



Lancaster John O'Gaunt
Rowing
Club

Lancaster Rowing to 2017 (including 2015 update)

Lancaster Schools'
Rowing
Association



Lancaster Rowing to 2017

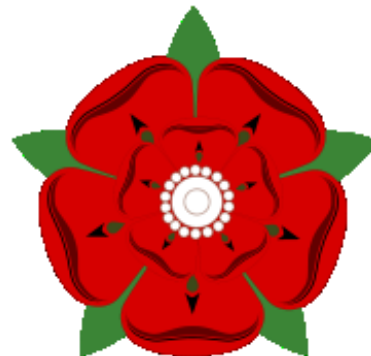
Including 2015 Updates in red text

**Lancaster
John O' Gaunt
Rowing
Club**



&

**Lancaster
Schools'
Rowing
Association**



“enjoy rowing”



Overview

Rowing in Lancaster

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. During the 2008-12 development period **Lancaster Schools' Rowing Association** was set up to concentrate on community-based youth rowing – considerable success has already been recorded; it is possible that junior rowing will exceed senior rowing within Lancaster in this 5-year cycle!

Development in previous cycle (2008-12) against targets

- | | |
|--|---|
| 1. Participation | Membership was up by more than 100% |
| 2. Paths to Excellence | 1 member started to break into GB squad
2 members won intermediate event at Henley |
| 3. Improved Management and Staff Training | Regular meetings and development towards a separate committee for LSRA |
| 4. Improved Competitions | Still no Lancaster Regatta
Healthy range of Intra-Lancaster events |
| 5. Improved Facilities and Equipment | New male and female changing areas
Range of new and 2 nd hand boats |

New Cycle (2013-17)

This cycle will highlight the same development targets as the previous plan; however, this plan will introduce three levels of development, focusing most of our efforts into the primary target of increasing participation in the sport. This approach will put less focus on "rowing to compete" and more on "**enjoy rowing**"; this is an approach that worked particularly well for LSRA in the latter portion of the previous 5-year cycle.

Primary Development Target:

1. Increased Participants

Stabilise membership of Lancaster Schools' Rowing Association and increase John O' Gaunt Rowing Club membership to a total membership of 117 members of both clubs.

Secondary Development Target (targets to support Primary Development Target):

2. Improved Facilities and Equipment

Further development of the facilities and equipment will help to encourage new entrants to stay in the sport.

3. Improved Management

Develop a second committee for Lancaster Schools' Association and employ an administrator if this is deemed necessary.

Tertiary Development Targets (will naturally occur)

4. Development of Paths through to Excellence

Be realistic about our place in the excellence pyramid.

5. Improved Competitions

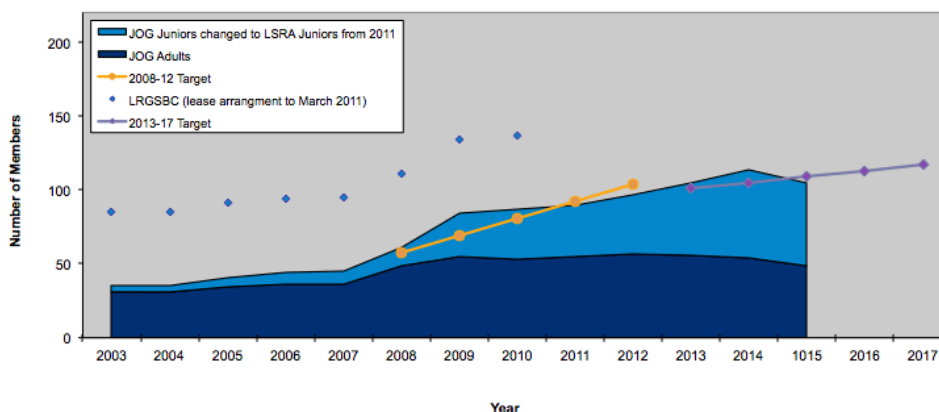
We would like to get Lancaster Regatta up and running again.



Increased Participants

Over the period of the of the 2008-12 five year plan membership steadily increased with a sharp increase over the first two years and then a shallower rate of increase from 2009 onwards. Lancaster Royal Grammar School moved to a new site in March 2011, marking the end of their 25-year lease. It was no longer viable to store two exclusive fleets on site especially as space was needed for additional community based boats. LSRA registered with British Rowing in 2010, renting the use of JOG equipment in addition to future equipment that LSRA will purchase. This is a much more sustainable model for junior development on site, as it is more inclusive than the previous arrangement with LRGSCB. This has already reaped rewards for junior rowing in Lancaster: community involvement of juniors continued to increase in the second half of the 5-year plan and LRGSCB reported an increase in their membership once they moved to Halton Training Camp.

Lancaster John O' Gaunt Rowing Club and Lancaster Schools' Rowing Association Projected Membership



The planned increase of membership (recorded through subscriptions by standing order) through to 2017 is by 4 members per year – this is in line with the pattern shown from 2010-12.

Year													Actual		Target	
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
JOG	31	31	34	36	36	49	55	53	55	57	56a 61f	54a 65f	49a 69f	73t	77a	
LSRA	4	4	7	8	9	12	29	34	35	40	49a 40f	60a 40f	56a 40f	40t	40t	
Total	35	35	41	44	45	61	84	87	90	97	105a 101f	114a 105f	106a 109f	113t	117t	

a=actual, t=forecast

Recruitment throughout this plan will be based mainly on two programmes:

John O' Gaunt Adult Learn to Row delivered largely through the summer period. Programmes will be short to encourage new rowers to become paying members. Support will be provided on further set sessions to encourage new members to become “**competent independent members**” within the space of a year. In the last cycle new members had an excessive reliance on the guidance of established members. Recruitment onto the packages will be through the existing website and displays in empty shop windows in Lancaster and Morecambe.

Increased membership is planned from 57 adults paying subscriptions to the club in 2012 to 77 in 2017. More resources will be made available for the running of the Learn to Row programmes, including a paid coach.

Lancaster Schools' Rowing Association will continue to recruit throughout the year, primarily through Sunday morning “**free two week taster sessions**”.

Prolonged periods of recruitment within local schools through the Henley Stewards' paid coach had limited success through 2010-2012. More active advertisement locally will tie in with John O' Gaunt's recruitment programme through the website and window displays.

Membership is planned to stay constant at around 40 for the duration of the plan – during the summer of 2012 as many as 35 juniors were on site, this was at the limit of what can feasibly be managed in terms of supervision.



Development of Paths through to Excellence

Scott Durant and Mason Durant:

Scott and Mason started rowing at Lancaster Royal Grammar School in 2001, and continued to row once they left Lancaster, with both entering the GB squad.



Future Lancaster based talent:

If suitable talent is identified in Lancaster, that needs more support than we can provide, then members will be encouraged to join the regional centre of excellence at Agecroft Rowing Club, Salford Quays. Members falling into this category will be awarded reduced Lancaster based membership fees to ease dual membership and travel expenses.

2015 Update

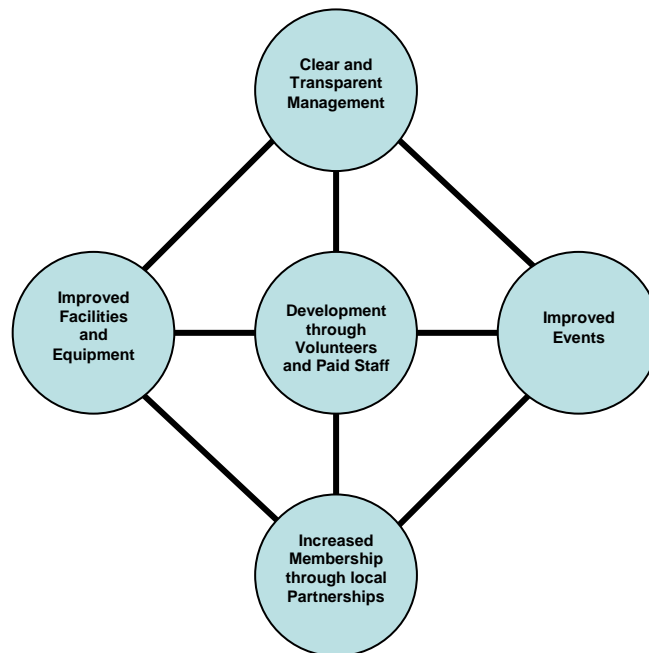
		Scott Durant		Mason Durant	
2015	WCh	3 rd	4-		
	WCup III	3 rd	4-		
	Wcup II5 th	4-			
	Ech	1 st	4-		
2014	WCh	2 nd	2+		
	Wcup III	2 nd	2+		
	Wcup II2 nd	8+			
	Ech	3 rd	8+		
2013	WCh	5 th	4-		
	Wcup III	10 th	4-	8 th	8+
	Wcup II2 nd	4-	4 th	8+	
	Wcup I	4 th	4-		

Mason withdrew from the GB squad following injury.



Improved Management

The development model used in this 5-year will be as follows:



Future development will be driven by the core volunteers, with increasing acknowledgment that **paid staff** will be essential to ensure that increased growth is sustainable.

Towards the end of the 2008-12 development plan it became increasingly difficult to run both clubs with a limited number of committee members holding post. The areas that suffered the most over the latter portion of the plan were financial management and ensuring that grant applications were an annual process (to replace older boats with newer ones).

Through to 2017 JOG and LSRA will look to strengthen the role of a secretary and treasurer and re-establish grant bids and small donations for equipment.

Essential jobs that will be closely managed by the JOG and LSRA committee:

- Managing and filing paperwork
- Dealing with outside organisations
- Ensuring that members are qualified to coach and supervise young and vulnerable people
- Ensuring that both clubs hold Clubmark status
- Drafting the Development Plan and Annual Reviews
- Organising end of year accounts
- Organising advertising and recruitment of new members
- Ensuring that all members pay their membership fees
- Identifying and applying for grant aid

Through to 2017 LSRA will look to develop greater independence from JOG. This will not mean a breakaway from JOG but moving towards a committee that has greater self-determination, with the role of furthering the interests of LSRA through the support of the JOG committee.

2015 Update

During the early part of this plan an administrator was appointed to support the committee in implementing the clubs' strategies for improvement.



Improved Competitions

Lancaster based events

Lancaster Regatta

Lancaster regatta still remains off the regional calendar. We will look to get this event running again within the next five years.

International Youth Games

Lancaster involved again, hosted successfully in 2013 and again in 2017.

Lancaster Head

Lancaster Regatta remains a priority.

Red Rose Heads

Host at least three events per year involving all Lancaster based clubs.

Red Rose Sprint

Host at least two events per year involving all Lancaster based clubs.

Francis Russell Trophy

JOG vs LUBC – part of Red Rose Sprint.

Ralph Cup

JOG vs LRGSSBC – part of Red Rose Sprint.

Easter Training Camp

Mainly LSRA event – hosted each year, falling in interest 2013.

Summer Training Camp

Mainly LSRA event – hosted each year, falling interest in 2013.

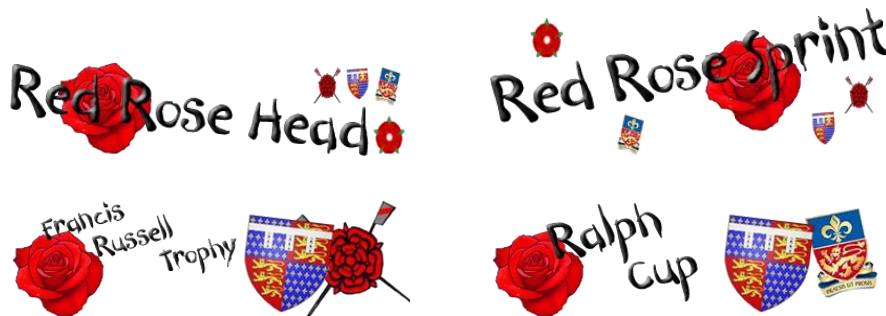
175th Anniversary

2017 will be the club's 175th anniversary – event to be organised

Supporting non-Lancaster based events

To 2011 members competing at events peaked at 243, considerably up from 58 in 2008. The number of members competing dropped off in 2013; this is not a major concern at this stage as the focus in the two clubs is more on participation rather than active racing.

The combination of members from both clubs competing at events through to 2017 is unlikely to exceed the number competing in 2011 as the focus will largely lie in the development of a wider base of recreational members.



2015 Update

Members competing at BR events in the first half of this plan fell off; however, events in Lancaster through the Red Rose formats continued.

Lancaster Regatta still remains a priority to return in 2016, with a Head race also in 2016.



Improved Facilities and Equipment

Facilities – To end of 2012

Considerable progress was made towards the end of 2012. Development was aided by the departure of the LRGSCB fleet to a more spacious arrangement at Halton Training Camp.

Upstairs

- £45,000 spent on new changing area, showers and toilets

Downstairs

- Negligible cost of improving racking – repainted and improved throughout most of the building

Facilities – To the end of 2017

Upstairs

- £50,000 to be spent on an extension on the main terrace, primarily as a multifunctional space
- £5,000 to be spent on gym space insulation and storage space – **completed in 2013**
- £3,000 to be spent on insulation of the bar space and improvement of the space – **part completed in 2013**
- **Flood damage upstairs in December 2015, total value of repairs to be established in 2016**

Downstairs

- £3,500 to be spent on concreting and insulation of downstairs
- £1,500 to be spent on upgraded downstairs doors – **part completed in 2013**
- **Flood damage downstairs in December 2015, total value of repairs to be established in 2016**

Equipment – To the end of 2012

- 1 new lightweight 4x
- 1 new lightweight 2x
- 3 new 1x
- 2nd hand 4x- to provide for increased crew sculling within the club
- 2nd hand 2x to replace 2x
- 3 1x training boats
- 5 new Model D indoor rowing machines and 1 2nd hand Model D indoor rowing machines
- Sufficient new and 2nd hand-blades purchased to cover peak periods
- Squat rack and free weights
- All Lancaster Schools have a fleet of Indoor Rowing machines – club no longer needs to loan out fleet

Equipment – To the end of 2017

- New 8+ for JOG
- New 4x for JOG
- 2nd hand 8+ for LSRA – **completed 2013**
- 2nd hand 4x for JOG – **completed 2013**
- New 4x+ for LSRA
- New 2x for LSRA – **completed 2013**

Equipment damaged in the 2015 flood:

- **4 singles written off**
- **3 doubles written off**
- **1 eight written off**
- **Other boats damaged, to be repaired**



Note: full extent of damage as a result of the 2015 floods will be assessed and actioned in 2016.



Lancaster Rowing to 2017 – financial forecasting

John O' Gaunt Rowing Club:

Expenditure	2013-17 forecast		2013-15 actual	
Building	£	63,000.00	**£	10,143.38
Rowing Equipment	£	38,000.00	£	13,959.89
Land-training Equipment	£	500.00	£	862.91
Other Operating Costs	£	37,000.00	£	
				27,898.53
Total Cost:	£	138,500.00	£	57,206.32
Income	2013-17 forecast		2013-15 actual	
Opening Balance	£	9,000.00	£	8,757.80
Membership and Racking Fees	£	45,000.00	£	30,230.00
LSRA Lease	£	9,000.00	£	5,979.25
Learn to Row Programmes	£	2,500.00	£	1,850.00
Small Donations	£	25,000.00	£	6,542.04
Large Capital Grant	£	50,000.00	£	42,521.00
Other Operating Income	£	Not forecast	£	5,646.07
Insurance Payouts	£	Not forecast	£	26,647.06
Total Income:	£	140,500.00	£	104,163.22

Lancaster Schools' Rowing Association:

Expenditure	2013-17 forecast		2013-15 actual	
JOG Lease	£	9,000.00	£	5,979.25
Insurance and BR Fees	£	2,500.00	£	485.20
Rowing Equipment	£	30,000.00	£	12,306.17
Other Expenses	£	Not forecast	£	1,801.88
Total Cost:	£	41,500.00	£	20,572.50
Income	2013-17 forecast		2013-15 actual	
Opening Balance	£	900.00	£	873.41
LSRA Membership Fees	£	18,000.00	£	13,937.00
Small Scale Grants	£	25,000.00	£	10,000.00
Other Operating Income	£	Not forecast	£	186.89
Total Income:	£	43,000.00	£	14,968.41

2008-12 Plan (John O' Gaunt Rowing Club and Lancaster Schools' Rowing Association*)

Figures above normal operating costs:

Expenditure	2008-12 forecast		2008-12 actual	
Major development of the building	£	50,000.00	£	51,000.00
Improvement of the fleet	£	50,000.00	£	35,000.00
Expanded land-training	£	4,500.00	£	5,500.00
Total Cost:	£	104,500.00	£	91,500.00
Income	2008-12 forecast		2008-12 actual	
Learn to Row Programmes	£	6,000.00	£	3,500.00
JOG Membership Fees	£	23,000.00	£	11,500.00
LSRA Membership Fees	£	0,000.00	£	2,500.00
Increased operational float	£	7,000.00	£	6,000.00
Racking Fee Increase	£	3,000.00	£	0,000.00
Small Donations	£	30,000.00	£	36,500.00
Large Capital Grant	£	50,000.00	£	45,000.00
Total Income:	£	119,000.00	£	105,000.00

* Lancaster Schools' Rowing Association only started to have income and expenditure in late 2011 – this has been combined with JOG's figures here, as it was not envisaged at the start of the 2008-12 plan that there would be a second club

**Value adjusted down by £42,521.00 due to Grant paid in post works in previous development plan (2008-2012)



Major Sponsors, Donors and Contributors

2015	JOG – Various Following Floods	£ 2,038.04
2013	JOG – Anson Family	£ 4,000.00
2013	LSRA – Sport England	£ 10,000.00
2013	JOG – Sport England – changing room	£ 42,521.00
2012	Anonymous Donation	£ 5,000.00
2009 - 12	http://www.pcoms.com/	Cheap Hosting of Website
2009 - 12	Hugh Clay and Kim Robinson	Loan of Concept II Rowers
2008 - 12	Henley Stewards' Charitable Trust	Coaches (Amy Ward > Sarah Forshaw)
2009 - 11	Lancaster and Morecambe College	Coach (Steven Sullivan)
2009 - 10	Steven Sullivan and Angela Park	Club use of Private Singles
2009 - 10	Community Fund for Lancaster	£ 3,232.00
2009 - 10	Awards for All	£ 18,000.00
2010	Lancashire County Council	£ 750.00
2010	Lancaster District Local Strategic Partnership	£ 1,550.00
2010	Sponsored Row - Juniors and Students	£ 360.00
2008	Sponsored Cross Bay Row	£ 170.00
2008	Lancaster Round Table	£ 1,000.00
2008	Rowing Foundation	£ 1,200.00
2008	Richard Wilson Fund	£ 3,000.00
2008	Galbraith Trust	£ 1,000.00
2008	Lancaster City Council	£ 400.00
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