

DURHAM AMATEUR ROWING CLUB



CLUB DEVELOPMENT PLAN

Five year plan 2017 - 2022

Strategic Objectives:-

1. Grow and develop a competitive senior squad with a supporting performance pathway.
2. Develop a squad structure supported by quality coaching which allows every member to achieve their potential.
3. Develop and maintain quality facilities and equipment appropriate to the club's needs.
4. Maintain a financially sustainable business model which allows the club to meet its aims.
5. Continue to develop a community outreach programme that maximises the value of the sport.
6. Pull together: One team with a shared purpose.
7. Ongoing Strategy Review

1. Grow and develop a competitive Senior Squad with a supporting performance pathway

Sporting Objective	Who	Stakeholders	How will objective be achieved	When	How Much*	Progress
1.1 Recruit and retain competitive Senior Squad members	Captain	R&C	i. Identify approach/plans at other clubs around the country who have developed successful senior squads to consider techniques for Club	31.12.17	n/a	Not started
	CC	MC R&C	ii. Identify and retain suitable Senior Squad coach	31.07.18	n/a	Not started
	VCs	R&C Coach Athletes MC	iii. Devise and implement a training programme which enables men and women to be competitive	February and August each year	n/a	In progress: Discussions held with squad
	Captain	R&C Coaches GM Athletes DU NR	iv. Target entries at Head of the River, Women's Head of the River, British Championships, Henley and multi-lane competitions	February and August each year	n/a	In progress
	CC	R&C Coaches	v. Identify gaps in Senior Squad and recruit in a targeted manner via ex students, local colleges, facebook, contacts etc.	31.03.18	£100 pa for promotional materials/ adverts	In progress: 2017 plan in place First LTR courses completed (2 groups) with Senior Squad input
	R&C	GM Athletes Coach	vi. Develop, plan and execute a Learn to Race course targeted at non/new rowers who want to develop quickly into competition	31.03.18	£100 pa	Not started

Sporting Objective	Who	Stakeholders	How will objective be achieved	When	How Much*	Progress
	VCs	Athletes PO CC Athletes	vii. Communicate effectively with senior squad members.	Ongoing	n/a	In progress: Communication channels established Regular communications taking place
1.2 Develop and communicate clear progression pathways for Senior Squad	CC	R&C Coaches	i. Develop and maintain entry routes from L2R	30.09.18 and ongoing	£250 p.a.	In progress: Plan created and being implemented
	Coaches	CC	ii. Set and communicate training requirements	Ongoing	n/a	In progress: Training plan for head and regatta seasons have been created
1.3 Encourage and support competition entry and development at all levels of Senior Squad	R&C	CC	i. Identify criteria required to progress to next level	30.09.17	n/a	Not started
	Coaches	R&C Athletes	ii. Identify rower/athlete aspirations for each season	February and August annually	n/a	Completed for 2017/18
1.4 Develop a supportive performance athlete programme that allows talented Senior athletes to reach their potential	R&C	Coach	i. Create and maintain Development Plan for Senior Squad (Appendix A)	30.09.17	n/a	In progress: Draft Plan created
	Coach	Captain Athletes BR	ii. Develop identification procedures which include how athletes will be identified, when and by whom	31.12.17	n/a	Not started
	Captain	GM Coach Athlete	iii. Produce a BR information and standards document detailing rowing standard expected, costs an athlete can expect, and a partnership agreement between Club and athlete	31.12.17	n/a	Not started

Sporting Objective	Who	Stakeholders	How will objective be achieved	When	How Much*	Progress
	CC	WO Coach Athlete	iv. Develop a mentoring system that supports athlete development and wellbeing, including, for example psychology, stress, diet etc.	31.07.18	n/a	Not started
	Captain	GM CC Athlete DU BR	v. Identify and work with partners, e.g .DU and BR to develop and support a talented athlete programme	As required	n/a	Not started
	GM	Captain MC BR	vi. Agree in advance Club support and resources to be allocated to the talented athletes programme	As required	Provision ~£2000 per athlete	Not started
	R&C	CC	vii. Agree lines of responsibility for who sets the athlete programme and how it is delivered and review regularly (minimum of annually)	31.12.17	n/a	Not started

2. Develop a squad structure supported by quality coaching which allows every member to achieve their potential

Sporting Objective	Who	Stakeholders	How will objective be achieved	When	How Much *	Progress
2. 1 Implement a squad structure that promotes rowing development.	Captain	R&C Coaches	i. Support the formation of the squads	Ongoing	n/a	In progress: Combined men's/women's Master's Squad established and rowing over Summer 2017
	Captain	R&C Coaches	ii. Set regular training times	30.09.17	n/a	In progress: Junior and Master's squad times set
	Captain	R&C Coaches	iii. Consistently applying principles of Boat Allocation Policy	Ongoing	n/a	In progress: Boat Allocation Policy developed
	Captain	R&C Coaches	iv. Develop mixing between squads and crews to promote flexibility and progression	Ongoing	n/a	In progress: Junior/Senior event planned
	Captain	R&C Coaches	v. Work with coaches and crews to create race plans in advance	30.09.17	n/a	In progress: Invitation for racing plans sent in August 2017
	Captain	R&C Coaches	vi. Communicate effectively with all members so that they are aware of squads (also see 6.3)	Ongoing	n/a	In progress: Effective use of Social Media and New Website is evident

Sporting Objective	Who	Stakeholders	How will objective be achieved	When	How Much	Progress
2.2 Provide accessible and appropriate coaching and training programmes for all squads	CC	R&C Coaches	i. Develop and maintain entry routes from L2R	30.09.18 and ongoing	£250 p.a.	In progress: Plan created and being implemented
	Captain	CC Coaches	ii. Develop a coaching structure with a Head Coach and squad coaches representing each area of Club	31.07.20	n/a	Not started
	CC	R&C Coaches	iii. To help coaches to understand the role	31.08.18	n/a	Not started
	CC	R&C Coaches	iv. To ensure coaches are kept up-to-date (eg; drug testing, coaching methods and training)	Ongoing	n/a	In progress
	CC	R&C	v. Establish and communicate programme of support for coaches that facilitates a quality coaching programme, including mentor scheme	31.07.22	n/a	Not started
	CC	R&C	vi. Conduct a coaching review to identify gaps in provision, including need for paid coaching	31.07.18	TBD	In progress: Identified Master's coaching gap Recruited Master's coach
	CC	R&C	vii. Set up a succession plan for identification, recruitment and training of coaches which will bridge any gaps that arise and constantly develop and maintain the coaching resource	31.12.18	n/a	In progress: Existing coaches contacted

Sporting Objective	Who	Stakeholders	How will objective be achieved	When	How Much	Progress
	CC	R&C Coaches	viii. To investigate the incentivisation of coaches	31.07.19	£500 pa for coaching courses	In progress: Included in the Volunteer Policy
	Captain	CC Coaches	ix. Utilise the BR training programme as a guide for squads to roll out a club wide training programme	31.07.20	n/a	In progress: GB Training Programme adapted for Juniors
	CC	Coaches	x. Support coaches to provide, and athletes receive, honest and timely feedback on progress and potential	31.12.19	£500 training for coaches	Not started
	CC	VCs Coaches Athletes	xi. Organise annual capsized workshop for athletes	31.12.17	n/a	In progress: Daytime session organised 10/17
2.3 Provide sustainable development opportunities for everyone in the Club	VCs	JC Coaches SL/R	Develop and maintain Development Plans for each section of the Club (Appendix B – Junior; Appendix C – Masters')	30.09.17	n/a	In progress: Draft Plan created

3. Develop and maintain quality facilities and equipment appropriate to the Club's needs

Sporting Objective	Who	Stakeholders	How will objective be achieved	When	How Much *	Progress
3.1 Implement transparent boat allocation policies and a user-friendly boat booking system	TG	Richard Mortimer PO	i. Design and implement an updated boat booking system compatible with the new members portal and with mobile devices	30.09.17	n/a	In progress: New portal developed New Boat Booking System (BBS) developed Portal and BBS undergoing user acceptance testing/trials
	R&C	PO	ii. Publish a policy and procedures document detailing how boats are allocated and how crews should book equipment	30.09.17	n/a	Completed
	R&C	EC	iii. Ensure there is suitable equipment available, appropriate to ability, for all levels of the club	Policy Review 30.09.17 Ongoing	Linked to capital budget.	In progress
3.2 Establish a fleet projection policy based on equipment usage and future priorities	R&C	TG	i. Identify measures for equipment usage, including data from the boat booking system	31.12.17	n/a	Not started
	R&C	EC	ii. Identify future priorities based on crews coming through the squads, particularly junior crews moving up through the age categories	31.07.18	n/a	Not started
	MC	EC	iii. Set an equipment budget that will accommodate boat maintenance and future capital purchases	31.12.18	TBC ~£12,000 Annually	Not started

Sporting Objective	Who	Stakeholders	How will objective be achieved	When	How Much *	Progress
	MC	EC	iv. Create a prioritised capital expenditure plan aimed at meeting the mid- and long-term needs of the Club	Draft 31.07.17 Implementation by 31.07.18	n/a	Not started
	MC	PO	v. Establish and publicise procedure for deciding on purchase priorities and by whom, how and when capital purchase decisions are made	31.12.17	n/a	Not started
3.3 Continue developing excellent facilities that will meet the Club's needs for future decades, building on Kim Metcalfe's Legacy	GM	MC JDDK Brown's Boats DCC DU	i. Carry out a feasibility study to establish priorities for capital building projects and identify the scope and practicalities of the options available	30.04.17	£3000	Completed
	EC	GM JDDK DCC EA	ii. Appoint a design team to work up chosen plans and apply for planning permission / work with external interested parties e.g. EA	31.08.17	£10,000	In progress: Initial consultations conducted Draft proposals to DCC for advice
	GM	Chairman MC BR SE	iii. Examine funding options, including fundraising, grant awarding bodies and potential lenders	31.08.19	n/a	In progress: Initial meeting with SE GM attending funding training workshops
	EC	GM Chairman MC JDDK BR	iv. Move to build phase and construct an excellent facility fit for the Club's development within an achievable budget	31.12.20	£1m	Not started

Sporting Objective	Who	Stakeholders	How will objective be achieved	When	How Much *	Progress
		DCC SE				
	GM	DEWC DAAP SSP BR CDS DR	v. Develop a project plan to re-equip indoor training facilities, in particular the upgrading and replacement of the ergometers	31.12.18	£8,000 Club funds; £4,000 from sale of existing equip; £15,000 external funding.	In progress: Funding application submitted
3.4 Work with partners to ensure the future sustainability of the River Wear as a water-sports' resource	Chairman	EA DU DCC BR D&C Schools DR Prince Bishop	i. Work with other river users, riparian owners and other stakeholders to find a sustainable solution to the silting up of the river between Maiden Castle and the weir	Ongoing	n/a	In progress: Communications ongoing
			ii. Lobby at an appropriate level to influence EA policy in relation to dredging rivers not classed as navigable	Ongoing	n/a	In progress: Communications ongoing

4. Maintain a financially sustainable business model which allows the Club to meet its aims

Sporting Objective	Who	Stakeholders	How will objective be achieved	When	How Much *	Progress
4.1 Continue to develop external streams of revenue that do not rely on members or the availability of grant funding	GM	Staff CDS DU	i. Produce a business plan for use of the new Club facility, including external users	31.12.18	n/a	Not started
	Staff	PO	ii. Promote the use of the building and Education Centre for training and conferences	31.07.18 then annually	£500 annually	In progress: New agency appointed
	Staff		iii. Explore the use of function / event equipment for external hire purposes	31.12.18	n/a	In progress
	R&C	GM Coaches	iv. Develop our offer of L2R / taster / rowing camps	31.12.18	n/a	Not started
	Staff	PO Volunteers	v. Establish external events eg beer festival / Oktoberfest & themed nights	31.07.18	£2000 income from ticket sales	Not started
	GM	Staff Local suppliers	vi. Create an 'all inclusive' wedding package to offer to clients	Launch 31.12.18	Advertising costs TBD	In progress: Advertising booked Wedding fair booked
4.2 Explore the development of the Club catering to increase profitability	Staff	parkrun Mums-on-the-Run	i. Develop a bar snack menu for bar nights, parkrun etc.	30.09.17	£150 marketing	Not started
	Staff	DU Ramside	ii. Conduct feasibility study into event/marquee catering	30.09.18	Annual hire costs TBD	Not started

	Staff		iii. Investigate potential to undertake external catering (BBQ/buffets)	31.12.18	£1000	Not started
	Kitchen Leads	Staff	iv. Review current menus to check profitability and update	31.05.17	n/a	In progress: Currently under review
4.3 Maintain a quality caravan site with an enhanced experience for visitors	Staff		i. Strengthen the grass reinforcement to aid growth and protect through winter	30.09.17	£1000	In progress: Partially completed
	Staff	Volunteers AN Sanderson (Landscapers)	ii. Re seed / turf as required, extend grassed area to the edges and remove weeds etc.	31.09.17	£500	Not started
	GM	Richard Mortimer	iii. Stabilise wi-fi and provide FOC for visitors	30.09.17	n/a	Completed
	Staff		iv. Develop an electronic information pack with arrival information and local points of interest	31.07.18 & ongoing	Staff time	Not started
4.4 Develop an advertising policy using appropriate media which supports all of the Club's operations	Staff	PO	i. Trial Facebook advertising to increase attendance at events	31.07.17 & ongoing	£500 annually	Not started
	Staff	PO	ii. Identify new opportunities to advertise (magazines, trade/wedding fairs)	31.12.18		In progress: Wedding magazine & funeral advertising underway Wedding fair booked

5. Continue to develop a community outreach programme that maximises the value of the sport

Sporting Objective	Who	Stakeholders	How will objective be achieved	When	How Much *	Progress
5.1 Utilise the partnership with the DEWC to provide access to the sport to those who otherwise wouldn't experience it	GM	DEWC DAAP DCSSP BR CDS DR	i. Develop a project that will facilitate the re-equipping of the indoor training facilities in particular the upgrading and replacement of the ergometers (See 3.3)	31.07.18	See 3.3	In progress (See also 3.3)
	GM	DEWC CDS DCSSP	ii. Establish a school's rowing package that will attract new custom and enable access to the Primary PE Premium funding	31.01.18	n/a	Not started
	GM	DEWC JC DCSSP DJCS FSD BS	iii. Revitalise links with local schools for targeted recruitment	31.12.19	2-4 hours per week coaching	Not started
5.2 Build on the relationship with DU to provide a linked and cohesive community outreach programme	GM	Schools	i. Co-ordinate School holiday taster/L2R camps to provide a cohesive offer to local young people	31.12.18	n/a	In progress: Initial meeting held
	GM	JC DU DEWC	ii. Develop a progression pathway that takes account of Club & University course to ensure there are positive entry routes into the sport for participants	31.12.18	n/a	In progress: Initial meeting held

Sporting Objective	Who	Stakeholders	How will objective be achieved	When	How Much *	Progress
	R&C	DU BR CDS	iii. Utilise links with DU to establish an adaptive taster rowing programme	31.07.20	n/a	Not started
	GM	DU BR CDS	iv. Examine entry routes into the sport for adaptive athletes together with coaching provision, appropriate equipment and accessibility of the Club, upgrading as appropriate	31.07.20	n/a	Not started

6. Pull together: One team with a shared purpose

Sporting Objective	Who	Stakeholders	How will objective be achieved	When	How Much *	Progress
6.1 Encourage members, volunteers, staff and committees behind the Club's vision and objectives	PO	GM MC	i. Publish the agreed Vision and objectives through a variety of mediums to include the portal, email, and noticeboards as a minimum	31.05.17	n/a	In progress: Email to members Agreed at 2016 AGM
	EC	MC	ii. Establish mechanism for members to feedback on the Strategic Plan, including regular review and update of the document where applicable	Quarterly 31.03, 30.06, 30.09 and 31.12	n/a	Not started
	GM	MC	iii. Explore the implementation of a Customer Relationship Management (CRM) system to assist in the evaluation of membership	31.12.18	£500	In progress: Expressed interest with BR for software trial
6.2 Promote a volunteering ethos and a social calendar that members strive to be part of	SoC	PO GM	i. Develop and promote a social calendar which will allow the club and members alike to plan for social events in advance. Inc handouts/posters	30.09.18 then annually	£100 pa	In progress
	EC	R&C PO GM	ii. Engage each section of the Club to assist in the planning and organisation of social and fundraising events with all monies raised being submitted into the central funding pot	31.07.18 then annually	n/a	Not started

Sporting Objective	Who	Stakeholders	How will objective be achieved	When	How Much *	Progress
	GM	SL/R	iii. Look to each section of the club to assist with the provision of volunteers to ensure a balanced coverage throughout the membership	31.07.18	n/a	Not started
	GM	MC	iv. Establish a review group to identify awards and other ways to recognise the contribution of volunteers	31.07.18	n/a	In progress: Draft policy completed
	GM	Trustees PO	v. Examine the value of volunteers and how to reward and make volunteers feel appreciated for the time they give freely to the Club	30.09.17	£500 pa	In progress
6.3 Develop an inclusive communication strategy that reaches and engages the full membership	PO	EC	i. Establish a communication strategy that engages the membership in an appropriate way whilst complying with data protection recommendations	31.10.17		Not started
	Captain		ii. Celebrate and note successes in an appropriate manner	31.12.17	n/a	In progress: News reports and website being used
	R&C		iii. Develop a series of Club-wide rowing and/or cross-training events that engages members	31.07.18	TBD	Not started
	TG	PO	iv. Review the portals effectiveness and establish a new or upgraded system	30.09.17	n/a	In progress

Sporting Objective	Who	Stakeholders	How will objective be achieved	When	How Much *	Progress
			that better suits the Club's communication needs including news, notices, discussion opportunities and boat booking			
	PO	GM	v. Establish how is best to communicate important notices, eg through use of members updates and also how to ensure as many members as possible are enrolled and engaged with Club communication	31.07.18		In progress

7. Ongoing Strategy Review

Sporting Objective	Who	Stakeholders	How will objective be achieved	When	How Much *	Progress
7.1 Carry out a review of the Club constitution to ensure it is fit for current operations and funding criteria	GM	MC EC	i. Assess the timing of the AGM in terms of annual planning for training and budgeting point of views and examine the practicalities of moving the AGM to a more appropriate time of year	31.03.17	n/a	Completed
	Chairman	BR CD	ii. Carry out a full review of the Constitution to ensure compliance with current good practice and compatibility with current requirements of funding bodies and Clubmark	30.09.17	n/a	In progress MC forming a group to consider the Constitution
	MC		iii. Analyse the current demographic spread of the Club membership and assess if appropriate to Club's current and future operations	30.09.17	n/a	Not started
	MC		iv. Evaluate the current membership categories and subscription levels; consult and realign the subscription levels taking into account the spread of membership, costs at similar rowing and other sports clubs, maintaining affordability	30.09.17	n/a	In progress: External research initiated

			where appropriate			
7.2 Develop a regular and annual review policy for the club Strategy	MC		i. Establish a regular review and reporting method to ensure document remains live during the course of the rowing year	31.07.18	n/a	Not started
	EC	MC GM	ii. Establish annually a review panel which includes members, independent from the EC, to review and amend strategy and development plans	31.07.18	n/a	Not started

*** Volunteer time is relevant to all activity in this plan but is not costed**

Appendices

Development Plans – A – Senior, B – Junior, C – Masters'

To include:

- Plans to encourage and support entry at various levels of competition from local regattas to national events
- Training plans for crews to follow on their own initiative (if they are outside of squad)
- Targets for entries at events (eg Vesta, Head of the River Race, National Masters' and Master's' Henley)
- Set Club goals and work with squads/crews to meet these goals

Appendix A

Senior's Development Plan 2017 - 2022

Sporting Objective	Who	Stakeholders	How will objective be achieved	When	How Much	Progress
A1 - Recruitment and retention of Senior rowers	VCs	R&C Coaches	a) Evaluate the strengths and weaknesses of senior squad in relation to other clubs and potential ambitions (Size of other squads, boats, and other senior squad recruitment methods)	31.07.18	n/a	Not started
	VCs	Coaches R&C Athletes	b) Grow senior Squad to 20 men and 20 women	31.07.22	n/a	In progress: Grown to 9 men and 12 women
	VCs	R&C	c) Identify key areas for development and set targets for recruitment	31.07.19 then annually	n/a	In progress: Areas identified for 2017-18 2017-18 targets set for additional rowers
	CC	VCs R&C	d) Evaluate Current L2R offer and set programme for following year	31.07.18 then annually	n/a	In progress: Consideration of 2017 cohort
	VCs	DU DUC Coaches	e) Look to establish partnerships with DU and DUC, Juniors and Masters' for progression	Ongoing	n/a	In progress: Junior mixing session Communication with DUC about coxes
	VCs	CC Coaches Athletes	f) Develop and implement plan to annually recruit and train coxes	31.07.19	n/a	In progress: Working with DUBC and Junior Squad
	VCs	GM PO	g) Produce and maintain a Welcome Pack of information and activities for Seniors	Ongoing	£100 printing costs per year	Not started

Sporting Objective	Who	Stakeholders	How will objective be achieved	When	How Much	Progress
A2 - Ensure the Senior Squad have the necessary coaching resources to deliver a quality and inclusive programme	CC	DU DUC	a) Develop a partnership with DU and DUC to assist with coaching provision	31.07.19	n/a	Not started
	CC	R&C	b) Increase the number of qualified Senior coaches from 1 to 3 (2 L2 and 1 L3 coach)	31.07.22	Unknown	Not started
	CC	BR Coaches	c) Establish a coherent training programme for Club coaches to utilise based on BR GB Plan	31.07.22	n/a	Not started
	CC	BR Henley Stewards CDS	d) Seek funding opportunities to assist with senior coaching provision Partner in Juniors	31.07.20	Depends on funding available	Not started
A3 - To maintain a fleet used by Senior Squad that supports rowing aims of squad	VCs	R&C Coaches	a) Monitor the fleet used by Seniors and produce fleet/equipment projection and replacement plans to ensure progression can be made	31.07.17 then annually	n/a	In progress: Requests submitted 2017/18
	VCs	R&C Coaches Athletes	b) Encourage any sponsorship/fundraising events that will generate revenue for purchase of new equipment	31.03.18 and 30.09.18 then bi- annually	n/a	In progress: Discussions held regarding sponsorship packages
A4 - Provide opportunities for competitive rowing for Senior athletes	Captain	VCs Coaches Athletes	a) Develop and run regular fun and mixing Club session	30.09.18 with annual review	n/a	In progress: Junior/Senior mixing session in 2017
	Coaches	R&C Athletes	b) Increase number of crews competing in, and winning, regional BR events	Ongoing	n/a	In progress
	Captain	PO Coaches Athletes VCs	c) Support Club members who are competing at national events, including through social media/promotion support	Ongoing	n/a	In progress: Relationships with local clubs for transport and boat sharing

Sporting Objective	Who	Stakeholders	How will objective be achieved	When	How Much	Progress
	R&C	Coaches EC	c) To support Senior Squad attendance at national events	31.07.19	£1,000 - £2000 pa	Not started
	VCs	CC Coaches Athletes	d) Increase representation at national competition WEHORR/HORR Henley Senior National Championships Fours' Head	31.12.22	n/a	In progress: Capacity building initiated
A5 - Develop a supportive performance athlete programme that allows talented athletes to reach their potential	R&C	Coaches BR	a) Develop identification procedures which include how athletes will be identified, when and by whom	31.07.22	n/a	Not started
	R&C	Coaches Athletes BR	b) Produce an information and standards document detailing the standard expected, costs and athlete can expect and an agreement between the Club and athlete	31.07.22	n/a	Not started
	CC	R&C WO Coaches Athletes DU	d) Develop a mentoring system that supports athlete development and wellbeing, including psychology, stress, diet etc	31.07.22	n/a	Not started
	Captain	R&C Coaches	e) Develop a plan to support athletes aiming for GB level competition	31.07.22	n/a	Not started

Appendix B

Junior Development Plan 2017 - 2022

Sporting Objective	Who	Stakeholders	How will objective be achieved	When	How Much *	Progress
B1 - Recruitment and retention of Junior rowers.	JC	Coaches JCps Athletes	a) Evaluate the strengths and weakness of our junior squad in relation to other clubs and potential ambitions.	31.12.17	n/a	Not started
	JC	R&C Coaches	b) Identify key areas for development and set targets for recruitment.	31.03.18	n/a	Not Started
	JC	GM DU DS	c) Evaluate L2R offer and set programme for following year	28.02.18 then annually	Self funding Surplus ~ £1000	In progress: 1 Easter and 1 summer course in schedule
	GM	JC DCSSP	d) Participate in all opportunities through the DCSSP Programme. Evaluate Recruitment potential.	Ongoing.	n/a	In progress: DCSSP indoor rowing schools competition 10.17
	GM	DEWC DHSfG DCSSP	e) Support the DHSfG to gain participation from 16 girls each year.	Re-launched 2016	Paid Coach time directly financed by DHSfG	In progress: Relaunched in 2016, no sustained participation
	GM	DEWC DCSSP DUC Coaches	f) Look to establish partnerships with other Durham Schools with a view to taking 12 girls and 12 boys per year at Year 7	Ongoing New School for 2018/19 academic year	Self-funding through course fee	In progress: DJCS partnership continues Uptake low in 2017

Sporting Objective	Who	Stakeholders	How will objective be achieved	When	How Much *	Progress
	GM	DCSSP CDS Coaches DEWC JC	g) Utilise new links with local schools for targeted recruitment at specific age groups as required	31.07.18	Self-funding through participant payment per course.	Not started
	GM	Coaches DEWC R&C DSFC NCD	h) Make firm contact with DSFC, NCD and others to form partnerships with view to deliver taster courses for at least 24 age 16 to 18 young people to retain at least 12 as older junior intake each year	31.10.18	Self-funding through participant payment	Not Started
	GM	JC Coaches	i) Continue to develop Community Junior Courses as an entry route into the Club and/or recreation	Ongoing	Self-Funding Surplus ~ £1500	In progress: Running – time to evaluate
	JC	GM PO	j) Produce and maintain a Welcome Pack of information and activities for Juniors	Ongoing	£100 printing costs per year.	Completed In use - review
	JC	Junior parents Coaches	k) Host an annual meeting for parents & Juniors	30.09.17 then annually	n/a	In progress: First meeting 10.17
B2 - Ensure the Junior Squad has the necessary coaching	JC	BR CDS Schools DU	a) Run regular sessions/ workshops for coaches with the support of CDS/CD/BR to enhance CPD	Three times a year	£500	In progress: Safeguarding course delivered in 2017

Sporting Objective	Who	Stakeholders	How will objective be achieved	When	How Much *	Progress
resources to deliver a quality and inclusive programme.	JC	Coaches R&C	b) Establish a coaching and volunteer rota to support the implementation of Junior rowing in school term-time and school holiday's (Spring & Summer)	30.09.17 then annually	n/a	In progress: Almost Complete
	JC	CC Schools DU	c) Encourage new coaches: utilising parents, teachers, club members and students. Qualified coaches to mentor volunteer coaching assistants	Ongoing	n/a	In progress: Needs volunteers
	CC	R&C GM MC BR	d) Increase the number of qualified Junior coaches by one each year from 8 to 12	31.07.22	£250 p/a for coach training	Not started
	JC	CC Coaches BR	e) Establish a coherent coaching programme for Club coaches based on BR GB plan	30.09.17 then annually	n/a	In progress: Plan in place, being utilised by most coaches but not all
	GM	JC BR DU DS SLS CDS	f) To work in partnership with DU, DS & SLS to support Junior rowing coaching in Durham	31.10.17 then annually	Students funded by DU Volunteer coach support in kind	In progress: Discussions opened but not sessions not started yet

Sporting Objective	Who	Stakeholders	How will objective be achieved	When	How Much *	Progress
	JC	JBBC	g) Continue to build on the relationship formed with JBBC to engage further coaching support for Junior athletes of at least 4 coaches per year to assist Club coaches and JC	31.10.17 then annually	Mentor Support from Club coaches Gym time for BCBC	In progress: Opportunity to expand
	GM	BR Durham Regatta NRC Henley Stewards CDS	h) Continue to seek funding opportunities to assist with Junior coaching provision	Ongoing	Depends on funding available	In progress: Monitoring potential sources
B3 - To continue increasing the fleet used by Junior Squad	JC	R&C MC	a) Monitor the Junior fleet and produce fleet/equipment projection and replacement plans in order to ensure progression can be made	31.12.17 then annually	£5000 pa increasing to £10,000 pa by 2020	Not started
	JCps	JC R&C GM	b) Identify and encourage sponsorship/fundraising events that will generate revenue for purchase of new equipment.	31.12.17 then annually	In kind time	Not started
B4 - Commitment to a safe , effective and child friendly environment in accordance with Clubmark criteria as reviewed by BR – Club Durham	EC	JC BR SE CDS	a) To continue to maintain Clubmark accreditation & CD Health Check	Renew accreditation December 201 then ongoing	£100 per year and Volunteer time	In progress: Club Durham Health Check Completed 09.17 Awaiting BR for Clubmark
	WO	BR	b) Ensure the Club complies with the BR's Safeguarding and Protecting Children Policy and hold annual 'safe practice' sessions	Ongoing	£100 per year	In progress: Regular reviews & annual coach training

Sporting Objective	Who	Stakeholders	How will objective be achieved	When	How Much *	Progress
B5 - Provide a safe environment for Junior rowers to train and realise their potential.	JC	Coaches GM	a) To ensure that all Juniors perform capsized drill in accordance with current BR guidance.	3 times a year.	Pool Hire £150 pa	In progress
	JC	Coaches Athletes	b) Utilise & implement the training plan for individuals and groups of Juniors.	Ongoing	n/a	In progress
	JC	Coaches R&C	c) Produce a progression plan that shows a clear pathway through age groups and demonstrates links to performance pathway for appropriate athletes	31.12.17	n/a	Not started
	CC	R&C Coaches	d) Development and delivery of annual safeguarding workshop to all coaches and other relevant members on latest legislation to implement best practice into the Club	31.12.17 then annually	n/a	Not started
	JC	R&C	e) Develop lines of communication between Junior coaches, Senior coaches and Club officials	Ongoing	n/a	Not started
B6 - Ensure the Club continues to provide opportunities for competitive rowing for Junior Squad	Regatta Secretary	BR NRC EC JC	a) Continue to run an Autumn Regatta as an introduction to competition along with fun events in the school holidays eg Club scratch events, Rec/Junior events and Junior Sunday League	Ongoing	Self-financing	In progress: Autumn Sprint (in operation) Undertaking trials of other activities

Sporting Objective	Who	Stakeholders	How will objective be achieved	When	How Much *	Progress
	JC	NRC BR R&C	b) Continue to attend the BR regional events	Ongoing	Self-financing	In progress
	JC	Coaches R&C Regional Clubs	c) Look to increase representation at national competitions Boston Marathon Junior Inter-Regional Regatta Schools' Head National Schools BR Junior Championships	 2017 2 crews 2019 4 crews 2020 squad attendance 2018 3 crews 2020 6 crews 2018 2 Crews 2020 4 Crews 2022 6 Crews 2018 6 Crews 2019 8 crews 2022 2 crews per age group 2018 4 Crews 2019 6 Crews 2022 2 crews per age group	£100-300	In progress: 2 crews entered 2017

Sporting Objective	Who	Stakeholders	How will objective be achieved	When	How Much *	Progress
	JC	NRC EC	d) Support Junior members who are competing at national events	31.12.18 then annually	Entry fees and boat transport £1000 – summarised below	In progress: Partially subsidised through sharing transport with other clubs
	JC	EC Coaches Athletes DU BR DIS	e) Encourage and support Junior athletes who represent their country	See Performance Athlete Programme	n/a	Not started
B7 - Develop a supportive performance athlete programme that allows talented Junior athletes to reach their potential.	JC	Coaches BR	a) Develop identification procedures which include how Junior athletes will be identified, when and by whom	31.12.17	n/a	Not started
	JC	GM Coaches	b) Produce an information and standards document detailing the standard expected, costs an athlete can expect, and an Agreement between the Club and the athlete	31.12.17	n/a	Not started
	JC	Captain WO DIS CDS BR	c) Develop a mentoring system that supports athlete development and wellbeing e.g. psychology, stress, diet etc.	30.09.18	n/a	Not started
	JC	DU BR GM	d) Identify and work with partners to develop and support a talented athlete programme	31.07.18	n/a	Not started

Sporting Objective	Who	Stakeholders	How will objective be achieved	When	How Much *	Progress
	R&C	EC BR	e) Agree in advance Club support and resources to be allocated to the talented athletes programme	31.07.18	~£2000	Not started
	JC	Coaches	f) Agree lines of responsibility for setting programme and delivery, reviewing regularly (at least annually)	31.07.18	n/a	Not started

Appendix C

Masters' Development Plan 2017 - 2022

Sporting Objective	Who	Stakeholders	How will objective be achieved	When	How Much	Progress
C1 - Recruitment and retention of Masters' rowers	VCs	R&C Coaches Athletes	a) Establish sustainable membership levels for Masters' squad given resource limitations of boats and coaching	31.07.19	n/a	Not started
	VCs	R&C Coaches Athletes	b) Identify method to monitor reasons for attrition and develop retention policies	31.07.18 then annually	n/a	Not started
	CC	VCs R&C	c) Evaluate Current L2R offer and establish integration programme	31.07.18 then annually	n/a	In progress: Transition Group established
	VCs	PO Coaches Athletes	d) Contribute to Club communication plan (progress, successes and awards) to keep Masters' members engaged and informed	Ongoing	n/a	In progress: Process established
	EC	GM VCs	e) Establish a programme of rowing and non-rowing events to engage Masters' membership	31.07.18 then annually	TBD	Not started
	R&C	VCs Coaches EC	f) Consistently apply appropriate Club policies to ensure fair access to boats, coaching and competition	Ongoing	n/a	Not started

Sporting Objective	Who	Stakeholders	How will objective be achieved	When	How Much	Progress
	VCs	GM R&C Coaches Athletes	g) Develop and maintain a Welcome Pack for new Masters' rowers with information about Squad and outlining progression pathways	31.07.18	£250 print costs	Not started
C2 - Ensure the Masters' Squad have the necessary coaching resources to deliver a quality and inclusive programme	CC	R&C Coaches	a) Identify coaching requirements to deliver at all levels from Explore Series to World Masters'	31.07.18	n/a	Not started
C3 - To maintain a fleet used by Masters' Members that supports rowing aims of Squad	VCs	R&C Coaches Athletes	a) Assess Masters' boat usage through a boat survey, using boat booking system and private boat usage to understand boats used, not used and boats needed and produce plan to address gaps in provision	31.12.17 and then 30.06.18	n/a	Not started
	VCs	R&C Coaches Athletes	b) Communicate results of analysis to Masters' Squad	31.03.18 and 30.09.18	n/a	Not started
	VCs	R&C Coaches Athletes	c) Boat data used to inform boat allocation and boat purchase	31.03.18	TBD	Not started

Sporting Objective	Who	Stakeholders	How will objective be achieved	When	How Much	Progress
C4 - Empower and support Masters' members to realise their potential	CC	R&C VCs Coaches	a) Develop and communicate progression pathways to all levels from non-competing to World Masters', including expected training and performance requirements at each level and suitable assessment points and how athletes can self-identify for progression	31.07.22	n/a	In progress
	CC	VCs Coaches Athletes	b) Develop and share training plans for all levels to include: water, indoor and strength and conditioning elements, as appropriate to rowing level; safety on the river guidance etc.	31.12.22	n/a	Not started
	CC	VCs Coaches Athletes	c) Suggest sources of information to non-competitive athletes (eg warm up, indoor sessions, strength and conditioning, nutrition etc)	31.12.17	n/a	Not started
	R&C	VCs Coaches	d) Implement and offer a twice yearly sculling course to improve athlete sculling skills	Ongoing	Self-funding	Not started
C5 - Provide opportunities for competitive rowing for Masters' members at all levels	Captain	VCs Coaches Athletes	a) Identify those Masters' events that are of strategic interest to the Club	30.09.18 with annual review	n/a	Not started
	Captain	VCs CC Coaches Athletes	b) Establish guidelines that athletes must satisfy to ensure acceptance of entry to individual or groups of events	30.09.18	n/a	Not started

Sporting Objective	Who	Stakeholders	How will objective be achieved	When	How Much	Progress
	VCs	Captain Coaches Athletes	c) Establish mechanism for Masters' athletes to communicate competition aims each season	30.04.17	n/a	Completed
	VCs	CC Coaches	d) Look to support Masters' athletes wishing to establish crews and to identify and assist matching crews to coaches	31.12.17	n/a	Not started

KEY	
AGM	Annual General Meeting
BS	Belmont School
CC	Coaching Co-ordinator
CD	Club Durham (www.clubdurham.co.uk)
CDS	County Durham Sport (www.countydurhamsport.com)
CPD	Continuing Professional Development
D&C	Dean and Chapter, Durham Cathedral
DAAP	Durham Area Action Partnership (www.durham.gov.uk/durhamaap)
DCC	Durham County Council
DEWC	Durham Education and Watersports Centre
DHSfG	Durham High School for Girls
DJCS	Durham Johnston Comprehensive School
DS	Durham School
DSFC	Durham Sixth Form Centre
DCSSP	Durham City School Sport Partnership (www.durhamcityssp.co.uk)
DR	Durham Regatta
DU	Durham University
DUC	Durham University Colleges
EA	Environment Agency
EC	Executive Committee
FSD	Framwellgate School Durham
BR	British Rowing
GM	General Manager
DIS	Durham Institute of Sport (www.durham.gov.uk/dis)
JBBC	Josephine Butler Boat Club
JC	Junior Co-ordinator
JCps	Junior Captains
JDDK	JDDK Architects
L2R	Learn to Row
MC	Management Committee
NCD	New College Durham
NR	Northern Rowing (www.nerowing.com)
NRC	Northern Rowing Council
PO	Press Officer
R&C	Rowing and Coaching Committee
Schools	Belmont School, Durham School, Durham High School for Girls, Durham Johnston Comprehensive School, Durham Sixth Form Centre, Framwellgate School Durham, St. Leonard's School
SE	Sport England (www.sportengland.org)
SG	Strategy Group
SLS	St Leonard's School
SoC	Social Committee
SL/R	Squad Leader/Representative
TG	Technical Group
VCs	Vice-Captains