



'TO MAKE THE TAY A MAJOR CENTRE FOR THE SPORT OF ROWING'

**TAY ROWING CLUB
FORWARD PLAN 2016-2020**

and

ACTION PLAN

1. INTRODUCTION

Historically the river Tay was an active location for rowing, particularly in the professional era of the 19th and early 20th centuries. However over the last 50 years or so there has been limited rowing in this region. Dundee and more recently St Andrews Universities have established Boat Clubs on the Tay close to the city of Perth. The new community based Tay Rowing Club seeks to develop the water of the River Tay as a venue for participation in rowing at all levels. The club will develop an environment and an infrastructure to maximise the potential for rowing in the Tayside region. The club will do this through membership recruitment and by raising funds for a boathouse, new equipment, and supportive environment. It will develop active partners to support the achievement of our objectives, develop programmes and pathways for our young people who express the desire to row and to develop coaches and volunteers to maintain the high standards of governance in the club.

This plan will provide the overall framework to guide the clubs development over the next five years to ensure we contribute to the sustainable development of rowing in the region and in Scotland. It will be subject to annual review in order that changing circumstances and unforeseen developments can be accommodated. The key to the overall success of this plan is the in-built flexibility that the annual review process will provide.

This document is a working tool that will guide the work of the Club over the next 5 years. We are looking forward to working together not only with our governing body but all our partners to ensure sustainable development will put us in a strong position to benefit from the Rio Olympics in 2016 and Tokyo 2020 and sustain our sport well into the future.

2. THE VISION,

The Vision for Tay Rowing Club is

“To provide the opportunity for the people of Tayside and beyond to experience rowing, to reach their potential in rowing and to develop and grow the sport on the Tay to the benefit of people in the local community.”

Inclusive

To ensure that everyone who wants to row and whoever wants to compete can do so

Performance

To ensure our rowers are the best they can be

Supportive

To ensure that everyone who contributes to the club feels recognised and valued

3. VALUES AND PRINCIPLES

Members within the club will operate to the following principles –

- Play an active part in developing rowing to the benefit of local communities and schools.
- Play their part in helping to develop an ethos where all people matter and are treated equally and with respect and dignity;
- Provide equal opportunities to participate regardless of age, gender, disability, faith and ethnic origin
- To foster a team spirit and encourage a competitive ethos
- Encourage and develop a transparent and accountable organisation
- Support those young people who have the desire, talent and drive to join the Scottish Rowing development squads
- Value the work of volunteers
- Providing a welcoming environment and support for participants to enjoy the sport at whatever level they choose to participate
- Encouraging and developing safe rowing practices and general safety culture.

4. BACKGROUND

Tay Rowing Club will be affiliated to Scottish Rowing and supports its principles and objectives of promoting rowing across Scotland, offering new opportunities for the sport of rowing and developing athletes to compete at Scottish and British levels. The purpose of developing this strategic plan is to identify and prioritise the key objectives for the club, identify partners who we need to work with and who can help us realise our objectives.

Key themes are

- To ensure the club is successful in attracting and retaining members
- Structure is required for
- progression and athlete development
- introductory Rowstart programmes
- development of adaptive rowing
- setting training goals and training programmes
- Integration of land and water training
- club times to ensure water access for specific requirements
- develop coaching to provide regular coaching input for all levels
- Increase the number of volunteers involved in running the club

Key objectives for the next 5 years are therefore:

Governance

- To achieve a well organised, effective Club structure with robust policies and administration, linked to a culture of providing equal opportunities for all
- Ensure excellent communication and public relations

Funding

- Strengthen and develop partnerships with key stakeholders including
- Scottish Rowing
- Perth Council
- St Andrews and Dundee University Boat Clubs
- Local schools
- Other educational institutes
- Tay River Trust
- Local businesses

Programmes and Pathways

- Develop an infrastructure to assist the club and all members to achieve their potential
- Develop a pathway to bring on aspiring young athletes
- Develop a performance squad through retention of young and student athletes into senior categories
- Enhance the reach of club in attracting new members

Facilities and equipment

- Create boat club premises to include a boathouse, changing rooms, on land training space and catering facilities
- prioritise acquisition of boats and equipment to support our ambitions for our young people to enjoy participation and to compete at the highest level possible
- provide the correct equipment and boats for those who are learning to row or who require specialist or adaptive equipment

5. ACTION PLANNING

In order to further our strategic objectives we will pursue an action plan setting out the key objectives above, required actions, lead responsibility, identification of resources required and timescales. Timescales will be set in year cycles and allows for discussion with key partners and stakeholders to maximise their contribution.

6. REVIEW

This is a 5 year plan and progress in achieving the objectives will be a standing item at Committee meetings which are scheduled monthly. Additionally, an annual review of objectives will be undertaken at which time any variations to the plan will be discussed with members. Prior to the end of the plan a review of all objectives will be undertaken in order to allow a new plan to be put in place succeeding years.

CLUB ACTION PLAN

GOVERNANCE

Objective: To achieve a well organised, effective Club structure with robust policies and administration, linked to a culture of providing equal opportunities for all

Club Aim: To ensure the Club reviews and assesses its structure and management and to implement change where necessary in order to ensure that we have robust and efficient management and administrative procedures appropriate for a modern day rowing club

| Action | Resources | Person Responsible | Budget | Outcome | Timescale | Achieved |
|-------------------------------------|---|-----------------------|--------|---|------------------------------------|------------------------------|
| To review the new Club constitution | N/A | President/Secretary | N/a | Constitution reviewed with changes presented to AGM | Annually | Reviewed October 2016 |
| To produce Club Handbook and Rules | Printing facilities In kind Club Web Site | Development Secretary | tbd | Handbook produced Annual Review | June 2016 | |
| To secure SCIO status and review | Inland Revenue Guidance Notes | Secretary | N/a | Application approved Review with changes to AGM | March 2015 Annually | March 2015 |
| Affiliate to Scottish Rowing | | Treasurer | £250 | Affiliation achieved Renew | December 2015 December 2016 | Done |
| Seek Award of PACE | | Development Secretary | N/a | PACE Status submitted | September 2016 | Awaiting Grievance Procedure |
| | | | | | | |

| Action | Resources | Person Responsible | Budget | Outcome | Timescale | Achieved |
|---|-----------|--------------------|--------|----------------------------|----------------|----------|
| Ensure adequate representation of the club at Scottish Rowing Meetings and events | | Secretary | | Representation established | September 2015 | Done |

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|--|------------------------------------|------------------------|----------------|--|----------------|-----------------------------|
| To encourage women to take an active role in club governance | | Volunteer Co-ordinator | | 50% Committee to be women | AGM 2018 | |
| To provide opportunities for club members, volunteers and employees to undertake equity training to ensure equity issues have a high profile | Sport Partnership training courses | Volunteer Co-ordinator | £25 per person | All new volunteers to have undertaken equity training by end of their first year | On going | |
| Introduce Treasurer's discretion to handle applications from members at risk from social exclusion | | Committee | | Discretion established | September 2016 | Achieved Sept 2016 |
| Introduce acceptable e-communication practices for the club | | Comms Officer | | Develop e-communication code of practice for club members | December 2016 | Draft produced October 2016 |

Club Aim: To keep policies and practices under review to meet national requirements

| Action | Resources | Person Responsible | Budget | Success Criteria | Timescale | Achieved |
|--------|-----------|--------------------|--------|------------------|-----------|----------|
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|---|---|---------------|-----|--|------------------------------|----------|
| Promote key Scottish Rowing (SR) policies and to work to ensure their full compliance and implementation where relevant <ul style="list-style-type: none"> ➤ Water Safety ➤ Participant Welfare and Child Protection ➤ Doping Control ➤ Disciplinary Procedures ➤ Employment ➤ Selection Policy ➤ Equity | Club Officers SR Guidance and Resources | Club Officers | N/a | All changes to policy as advised nationally and regionally to be implemented promptly Club Disciplinary Procedures to be drawn up | On-going October 2016 | Achieved |
|---|---|---------------|-----|--|------------------------------|----------|

Club Aim: Ensure all financial procedures adhere to national governing body standards

| Action | Resources | Person Responsible | Budget | Success Criteria | Timescale | Achieved |
|---|-----------|--------------------|--------|--|-----------------------------|----------|
| Establish Club Business Plan | | Treasurer | | Initial Annual Plan drawn up 3 year plan drawn up | March 2016 AGM 2016 | Done |
| Agree delegated authority for Treasurer | | Committee | | Authority agreed | May 2016 Review annually | |

| Action | Resources | Person Responsible | Budget | Success Criteria | Timescale | Achieved |
|------------------------------------|-----------|--------------------|--------|---------------------|------------|------------|
| Establish Bank Account Signatories | | Committee | | Signatories agreed | April 2016 | April 2016 |
| Establish Club Bank Account | | Treasurer | | Bank Account opened | May 2016 | May 2016 |

| | | | | | | |
|--|--|-----------|--|------------------------|----------|----------|
| Establish Expense sheets and claim procedure | | Treasurer | | Procedures established | May 2016 | May 2016 |
|--|--|-----------|--|------------------------|----------|----------|

Club Aim: To build good communication structures at all levels in the club to actively promote a positive external image

| Action | Resources | Person Responsible | Budget | Success Criteria | Timescale | Achieved |
|--|-----------------|-------------------------|--------|--|---------------|------------|
| Appoint a Comms Officer | Club Volunteers | Club Committee | N/a | Comms Officer appointed | March 2015 | March 2015 |
| | | | | Develop Club Website | | June 2016 |
| Develop Club Communication Strategy | | Comms Officer | n/a | Strategy produced | December 2016 | |
| Develop communication mechanism between Committee and club members | | Comms Officer | | Develop members only Facebook page | June 2016 | June 2016 |
| | | | | Develop Central document store for Committee | June 2016 | June 2016 |
| Action | Resources | Person Responsible | Budget | Success Criteria | Timescale | Achieved |
| Develop suitable external public communications | | Treasurer/Comms Officer | | Develop Club Website | June 2016 | June 2016 |

Club Aim: To value, encourage, support and develop volunteers at all levels and increase to number of active volunteers supporting rowing

| Action | Resources | Person Responsible | Budget | Success Criteria | Timescale | Achieved |
|--------|-----------|--------------------|--------|------------------|-----------|----------|
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|--|--|------------------------|--|------------------------|-----------|--|
| Appoint Volunteer Co-ordinator | | Committee | | Co-ordinator appointed | AGM 2016 | |
| develop club strategy to increase volunteers | | Volunteer Co-ordinator | | Strategy completed | June 2017 | |

FUNDING AND PARTNERSHIPS

Club Aim: To involve key stakeholders in the development, implementation and monitoring of the Club Forward Plan to raise the profile of rowing on the Tay

| Action | Resources | Person Responsible | Budget | Success Criteria | Timescale | Achieved |
|---|-----------|--------------------|--------|--|-----------------------------------|-------------|
| Work in Partnership with Scottish Rowing to deliver National Programmes to increase numbers participating in rowing | | Dev Secretary | | Deliver Project Rio within the club Establish Schools Indoor Rowing programme | Summer 2016 Winter 2016/17 | Summer 2016 |
| Work in partnership with Perth Council | N/a | Development Sec | N/a | Partnership established | Jan 2017 | |
| To develop working relations with Tay River Trust | | President | | | Ongoing | |
| Develop working Partnership with Dundee University | | Treasurer/Dev Sec | | | Ongoing | |
| Investigate links to local schools and colleges | | | | Discussions instigated | Ongoing | |
| Investigate links to local businesses | | | | Discussions instigated | Ongoing | |

Club Aim: To ensure the Club maximises all opportunities to secure funding from within the sport and from external sources.

| Action | Resources | Person Responsible | Budget | Success Criteria | Timescale | Achieved |
|--|---|--------------------|--------|------------------|-----------|----------|
| Maximise all opportunities to seek grant funding for club activities | Fund Finder Web Site Web Sites of grant giving bodies | Dev Secretary | N/a | Grants Awarded | On-going | |

PROGRAMMES AND PATHWAYS

Objective: Develop an Infrastructure to assist the club and all members to achieve their potential

Club Aim : Develop a club rowing strategy to develop management structures, develop equal opportunities, identify priority targets and implement findings

| Action | Resources | Person Responsible | Budget | Success Criteria | Timescale | Achieved |
|--|-----------|--------------------|--------|---------------------------------|--------------|-----------|
| Establish overall club competitive rowing structure for both Seniors and Juniors including squad qualification standards and squad goals | | | | | June 2017 | |
| Establish club participation structure | | | | | January 2017 | |
| Establish Club Learn to Row and development curriculum and programme | | Treasurer | | Curriculum and programme issued | June 2016 | June 2016 |

| Action | Resources | Person Responsible | Budget | Success Criteria | Timescale | Achieved |
|--------------------------------|-----------|--------------------|--------|-------------------|------------------------------------|-----------|
| Identify Club Coaching Needs | Coaches | Committee | N/a | Coaching Needs ID | June 2016 for L2R December 2016 | June 2016 |
| Develop Club Coaching Strategy | Coaches | Committee | N/a | Strategy complete | December 2016 | |

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|--|---|--|------------|--|--|--|
| <p>To ID Club Training Needs in relation to rowing</p> | <p>Coaches/ Parents/ Volunteers</p> | | <p>Tbd</p> | <p>To deliver annual club based water safety training</p> <p>To deliver annual Child Protection Training to all volunteers working with young people</p> <p>To facilitate club coaches achieving I2,L3 and Tutor status and RYA L2</p> <p>Encourage and facilitate club members to undertake training to develop pool of competent and qualified coxes, umpires and race officials</p> | <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> | |
|--|---|--|------------|--|--|--|

| FACILITIES AND EQUIPMENT | | | | | | |
|--|------------------|---------------------------|---------------|---|------------------------|------------------------------|
| Club Aim: To develop and implement Club Facility Master Plan including buildings, boats and related equipment | | | | | | |
| Action | Resources | Person Responsible | Budget | Success Criteria | Timescale | Achieved |
| Identify site for club facilities | | Chris Smith | | Options appraisal undertaken and preferred site identified | June 2016 | June 2016 |
| Secure initial site lease | | President | £500/yr | Short term lease of 3 years secured | June 2016 | June 2016 |
| ID short term site needs | | Chris Smith/Eoin Ryan | | Secure container purchased/leased | June 2016 June 2016 | June 2016 June 2016 |
| | | | | Landing stage cleared | August 2016 | August 2016 |
| | | | | Temporary site fencing acquired | Ongoing | |
| | | | | Temporary hard core acquired | | |
| Develop Facilities Master Plan | | Chris Smith/Eoin Ryan | | Acquire services information Secure Committee approval to design Undertake club consultation Obtain scheme costs Plan completed | August 2016 | August 2016 November 2016 |
| Secure long term lease | | President | | Long term lease secured | November 2016 | |

| Action | Resources | Person Responsible | Budget | Success Criteria | Timescale | Achieved |
|---------------|------------------|---------------------------|---------------|-------------------------|------------------|-----------------|
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|---|--|---------------------------|-------|---|---|--------------------|
| Secure planning permission for site master plan | | Chris Smith/Dev Secretary | £3000 | Identify and carry out specialist studies Pre App stage completed Planning application submitted Planning permission secured | October 2016 November 2016 January 2017 March 2017 | SStudy ID Oct 2016 |
| Obtain Funding to build facility | | Dev Secretary | tbd | Initiate discussions with Sport Scotland Submit grant application to Sport Scotland Secure grant approval Enter into discussions with other grant bodies | October 2016 tbd | |
| Build new facility | | Chris Smith/Eoin Ryan | | Commission consultant team Detailed drawings Complete Out to tender Tender accepted Start on site completion | | |
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