

# **John O' Gaunt Rowing Club Development Plan 2008-2012**

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## Background

John O' Gaunt Rowing Club is one of the oldest clubs in the UK. It is based a mile out of the city centre on the north bank of the river Lune, just above Skerton weir. A reasonable stretch of water some 2500m in length combined with a reasonable width. Below the weir the river is tidal and very rarely rowed on. Although a pleasant stretch of water to row on it can suffer from the extremes of weather, with wind and flooding the main reasons for cessation of rowing activity. Close proximity to the weir makes boating in higher water for less experienced oarsmen an unviable proposition. Other water users on the Lune are the canoe club, some 500m upstream of the boathouse and the MOD located between the two bridges that span the river (The aqueduct and motorway bridge). Lancaster University Boat club is sited above the motorway bridge in what was an old railway workshop come station.

The boat house is on two levels, the upper level consists of a hall, ladies and gents changing and toilet facilities and a bar area. In the hall are a number of ergometers and free weights where land training can be conducted. The ground floor houses the clubs fleet of boats. This area is shared with Lancaster Boys Grammar Schools fleet of boats and is cramped with boats tightly packed in.

John O' Gaunt currently has about 50 active members catering for juniors, men's, women's and veterans, varying in standard from novice through to senior 1. The junior membership although small in number is reasonably active as is the veteran membership. By far the biggest active members belong to the women's squad. Entry into competition has been in recent years sporadic. However there has been success, mainly from the women members.

With a committee that is now keen on developing JOG into a high quality centre for rowing, there is now a need to address a number of issues to enable the club to move forward and achieve the desired aims. Assessment of the main issues, prioritisation according to the importance attached to issues raised.

Key points throughout JOG's history:

- 1845 Moved to its present site (unique)
- 1845 Champion North of England crew (later years: 1868, 1929, 1936 and 1970)
- 1870 losing finalist in Stewards Cup – HRR (first crew to use the sliding seat principle i.e. bigger seats and greased pants! at the regatta)
- 1950's (early) DV Melvin Champion North of England
- 1955 DV Melvin winner of the Amateur Championship of England (Wingfield Sculls) in 1955 and 1958
- 1957 DV Melvin winner of the Sculler's HORR
- 1958 DV Melvin winner of the Wingfield Sculls and the Sculler's Head and GB representative at European Championships
- 1976 fastest Four at Boston Marathon (world's longest rowing race)
- 1980 Pauline Janson rows in the GB Eight at Moscow Olympics
- 1993 Club first hosts the Lancaster International Youth Games
- 2002 Richard Shirley National Silver Medalist
- 2003 Transatlantic row (Adam and Paul)
- 2003 V. Myers National Gold Medalist in composite crew

## **Vision**

By 2016 John O' Gaunt will be housed in a new purpose built club and boathouse. It will be able to provide the highest standard of equipment both for land training and training on the water for all members. The club will be recognised for consistently producing winning crews in all categories at local, regional and national levels. It will be a club that produces juniors that will compete nationally and internationally.

A facility for the wider community and a centre of excellence.

## **Statement of Intent**

It is John O' Gaunt Rowing Club's belief that a strong development plan will help guide our activities through to the end of 2012; with further development towards 2016. The Aims, Objectives and Outcomes outlined in this document will help the growth of rowing in Lancaster and mirror changes that are outlined at national level (National Plan for Sport and the British Rowing Whole Sport Plan 2005-2009) and Regionally (North West Regional Rowing Council).

The Whole Sport Plan and the Regional Plan identify several key areas for improvement; these are as follows:

1. Increased Participants through Local Partnerships
2. Development of Paths through to Excellence
3. Improved Management and Staff Training
4. Improved Competitions
5. Improved Facilities and Equipment

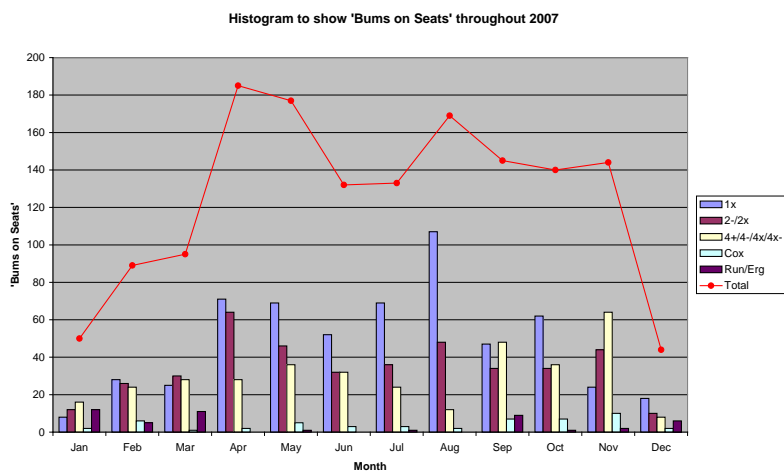
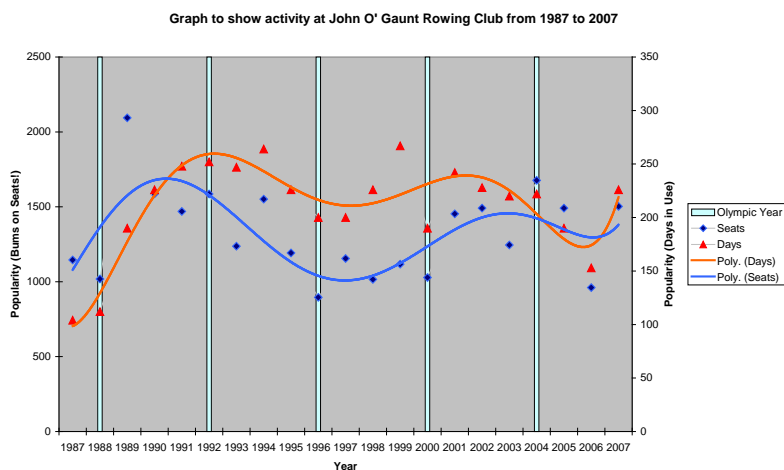
In particular the Regional Plan identifies Lancaster's facilities as "in need of serious improvement".

The development of John O' Gaunt Rowing Club from the beginning of 2008 to the end of 2012 will be measured against the five areas listed above with recommendations for further changes included as an annual addition.

## Where we are now

From the beginning of 2005 to the end of 2007 John O' Gaunt Rowing Club has:

1. Increased senior membership by 26%; this exceeds the NWRRC's Regional Target of increasing participation by 20%. Junior membership increased by 125% in the same period. In 2007 the Club started to reverse a downward trend in the use of the Club by its members.



2. Two student members finished highly in the 2007-08 GB U23 Trials and one junior member is part of the World Class Start Programme.
3. The Club Committee is active in managing the Club's activities; including planned development of the facilities and equipment, coaching and volunteering, and finance.
4. The Club hosts a number of events including Lancaster Regatta, Roses (Lancaster University vs York University) and Red Rose Events (range of closed entry sprint and head events). The Club competes at a small number of local events and continues to send members to compete at national standard.
5. The Club pays a "peppercorn rent" on Lancaster City Council land; the presence of the boathouse is guaranteed as long as the Club has 25 members. Net current assets have increased from £22,934.28 to £31,532.34; not including the value of the building itself which needs redevelopment. The fleet has been improved by thirteen seats; including purchases of equipment since early 2004. The total racing seats currently stands at twenty five.

## Detailed Breakdown of 2005-2007

### 1. Increased Participation through Local Partnerships

Success	Room for improvement
<ul style="list-style-type: none"> <li>• 46 members (26% increase)</li> <li>• 9 junior members (125% increase)</li> <li>• Skerton High School Dry Learn to Row Programme</li> <li>• Skerton High School Junior Learn to Row Programme</li> </ul>	<ul style="list-style-type: none"> <li>○ Membership capacity has not been exhausted</li> <li>○ No structured recruitment of beginners</li> <li>○ No dedicated programme of recruiting minority groups</li> <li>○ No adaptive rowing policy</li> <li>○ LRGsBC partnership needs to be renegotiated</li> <li>○ LUBC partnership needs to be developed</li> <li>○ Student membership is only 1</li> <li>○ Clubmark status has not been achieved</li> <li>○ Junior recruitment is restricted to 1 school</li> </ul>

### 2. Development of Paths through to Excellence

Success	Room for improvement
<ul style="list-style-type: none"> <li>• Two student members successful in GB U23 trials</li> <li>• One junior member on World Class Start Programme</li> <li>• 4<sup>th</sup> place in U23 1x at 2007 National Championships</li> <li>• 4<sup>th</sup> place in WJ18 1x at 2007 National Championships</li> <li>• World Class Start Centre within an hour's drive</li> </ul>	<ul style="list-style-type: none"> <li>○ Competitive membership is low</li> <li>○ There is no long term plan to support members on a talent pathway</li> </ul>

### 3. Improved Management and Staff Training

Success	Room for improvement
<ul style="list-style-type: none"> <li>• The Club has an active group of volunteers who maintain equipment and facilities, coach, administrate and sit on the committee</li> <li>• A number of members are prolific in finding sources of funding</li> <li>• 2 members are Umpires</li> <li>• 6 members are Qualified Coaches</li> <li>• 1 member is financially supported on a level 3 Coaching Course</li> <li>• 3 members of the Club are Qualified Launch Drivers</li> <li>• Website: <a href="http://www.johnogauntrc.googlepages.com">www.johnogauntrc.googlepages.com</a></li> </ul>	<ul style="list-style-type: none"> <li>○ Accounts need to be audited in order to apply for larger grants</li> <li>○ Website needs development and regular updating</li> <li>○ No Press-Officer</li> <li>○ With the implementation of this development plan there will be an increased need for more volunteers and a hierarchy of coaches</li> <li>○ Club rules need to be updated</li> <li>○ Health and Safety, Equal Opportunities, Codes of Conduct and Young People policies need to be developed</li> <li>○ Club needs to identify members with First Aid and other relevant qualifications and talents and support any ongoing training</li> <li>○ Ensure that there is an updated list of all members and in particular record any medical conditions and emergency contacts</li> <li>○ All members that have dealings with juniors need to be CRB checked</li> <li>○ Constitution needs to be reviewed</li> <li>○ Little representation on NW ARA Committee and other local sports' partnerships</li> <li>○ Annual audit of Health and Safety needs to be relayed to the membership</li> </ul>

### 4. Improved Competitions

Success	Room for improvement
<ul style="list-style-type: none"> <li>• Successful Red Rose Head Event</li> <li>• Lancaster vs York University Race (Roses) every 2<sup>nd</sup> year</li> </ul>	<ul style="list-style-type: none"> <li>○ Lancaster Regatta has declined since 2006</li> <li>○ Lancaster does not host a Head Race</li> <li>○ Red Rose Sprint Event in decline</li> <li>○ Competitive membership has declined</li> <li>○ The number of events where the Club race has declined</li> <li>○ Henley representation wavered</li> </ul>

- o Head of the River representation wavered

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## 5. Improved Facilities and Equipment

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Success	Room for improvement
<ul style="list-style-type: none"><li>• Financially sound</li><li>• 'Peppercorn rent'</li><li>• Net assets have increased</li><li>• Boathouse is secure</li><li>• Boathouse has a lot of racking capacity</li><li>• Nine Private Boats are racked in the Club</li><li>• Sufficient seat and blade capacity for the current membership</li><li>• Since early 2004 the Club has purchased five new and two second-hand boats totaling thirteen seats</li><li>• Since 2006 the Club has purchased one Ahoy Training Boat</li><li>• Since 2005 the Club has purchased two Motor Launches</li><li>• In 2006 the Club purchased a second hand Trailer</li><li>• All new and second-hand equipment has had little wear</li></ul>	<ul style="list-style-type: none"><li>o The location of the boathouse means that it has suffered from vandalism, break-ins and burglary</li><li>o The boathouse needs re-development to deal with the damp, reduce flooding and increase space between racking</li><li>o Most of the racking space is used by LRGSCB</li><li>o Changing facilities need revamping</li><li>o Indoor training facilities need improving increasing free weights, training apparatus and indoor rowing machines</li><li>o Three Ahoy Training Boats as a priority</li><li>o A new Juniors' Double is a priority</li><li>o A new Women's Coxed Four is a priority</li><li>o A Juniors' Coxed Four and a Coxless Four are needed in the medium term</li><li>o A High Performance Single needs to be purchased as a long term goal as well as an Eight</li></ul>

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## Where we want to be

It is our hope that John O' Gaunt Rowing Club can become a lively place where members can enjoy the sport of rowing whether this is recreational or competitive.

Therefore the Club wishes to:

1. Increase Participants through Local Partnerships
2. Develop Paths through to Excellence
3. Improve Management and Staff Training
4. Improve Competitions
5. Improve Facilities and Equipment

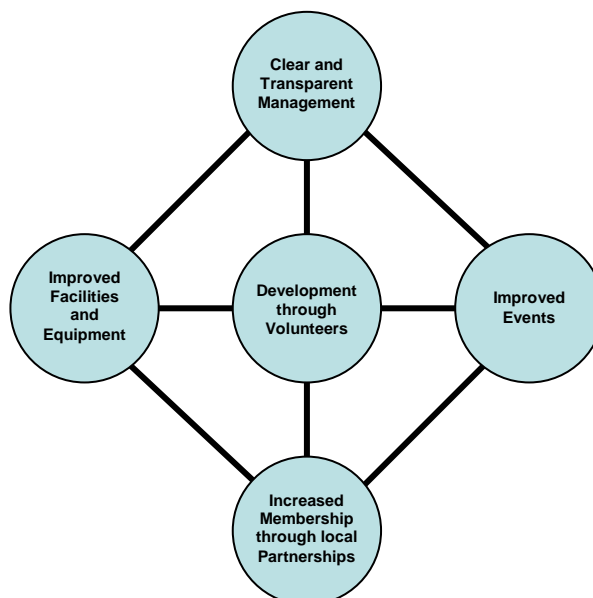
The Club wishes to expand its membership by developing a recreational base. Competitive members will be encouraged to represent the Club at local, regional and national level. In support of the competitive side of the sport the Club will look to expand the range and frequency of events that it hosts.

Members with the talent to compete at a high standard will be placed on a high performance pathway within the Club and encouraged to attend the World Class Start Centre based at Agecroft Rowing Club.

A large number of the Club's members volunteer their time and experience to coach, maintain and manage the Club's activities. This will expand through the lifespan of this plan as additional demand will be placed upon equipment and coaching time. Any volunteer needing additional training will have the full support of the Club.

With an expanding membership the Club will look to develop its facilities and equipment. The Boathouse is in need of some major restructuring; it is envisaged that this will be undertaken during the lifespan of this plan. The fleet is on a rolling programme of improvement and expansion; half of the current fleet is no more than five years old. The Club will look to carry on with this rolling programme in support of junior, student, recreational and competitive rowing.

All members will have an opportunity to contribute to the development of the Club:



## Implementation

### 1. Increased Participation through Local Partnerships

Between 2004 and 2007 membership of the Club increased by 26%; this exceeded the NWRRC's Regional target of 20% by 2009. By 2012 the Club plans to expand its membership by 306%.

The Club maintains a partnership with LRGsBC; to whom a large proportion of the Club's racking space is leased.

The Club is further developing its new partnership with Skerton High School and looks forward to creating a link with a second partner school. The Club has successfully delivered a JLTRP and plans to introduce a total of 220 beginners to the sport of rowing using both SLTRP and JLTRP between 2008 and 2012.

During the same period the Club aims to introduce 1000 children to rowing through the Clubs Dry Taster Days.

Start	Aim and Objectives	Coordinator	Outcome	Additional Resources	Achieved
2008	Increase Club membership	Committee	104 members (46 - 2007)	> Management > Equipment	2012
2008	Increase junior membership	Junior Co.	24 members (9 - 2007)		2012
2008	Dry Rowing Programme and Learn to Row Programme in Partnership with Skerton High School		1 <sup>st</sup> Partner School A model to take to a 2 <sup>nd</sup> school Increase membership by 6	> Management Run 6 JLTRPs	Completed Ongoing 2012
2009	'Skerton model' introduced to a 2 <sup>nd</sup> partner school		2 <sup>nd</sup> Partner School Increase membership by 6	> Management Run 5 JLTRPs	2010 2012
2009	Dry Taster Days in secondary schools		1000 children have a Dry Taster Increase membership by 6	> Management	2012
2008	Friends network and LRGsBC partnership		Increase membership by 6		2012
	Gain Clubmark Status			> Management	
	Increase Junior Fleet			> Equipment	
2008	Increase student membership	Captains	11 members (1 - 2007)		2012
2008	Encourage Ex-LUBC members to join JOG in partnership with LUBC		Increase membership by 2	> Management	2009
2008	Encourage LRGsBC Old Blades to join		Increase membership by 6		2008
2008	Increase recreational membership	Captains	50 members (34 - 2007)		2012
2008	Friends and current networks		Increase members by 6 per year	Run 10 SLTRPs	2012
	Non-competitive events			> Events	
	Increase Senior Fleet			> Equipment	
2008	Increase competitive membership	Captains	21 members (6 - 2007)		2012
2008	Recreational Members > Competitive		Recreational > 3 per year > Competitive		2012
	A full timetable of home events			> Events	
	A full timetable of away events			> Events	
	Increase Senior Fleet			> Equipment	

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<b>2008</b>	<b>Increase adaptive membership</b>	<b>Captains</b>	<b>new member category</b>	<b>2012</b>
2008	Investigate the possibility of introducing This category into the Club		Highlight key needs for the next 2013-16 Plan	2012

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## 2. Development of Paths through to Excellence

Members are encouraged to compete at local, regional and national events. Members who have rowed from the Club and successfully gone on to bigger and better things include two student members who have represented Great Britain at under 23 level.

The Club has a link with a World Class Start Centre, which is only a one hour drive from Lancaster. One junior member has been involved with this system. This has allowed access to high quality coaching staff and comparable athletes. Talented members will be encouraged to continue this trend.

In the long term the Club will look to put money aside for the purchase of a top class single for the use by any talented individuals that develop through the Club.

<b>Start</b>	<b>Aim and Objectives</b>	<b>Coordinator</b>	<b>Outcome</b>	<b>Additional Resources</b>	<b>Achieved</b>
<b>2008</b>	<b>Continue to develop paths through to excellence</b>	<b>Captains and Coaches</b>	<b>Increase Competitive Membership and recruit and develop talented individuals</b>	> Equipment > Membership > Management	<b>2012</b>
2008	Members supported in accessing World Class Start Centre	Captains and Coaches	Members supported on the World Class Start Programme and encouraged to train at the regional World Class Start Centre		2012
	Members have access to competitive equipment			> Equipment	

### 3. Improved Management and Staff Training

The Club has an active group of volunteers who maintain equipment and facilities, coach, administrate and sit on the committee.

The committee meets monthly feeding back information to the wider Club through minutes that are displayed in the Club.

Volunteers will be encouraged to develop through relevant training courses.

Start	Aim and Objectives	Coordinator	Outcome	Additional Resources	Achieved
<b>2008</b>	<b>Increased Participation through Local Partnerships</b>	<b>Committee</b>	<b>104 members (46 - 2007)</b>		<b>2012</b>
	A safe environment for all members		Sufficient qualified coaches and qualified launch drivers	> Management	
	Committee directs equipment purchases		There is sufficient equipment to support increased membership	> Equipment	
2008	Improved partnerships		Renegotiate lease with LRGsBC		2010
			Regular meetings with LUBC		2008
			2 Partner Schools	> Partnership	
2008	Recognition of Junior Rowing		Clubmark Status		2010
2008	Improved recording	Secretary	Full records of all members		2008
2008	All members are safe	Secretary	All members that have dealings with juniors are CRB checked		2008
<b>2008</b>	<b>Development of Paths through to Excellence</b>	<b>Committee</b>	<b>Increase Competitive Membership and recruit and develop talented individuals</b>		<b>Ongoing</b>
	Support access to coaches		Access to World Class Start Centre	> Excellence	
	Support access to equipment		Access to High Performance Single	> Equipment	
<b>2008</b>	<b>Improved Management and Staff Training</b>	<b>Committee</b>	<b>Clear and transparent management</b>		<b>Ongoing</b>
2008	Ensure that short term decisions are communicated to the members		All decisions are communicated to the membership through minutes of meetings		Immediate
2008	Ensure that long term plans are communicated to the members		Distribution of the John O' Gaunt Development Plan 2008-2012		2008
2008	Ensure that training opportunities are in place for all volunteers		Most volunteer coaches and all launch drivers are fully qualified		Ongoing
2008	Ensure that a clear set of Club Rules are in place		Clear guidance on how the Club runs		2009
2008	Ensure that a clear set of "Lune Water Safety Guidance" is in place	Safety Adviser	Clear guidance on how members operate safely on the Lune and Annual Audits are fed back to the membership	2008 ARA guidance	2009
2008	Ensure that policies are in place to cover Equal Opportunities, Young People and Codes of Conduct		Clear guidance documents in place		2009
2008	Review Constitution		Constitution current and relevant		2009

2008	Improved local and regional representation		Committee members to attend NWRRC Meetings and attend local sport meetings	2009
2008	Improved community awareness of the Club		A member of the Committee to be a designated Press Officer who is responsible for the website and articles that feature in the local press	2009
<b>2008</b>	<b>Improved Competitions</b>	<b>Committee</b>	<b>Increased number of members competing at home and away events</b>	<b>Ongoing</b>
	Improved Home Events		Formation and support of an Events Committee	> Competitions
	Improved Away Events		Support of the Captains	> Competitions
	Improved timetable of recreational events		Support of the Captains and Events Committee	> Competitions
<b>2008</b>	<b>Improved Facilities and Equipment</b>	<b>Committee</b>	<b>A major redevelopment of the building and increase the fleet by 17 seats</b>	<b>2012</b>
	Coordinate redevelopment of the building		A major redevelopment of the building	> Equipment
	Coordinate expansion of the fleet		Increased fleet	> Equipment
	Coordinate expansion of land training		Increased number of rowing machines	> Equipment

## 4. Improved Competitions

The Club believes that the success of home competitions is often grounded in away competitions. A club that supports events in the local area will hopefully increase the number of clubs entering their own regatta.

The Club will increase the number of competitors competing at local events.

The Club will seek to develop its own regatta and move on to host a head race building on the success of its own Red Rose Event.

Start	Aim and Objectives	Coordinator	Outcome	Additional Resources	Achieved
2008	Increase and improve events	Committee	Increased number of members competing at home and away events	Self Sustaining	2012
2008	Improved home events	Events Committee	Increased frequency and quality of home events	Event funded	2012
2008	Improved management of home events	Committee	Formation of an Events Committee to include members of all three Lancaster based clubs		2008
2008	Home Club's Junior Seat Racing		Encourage in-house junior competition		2009
2008	A successful Lancaster Regatta		Supported by local clubs		2010
2008	Maintain high quality Red Rose Head		Fix dates for these events and maximise home attendance		2008
2009	Reintroduce high quality Red Rose Sprint Event		Fix a date for this event and maximise home attendance		2009
2009	Introduce an Invitation only Head Event		Invitation clubs compete at invitation event		2009
2010	Establish a Lancaster Head Event		Open Head Event supported by local clubs		2011
2008	Improved timetable of away events	Captains	Compete at listed events	Entry fee funded	2012
2008	Members to compete at events hosted by clubs that race at Lancaster Regatta		Compete at Hollingworth Lake, Runcorn, Talkin Tarn, Warrington and Liverpool Victoria		2009
2009	Members to attend events hosted by clubs that may race at Lancaster Regatta		Compete at Trafford and Northwich		2010
2008	Members to continue to compete at higher standard events		Compete at events such as Durham, Peterborough and Nottingham		Ongoing
2008	Members encouraged to compete at National standard		Talented members compete at high standard events		Ongoing
2008	Improved timetable of recreational events	Events Committee and Captains	Increased participation in alternative events	Entry fee funded	2012
2008	Annual "Five Trip Challenge"		1 "Five Trip Challenge" day each year		2008
2008	Annual "Row of a Lake" for recreational members		1 "Annual Row of a Lake" undertaken by the Club		2009
2008	Race at Boston Marathon		Members to compete at Boston Marathon once every two years		2009

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2008	Cross-Bay Row	Members to complete a Cross-Bay row each year	2009
2008	Trans-Atlantic Rowing	Members encouraged to attempt this feat as members have completed this in the past	Ongoing
2008	Gateway to the Lakes	Rowers from elsewhere encouraged to use the Club as a base to the Lakes	2011
2008	Gateway to the Canal	Rowers from elsewhere encouraged to use the Club as a base to the Canal	2011

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## 5. Improved Facilities and Equipment

The boathouse is located on Lancaster City Council land with the Club paying a peppercorn rent. The current boathouse was built in 1983. The existing space allows for ample racking, land based training, changing facilities and social area. Improvements to the building need to be made: most of the racking space is sub-let to LRGBC, there is damp and occasional flooding and the land based training, changing facilities are now outdated.

The fleet has expanded between early 2004 and late 2007. The Club plans to further expand the fleet.

Start	Aim and Objectives	Coordinator	Outcome	Additional Resources	Achieved
2008	Have a major redevelopment of the facilities and further expand the feet	Committee	A major redevelopment of the building and increase the fleet by 19 seats	£113,609.38	2012
2008	Major redevelopment of the building	Treasurer	A major redevelopment	£60,000.00	2012
	Good indoor training facilities		Improved land based training		2012
	Increase privacy for changing		Three changing areas		2012
	Improve Club racking		Spacious racking space		2012
2008	Expand the fleet	Treasurer	19 new seats	£49,149.38	2012
2008	Expand the juniors' fleet		A new Juniors' Double	£6,086.50	2008
2008	Support beginners		Three new Ahoy Boats	£3,999.00	2008
2009	Expand the women's fleet		A new Women's Crew Boat	£9,329.50	2009
2010	Introduce a coxless big boat		A new Coxless Four/Quad	£9,429.38	2010
2011	Introduce a large boat for the whole Club		A new Men's Eight	£14,805.00	2011
2010	Support high performers		A High Performance Single	£5,500.00	2012
2009	Expand land based training	Treasurer	4 new Indoor Rowing Machines	£4,460.00	2012

## Financial Forecasting

### Major Outgoings 2008-2012 (excluding normal operating costs)

Major development of the building	£ 60,000.00*
Improvement and expansion of the fleet	£ 49,149.38*
Expansion of land based training	£ 4,460.00*
<b>Total Cost</b>	<b>£113,609.38</b>

\*Based on 2007 prices

### Major Income 2008-2012 (excluding normal operating income)

10 Learn to Row Programmes	£ 6,000.00
Forecasted increase in membership	£ 18,900.00
Increased fees from 2010	£ 4,400.00
Surplus based on 2007 accounts	£ 7,000.00
Racking fee increase	£ 3,000.00
Small donations based on 2006-2007	£ 30,000.00
Large capital grant (allowing for inflationary rises in costs)	£ 53,000.00
<b>Total Income</b>	<b>£119,300.00</b>

## Major Sponsors, Donors and Contributors

2007	Local Network Fund	£7,000.00
2006	Local Network Fund	£4,895.00
2006	Lancaster Regatta	£ 650.00
2004	Graham Brownsmith	Unsalariated Boathouse repairs

## Useful Resources

### Documents

British Rowing Whole Sport Plan 2005-2009

Game Plan (2002)

Northern Region Forward Plan 2005-2009 and Action Plan

Sport England Strategy 2008-2011

The Framework for Sport in England 2004-2008

The North West Plan for Sport and Physical Activity 2008-2011

Trafford Rowing Club Development Plan 2006-2011

### Websites

<http://johnogauntrc.googlepages.com/>

<http://www.lrgs.org.uk/page?sp=43>

<http://lubc.co.uk/>

<http://www.ara-rowing.org/>

<http://www.sportdevelopment.org.uk/>

<http://www.clubmark.org.uk/>

## **Key Terms**

JLTRP – Junior Learn to Row Programme

JOG – John O' Gaunt Rowing Club

LRGSBC – Lancaster Royal Grammar School Boat Club

LRTP – Learn to Row Programme

LUBC – Lancaster University Boat Club

NWRRC – North West Regional Rowing Council

SLTRP – Senior Learn to Row Programme

The Club – John O' Gaunt Rowing Club