tables			
Flat water	No flat water sites readily available	Regular use of a flat water with reasonable logistics involved. Ideally boat storage at flat water	Continue investigation into Canoe Lake, Outdoor centre and other sites. Trial usage of outings at Fareham, Harbour etc <u>Investigate use of training camps</u>	Frequency of rowing on flat water sites			
Training day/camp	No training camps	At least one Club training camp per year	Club member charged with organising training camp events. Could also investigate days/weekends at river clubs through existing club links	Number of people attending, feedback from members	Costs usually borne by individual members		
University	Only 1 university crew competing in 2010	Increase number of uni crews and support them to compete at BUCs, Solent variety etc.	Continued work with UPRC president, establish governance with them and meet with AU/UPSU as required	Number of UPRC crews competing at uni events and H&D events			
Coaching on water	Coaching predominantly from coxing seat. Limited number of members involved and lower number of accredited coaches. Much of the coaching focus/resource is on novices, very little coaching done for senior crews.	Frequent use of safety boat/coaching launch. Improve quality of coaching. Coaching for seniors as well as novices. More members of all competitive crews to coach others through club structure. Improved club coaching / squad structure	Purchase new engine - current engine too small to keep up with novice crews. Encourage more members to get involved - learn through doing. Share information on coaching qualification for those who are interested. Education sessions on <u>coaching/technique</u>	Number of times coaching launch used per week Number of coached/structured sessions per week. Feedback from crews. Improved boat speed	£800 - £1.5k for engine		
Emphasis on Technique	Many outings not focussed, crews do not always stay together, no real structure	Increase emphasis on technique such that every outing/ergo session has a technical component.	Ensure all crews know the structure for the session. Identify leader for each session. More use of coaching launch. Increase use of video footage to improve <u>technique</u>	Improved ergo times. Improved balance and bladework, ultimately leading to improved boat speed			

Coxing	Few experienced members to cox novice crews or to cox in rough conditions	50% of all rowers able to cox safely as well as having dedicated coxes Decrease in boat damage	Encourage crews to cox each other under supervision (requires coaching launch) Look at recruitment of dedicated coxes as well.	More coxes available for outings and races			
Leadership in rowing	No clear squad structure and owner throughout club	Established structure with clear management and communication.	Encourage input from club members on desired club structure and ensure buy-in. Potentially establish new positions within club to help drive. Look at best practice from other successful clubs.	Feedback from those involved in squads.			
Competition within club	Some annual events, mainly land based	Establish intra-club spring head race and continue to run other club events	Look for involvement from members of the squads	Number of events and participation			
Financial							
Financial health of club	Balances in 2009 stronger than in 2008 bearing in mind all the expenditure during 2009	Maintain healthy base level in accounts, circa £5k, whilst being able to support financial requirements of rest of plan - in particular capital expenditure	Fund raising? Club hires? Cost savings? Funding/Grants for Capex?	Monthly report on financial status at committee meetings and annual financial AGM			
Capital Funding plan	No clear plan for key investment priorities	Developed a structured and funded capital investment plan with prioritised investment targets for equipment and clubhouse (linked sections later in this document)	Develop the plan, identify funding sources.	Monitor targets against the plan, take action if we are falling behind targets - appoint a club member to take ownership of this activity	In kind member support (time, etc)		
Grants/Funding	Very few grants applied for	Better understand sources of funding and what they can be used for. Aim to apply for funding/grants where possible to support other items in plan	Support from CDO, WRRC, other clubs, council, sports council etc	Money in			
Membership							
Junior Rowing	2 junior members	Expand junior section, aim for mens and ladies junior crews. Aim for a junior crew competing in at least one H&D event by 2012	Aim to bring more in through Learn to Row courses				
Clubmark	Part way through groundwork for clubmark	Clubmark accredited	Led by junior coordinator with help from club officials and CDO	Accreditation			
Learn to Row courses	Have run 2 courses during end of 2009, start of 2010. Retention has been low.	Aim to row 2 learn to row courses per year and aim for 50% retention as full club members	Formalise & document content of LTR course, encourage more members to support running the courses. Increase advertising to attract new members. Ask for feedback from LTR courses.	Number of LTR courses run and level of membership	1 person per 4 LTR participants for 6 x 2 hour sessions. At least one qualified coach.		
Level of membership	Approx 100 members, about 25% active. Until recently number of ladies low compared to men	Increase membership by 5% year to year net of attrition, increased ratio of active members by 2% per year. Increase number of ladies in order to build squad	LTR courses and potentially looking at how to encourage members back to rowing	Number of members and number of active members, tracked by committee and AGMs			
Club development							
University relationship	Slow to start with university this year, previous years have fluctuated between high intake and very low intake	More formal relationships with university, engaged earlier in cycle for following year. Support UPRC in their objectives and provide guidance. Ensure both clubs benefitting from relationship.	Continued work with UPRC president, establish governance with them and meet with AU/UPSU as required	Number of UPRC members & their success as a club			

Outreach - Talent Spotting	Ad hoc relationship with schools in the city	Strong relationships with local schools/colleges to support wider participation in rowing from disadvantaged communities. Spot rowing talent and encourage wider participation in the club by 15-19 year olds.	Build relationships with Portsmouth City Council/Schools/Colleges to help raise awareness of the benefit of rowing. Win new funding and develop a structured programme of events to find and nurture rowing talent.	Number of active 15-19 participants involved in the club.	In kind support from the club (time, facilities). New external funding to help delivery.	12 months time, then ongoing.	
150th celebration	This year marks the 150th year of Southsea Rowing Club	Formal celebration events during the year as well as any other ad-hoc events or promotion	150th subcommittee to manage and coordinate	Feedback from events, level of awareness within club, number of events			
Building development	Club does not make best use of its space, and exterior maintenance contractually required	Continue with building development plans. Potentially expand building footprint out to promenade, or just look at interior redevelopment to maximise space. Repointing, painting, downpipes, gable ends etc all need work. Look at disabled access	Investigate potential sources of funding. Semi-annual club maintenance days	Improvement in club premises. Move available space. Feedback from council and seafront strategy			
Umpires	Currently have no H&D umpires, and one CARA umpire	Would like at least 1 umpire for each association.	Each year ask if anyone interested in training to become an umpire. Provide information and links for H&D/CARA umpires commissions. However we have a limited number of more senior members who would normally take this role. Young members are focused on recreational and competitive rowing	Number of umpires within the Club	Unknown - although we currently pay financial penalties to H&D each year and may have to pay CARA as well		
Internal decoration	Club looks old and tired	Complete redecoration of club including re-varnish floor and redecorate changing rooms. Improve facilities for club hires	Investigate potential sources of funding. Semi-annual club maintenance days				
Replacement central balcony windows/doors	Double glazing smashed by vandals, door has been forced in the past and is in need of replacement	New balcony windows/doors in line with current building regulations			£3k		
Equipment							
Improve blades for novices	2-3 sets of old macons for novices, many with worn collars. Equipment does not give them the best start	At least 1 set of new macons	Part of capital funding plan	New set of macons purchased	£1200 for 4 macons		
Transport	Minibus purchased 3 years ago, needs some work externally and internally. Substantial work done on trailer recently	Ensure minibus kept in good order and sufficient funds are put aside for new one when the time comes. Ensure minibus and trailer maintained properly. Increase number of drivers	Regular maintenance. Encourage club members to try driving, look at Wessex grants for trailer courses if required. Regular monthly contribution to capital fund for new bus	Number of drivers, state of minibus & trailer.	£1k a year running costs Capital fund requirement - £8K		
Boats	2 wooden fours used extensively for novices are starting to break up. Only 1 competitive wooden pair. No competitive club sculls available. Equipment is old and failing	Invest in at least one new four, in order to cascade equipment down and make better equipment available to novices. Invest in at least 1 good club scull for competitive racing Invest in another good pair for competitive racing	Investigate potential sources of funding	Purchase of new boats	£9k per four £5.5k per pair £3k per scull		

Rigging	Equipment set up occasionally but not checked or adjusted regularly. No published 'club' rig, and no variance for different crews. Technique compromised due to poor rigging - even more difficult for novices to learn correct technique	Established club rig and ensure all boats set to that as a standard. If equipment allows then adjust as required for individual crews. Equipment refresh (gates, collars etc) as required to prevent worn equipment leading to poor technique.	Publish standard rigging to use, record all measurements per boat in club register and check at regular intervals (eg each boat checked/adjusted twice a year). Provide information and education and interested members.	Completed rigging sheets, and adherence to standard.	£500 per annum		
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