



Development Plan 2021

Putney Town Rowing Club

March 2021

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EXECUTIVE SUMMARY

Putney Town Rowing Club will celebrate its centenary in 2022. This milestone in our club's history offers an opportunity to consider who we are and how we want to progress. In the decade since the last development plan, we have achieved a lot: the club is much bigger and more active than ever; we successfully raised money and constructed our new ramp into the river; the fleet has expanded; we have far better training equipment and space after building a new gym and we have opened our club even more to the community.

Ten years on, it is time to formally take stock and plan what we want to achieve over the coming five years. Our club activities span three pillars: performance, inclusion and community. This development plan describes the current state of PTRC across those pillars, concluding in a strengths, weaknesses, threats and opportunities (SWOT) analysis; a description of what we want to be with defined objectives, and an action plan to achieve these objectives. We have consulted with our membership: the SWOT analysis was informed by the first membership survey in some years, and after producing a draft vision of what we want to be, we sought further feedback before finalising this development plan.

Our priorities are to develop our rowing provision and facilities to further all three of our pillars. A clear current weakness is our ability to meet expectations of the performance pillar. In this plan we clarify what performance at PTRC is, and what actions we intend to take to develop this pillar and build a more performance based culture, which will enable our top athletes to routinely achieve results as described on page 36. The survey results suggest this change will also be to the benefit of the inclusion pillar, as similar issues appeared to impact both: we believe that every athlete should have the right to be in the best boat they can be in. PTRC thrives on the diverse range and abilities of its members across all pillars. Through encouragement and support of individual and group ambitions, we shall create a growth-minded environment that is safe, welcoming and friendly and attracts new members and talent.

Our building and facilities offer great potential, but we have identified a number of issues that constrain our ambitions. Our current lease position is not consistent with long-term stability, and the aging nature and layout of the fittings and fixtures is not consistent with the modern, community-based club we wish to be.

A key objective is to secure a longer-term lease for our boathouse and adjacent compound to provide certainty of tenancy to allow investment. Dissatisfaction with the changing rooms was clear from the survey results, and is certainly a cause for concern from potential hires. To realise the potential of the building, we will commence a project to refurbish and improve the changing and toilet facilities, the bar and kitchen areas and seek to construct a balcony overlooking the river. The expected outcomes of this investment are:

- Greater use of the club for both formal and informal socialising
- Independent (and thus simultaneous) use of the social and training spaces
- Increased non-member income

Further details on these proposals, and others, are the subject of this report.

This development plan was approved by the Committee on 1st February 2021.

INTRODUCTION

Background

Putney Town Rowing Club's latest development plan was written in 2010. It provided a reference and foundation for the development of the club over the past decade, during which the club has progressed significantly. Most notably, the new river access ramp opened in 2012 after a highly successful fundraising campaign. In addition, the membership has grown, the fleet has increased in number and in quality, and the facilities progressively improved.



A party in 2012 celebrated the club's 90th anniversary and the opening of the newly constructed ramp

In 2022, PTRC will celebrate its centenary, which provides an opportunity for a collective planning effort and a renewal of ambition. Planning for the event itself is already underway, with a calendar of commemorative events being organised to celebrate the occasion and to ensure it reflects and includes all of the PTRC family. The Development Plan aims to set the scene and provide momentum for the club's continued development into its second century.

Methodology

The scope of this development plan includes all aspects of the club. In preparing the plan, the authors have compiled a record of the current state of the club, with input from a comprehensive member survey. This informed a strengths, weaknesses, opportunities and threats (SWOT) analysis. The SWOT analysis was used to determine objectives for the future. This was presented to the membership by way of a consultation exercise, which included a second survey. Following positive responses to this survey, the plan was finalised and an action plan proposed.

The development plan considers what we would like to achieve over the next five years. However, we recommend that it should be reviewed annually to ensure that the objectives remain valid and relevant. The actions that are proposed in this document typically consider the coming 12 months, with the intention that at each annual review of the plan, actions to continue progress towards the objectives over the coming 12 months are proposed. We anticipate that come 2025, the development plan will need to be re-written to consider what we have achieved since 2021 and how the club of 2025 foresees its future.

Mission and vision

PTRC's mission is simply defined as:

Putney Town Rowing Club provides facilities for, and encourages participation in, the sport of rowing.

There is no proposal to change this statement.

The Club's vision describes the direction in which the club is heading. The vision is defined in terms of three pillars:

Putney Town Rowing Club will be recognised by our local community and the rowing community for:

Performance: participation and success at the prestige events for club rowing.

Inclusion: offering opportunities for all members to learn and develop their skills in all disciplines of rowing in a safe, welcoming and friendly environment to maximise individual and collective potential.

Community: having an active social scene that brings all members together and by sharing the benefits of its facilities with the local community.

This development plan reflects on and describes how the Club can achieve this vision.

Acknowledgements

The authors would like to thank those who have contributed to the preparation of the development plan, including members of Committee, members of the club and members of the wider rowing community who generously gave their time to support PTRC.

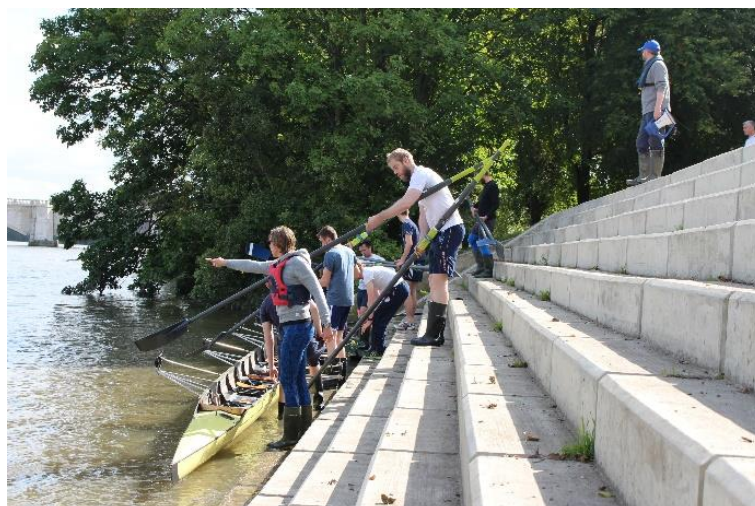
CURRENT STATE OF CLUB

Introduction and history

Putney Town Rowing Club (PTRC) was founded in 1922 in Putney, London. The boathouse was located below the Duke's Head pub on the Putney Embankment, on the tidal "Tideway" section of the River Thames. In 1958, PTRC was the first tradesman Club to reach a Henley Royal Regatta final following the abolition of the amateur vs tradesman distinction.

By 1986, the Club had outgrown its Putney boathouse, and moved to the current location in Mortlake at the other end of the Championship Course, immediately upstream of Chiswick Bridge. In 1992, the boathouse was destroyed by fire and subsequently rebuilt with generous funding from the Littlewoods Football Pools and the FSA, together with member donations.

Almost twenty years later, the completion of the new river access ramp immediately in front of the club coincided with the club's 90th anniversary and provided the club with increased boating capacity as well as much greater visibility.



The new ramp in use as club members support another learn to row crew experience the sport of rowing for the first time

The Club is now larger, more diverse and more active than at any point in its history. This section describes the club now as a record and as a review that contributed to the strengths, weaknesses, opportunities and threats (SWOT) analysis.

Membership

The Club currently has 302 members (December 2020). As a frame of reference, in the development plan of 2010 we reported 218 members. This increased quickly in the early part of the decade and has remained relatively stable since 2015:

Membership category	Number
Coached water members	116
Uncoached water members	90
Cox	8

Coach	6
<i>Sub-total: voting members</i>	220
Land members	29
Friend	37
Total	286

Our membership subscription rates are currently:

Category	Subscription /month
Adult water membership	£35
Concession (U25/student/unwaged)	£12
Land membership	£12
Coaching supplement	£15
Racking for a private single	£15

Of our members, 171 pay full adult fees, while 36 pay a concessionary rate.

For those members in squads, the distribution is as below (December 2020). All these groups are coached (and so pay the coaching supplement), with the exception of the social sculling group:

Squad	Number
Masters Women	23
Masters Men	18
Senior Women	16
Senior Men	21
Development Women	20
Development Men	16
Social Scullers (not coached)	21
Total coached members	114

Finances

PTRC is a well-run Community Amateur Sports Club (CASC), which is run by its members for the benefit of its members. It is non-profit making and any surplus made is re-invested into the club.

Financial Statement

	Year ended 30 April 2020	6 months ended 31 October 2020
Members activities	£158,251	£74,069
Non-members activities	£12,262	£1,420
Total income	£170,513	£75,489
Overheads	£166,331	£66,845
Net Gain/Loss	£4,182	£8,644
Donations from members	£12,698	£17,093

As well as regular member activity, the club works hard to encourage new rowers and to recruit new members into the club.

Non-member activities relate largely to 3rd party use of the club's facilities. This has been severely curtailed during the Covid-19 crisis.

Overheads include insurance, property costs, coaching costs, consumables and costs relating to the running and maintenance of the fleet of boats.

The club has worked hard to provide continued benefit through online training programmes and other support mechanisms throughout the Covid-19 crisis. Whilst not sustainable in the long run, this has encouraged members to continue to pay a significant portion of their membership fees. Whilst core costs remain unchanged, the club has saved where it can and has thus not yet seen a big impact on the bottom line. The club is very aware that this is not a sustainable approach and relies heavily on the goodwill of its members and the creativity and determination of its coaches and committee to maintain membership through the crisis.

The club is fortunate to have benefitted from generous donations during the course of the last two financial years. These funds, along with any surplus achieved are earmarked for specific reinvestments to improve the club's facilities.

Facilities

The Boathouse

The club's boathouse was purpose-built in 1995, following the destruction of the previous building by fire. The new building was constructed on the same site, on the Surrey bank of the River Thames, upstream of Chiswick Bridge. The site and building are leased from Richmond Council on a 35 year lease, from 1st February 2007.

The ground floor features three boat bays, a work bench area and a separate weights gym, constructed in 2018 at the back of the original boat bays where an informal weights area existed previously.

On the first floor, the boathouse boasts a large multi-purpose function room, used for land training and social events, male and female changing rooms (including

toilets and showers), a kitchen, bar and small balcony. On the second floor above the bar is an attic area accessible by stairs from the hall, which is currently used as a supplementary land training area. At the other end of the building, above the changing rooms, is loft space, accessible by ladder only, which contains the immersion heaters for the showers.



A crew of masters rowers warm up for a Tideway race as numerous visiting crews prepare to race in the club hall

The bar and kitchen were fitted out by members on completion of the building. The kitchen is limited in size, but contains a large gas/electric cooker with oven, a large sink, a hand-washing sink, and some limited storage and food preparation spaces. It is used by members to prepare refreshments between training sessions, and also, to prepare food for larger events, despite its modest size.

The changing rooms are unchanged since the original construction, with some elements having survived the old boathouse fire. While just about functional, their appearance is tired and requires frequent maintenance to the plumbing and tiling to maintain functionality. The toilets are within the changing rooms, which means use of the toilets at events includes, by definition, entry into the changing area. A curtain is typically used to screen the area, but does not make for an attractive appearance for non-rowing events.

Boathouse compound

Adjacent to the boathouse is additional, external boat storage, with three further bays for storage of boats, launches and cycle parking. The racking in this location was constructed in September 2009 following the demolition of the adjacent boathouse. More recently, a small shipping container was installed adjacent to the boathouse, closest to the river, for the secure and safe storage of engines.

Outside of the gated compound, is a large free car park. This land is also owned by Richmond Council, and is used by members and visitors to other local community organisations, including the adjacent allotments, Kew Riverside School and Richmond Gymnastics Club. The club's lease for the boathouse provides for free use of the car park for parking of boat trailers and private cars.

This compound area is leased from the Council on a separate, 10 year lease, expiring November 2026. Negotiations have recently been entered into with Richmond Council to consolidate the two leases and secure a longer tenancy to provide greater certainty for the future of the Club.

River access

Access to the river is provided by a flight of concrete steps and ramps. This was constructed in 2012 by the club, and is used under licence from the Port of London Authority. Prior to 2012, the Club made use of historic steps located 100m downstream. Today, the Club continues to pay a nominal licence fee for the old steps due to the historic association between those steps and the occupiers of the boathouse site.

Equipment

The Club has extensive land training equipment, significantly expanded over the past decade. This includes 35 Concept2 Model D ergometers (or ergos) for indoor rowing training (increased from 12, ten years ago), 12 sets of Concept2 sliders, two spin bikes, and Olympic weight lifting equipment.

The hall is also fitted with a modern sound and lighting system that is used for music during land training and for events. The system extends to the bar, allowing music to be played across both rooms.

Fleet

The Club has an extensive fleet, which has been much developed over the past decade. A full list of the current fleet at January 2021 is contained in Appendix 1.

In summary:

Boat class	2010	2020
Eights	8	12
Fours/quads	14 (of which 7 coxed)	25 (of which 9 coxed)
Pairs/doubles	14	23
Single sculls	15	29
	51 boats / 163 rowing seats	89 boats / 271 rowing seats
Others	1 wooden tub 3 plastic sculling boats for teaching	1 wooden tub

The number of fine rowing shells has increased significantly from 51 in 2010 to 89 in 2020, with the number of rowing seats having increased by 66% to 271. Approximately half of the current fleet are new to the club since 2010, with several of those having been purchased brand new. A calculation of average age per seat (using available data) suggests an average age of just over 13 years.

There are 41 privately owned rowing boats racked at the club, the majority of which are single sculls. This has increased from 34 in 2010. The boathouse and compound area racking is now almost full, with limited spare space, and so future purchases are generally reliant on sales to free up space.



The fleet on the road: a huge number of boats of all sizes being loaded back on to the trailer after a weekend of racing

In addition to the rowing fleet, the club has invested significantly in launches and engines to provide coaching to members. Coaching from the towpath is not practical on the Tideway. Reliability has proven a recurring issue, which causes frustration amongst both coaches and members.

A new storage arrangement for engines was initiated in 2016 and new procedures were established to reduce accidental damage and increase security. More recently, the club, with the support of donations, has started to convert to electric engines, with early signs that these are more reliable, sufficiently powerful for most uses, produce no fumes and are much quieter. Further investment will be required to maintain a reliable fleet – whether electric or petrol-powered.

Launches	3 “Polar” tin fishes without engine
	1 RIB without engine
	1 “Seastike” console driven
	1 RIB console driven
Two-stroke engines	2
Four-stroke engines	4 (2 of which are launch-mounted)
Electric engines	2 engines with 4 batteries

Bar

The bar remains the centre of a lively social scene. In 2011, the Committee Room was combined with the bar to create an enlarged bar lounge area. The bar itself, and kitchen remain broadly unchanged since the boathouse was constructed in 1995. The small balcony is accessible from the bar, and offers views over the steps onto the river.

In recent years the licence has been updated to a Premises Licence to allow greater flexibility to host external events. It is typically open to members on Thursday evenings throughout the year, and at other ad hoc times.

The main social events for members remain the Burns Night Quiz (January), the Awards Dinner (July), a Summer BBQ (August) and President’s Cheese and Wine

(December). More recently an Oktoberfest event has been added to the calendar, with great success. Over 100 members will typically attend each of these events, with the Burns Night Quiz and Oktoberfest regularly sell-out events.



A standing ovation greets the winners of club awards at the annual Awards Dinner, held in July of each year in the club hall

The bar is also available for external hire. Over the past few years, the club has hosted an increasing number of funeral receptions, or wakes, taking advantage of our proximity to Mortlake Crematorium and our constructive relationship with the Crematorium Manager. These events are key sources of additional (non-subscription) revenue for the club, taking place at a time least likely to cause inconvenience to members given the day-time nature.

Club organisation and management

PTRC is affiliated to the National Governing Body for rowing in England, British Rowing. Our governance is aligned to the requirements of being an affiliated club.

The club has been registered as a Community Amateur Sports Club (CASC) since 2004 and complies with the requirements of this status. In order to retain the benefits of CASC status, the following requirements must continue to be met:

- Open to the whole community;
- Organised on an amateur basis;
- Main purpose is to provide facilities for and promotion of participation in an eligible sport;
- Meets location (EU) and management criteria;
- Has a constitution as a non-profit making club;

The Constitution is the governing document for the club, and is available on the club website for all to read. Each year, we hold an Annual General Meeting (AGM) in July as prescribed in the Constitution, where reports from the Chairman, Treasurer and Captain are shared with the membership. Election of the General Committee takes place, with all voting members of the club strongly encouraged to participate – both by standing for election and by participating in the meeting and election.

The General Committee, which meets monthly and is made up of 13 annually elected volunteer members, of which four are Officers of the club: the Chairman, Treasurer, Secretary and Membership Secretary. The remaining nine positions are: Captain, Vice-Captain (Men), Vice-Captain (Women), Vice-Captain (Development), Social Secretary, Bar Steward, plus three ordinary members. This has evolved slightly over the past ten years, with the formalisation of the role of Social Secretary (from an ordinary member position) and the creation of a new, thirteenth position: Vice-Captain (Development) with a brief for developing new rowing talent.

The Club President is an honorary position, although with a standing invite to General Committee. The Constitution allows for the nomination and election of Vice-Presidents, but no Vice-Presidents are in post currently, nor have been in the recent past.

Two trustees are responsible for the winding up of the Club and disposal of its assets under the terms of the Constitution and are the signatories to the lease and licences held by the Club. The trustees are appointed for life unless they seek to be relieved of their responsibilities. Their re-appointment is confirmed annually at the AGM.

Formal non-committee roles include Club Water Safety Advisor (CWSA), and Club Welfare Officer (CWO). Although there is no restriction on the CWSA being a member of Committee (and the incumbent is an ordinary member), the CWO is independent of Committee. While all of Committee hold joint responsibility for ensuring the health and safety of members and visitors, the CWSA advises and provides assurance. The CWO has responsibility for ensuring that the Club's safeguarding commitments are implemented.

Sub-committees and working groups are formed from time to time to focus on specific elements to report into General Committee. After a decline in these groups, in recent years the number has grown in an attempt to spread the volunteer effort wider and to benefit from the members' diverse skills. These groups include:

- Rowing sub-committee – a forum for members from each of the “squads” at the club (recreational to competitive) and is a mechanism for agreeing on equitable resource sharing, such as boat allocation.
- Development plan working group – the group formed to produce this document!
- Lease working group – a group of members, including those with property expertise, established to negotiate with Richmond Council.
- 2022 celebrations working group – a group of members, including those with event planning expertise, established to plan the club's centenary celebrations.
- Safety team – a group of members, led by the CWSA and active in each club squad, to promote water safety.
- Steercert working group – a group of experienced members who implement the club's steering certification procedure.
- Kit working group – a group of members with some graphic design expertise and interest in enhancing the club kit offering.

- Social media working group – a group of members with communications expertise, led by a member of Committee, to ensure that the club’s social media content is co-ordinated.
- PTRC history working group – a group of members with historical interest and expertise, who are working together to produce a history of the club.

On the whole the club is run by a team of volunteers, which includes the Committee but extends right across the membership – with members from all parts of the club taking part in the various groups above. The only services for which the Club pays is the routine cleaning via a cleaning contractor and for some coaching. Those coaches that are paid by the club are engaged on a self-employed basis.



Members of the senior women’s squad service the club’s rowing machines as part the annual maintenance day

The vast majority of building, equipment and fleet maintenance is undertaken by volunteers. Much of this is done quietly with some members either as a group or as individuals taking on regular tasks; for example, a group of members volunteer periodically to give the bar area a thorough clean. Annually, the Club organises a “maintenance day” where a mass volunteer effort is co-ordinated to tackle larger tasks, either one-off or annually - for example, service of the ergometers, or construction of new boat racking.

Despite this wealth of volunteering effort and the significant achievements, much of the effort is done proactively, quietly and without desire for acknowledgement and so it can appear that the decision making and action is reserved for a small group. The club needs to ensure that this is not the case, and to continue to encourage all members to participate not just in rowing, but in the wider club community. The Centenary next year is a big opportunity for the club to further expand its volunteer base, and calls for volunteers are expected to begin shortly.

The club has also created a bespoke disciplinary and grievance process to enable the transparent hearing of any grievance issue that may arise. This should provide confidence to members that any issue will be managed fairly and proportionately.

Rowing

Organisation

The club’s activities are organised around three pillars, as described in the vision statement: Performance, Inclusion and Community, and these are reflected in the rowing structure.

The performance pillar focusses on a high standard of rowing and requires a much greater commitment to training. A men's and women's senior squad, as well as some members of the masters squads reflect the performance pillar and represent the club at the prominent rowing events. Some recent successes since the last development plan, which are noteworthy for the performance pillar, are:

- 2019: Head of the River Race - 88th position (Club record)
- 2019: Henley Masters Regatta - MasC 4x win
- 2018: Henley Royal Regatta Wyfold Cup - first heat win since 1971
- 2013: Henley Women's Regatta Club 4+ Finalist
- 2012: Henley Royal Regatta Thames Cup - pre-qualification
- 2011: Women's Eights Head of the River Race - 26th position (Club record)

We have also had two exceptional athletes in the last decade who have represented the sport at national and international level. John Collins learned to row at PTRC as a junior and went on to race in the Men's Double at the 2016 Olympic Games, where his crew finished 5th. He remains a member of the GB squad. Charlotte Taylor learned to row at the club in 2011 and rapidly progressed. She joined the GB squad and went on to race in the Women's Lightweight Double at the 2016 Rio Olympics.

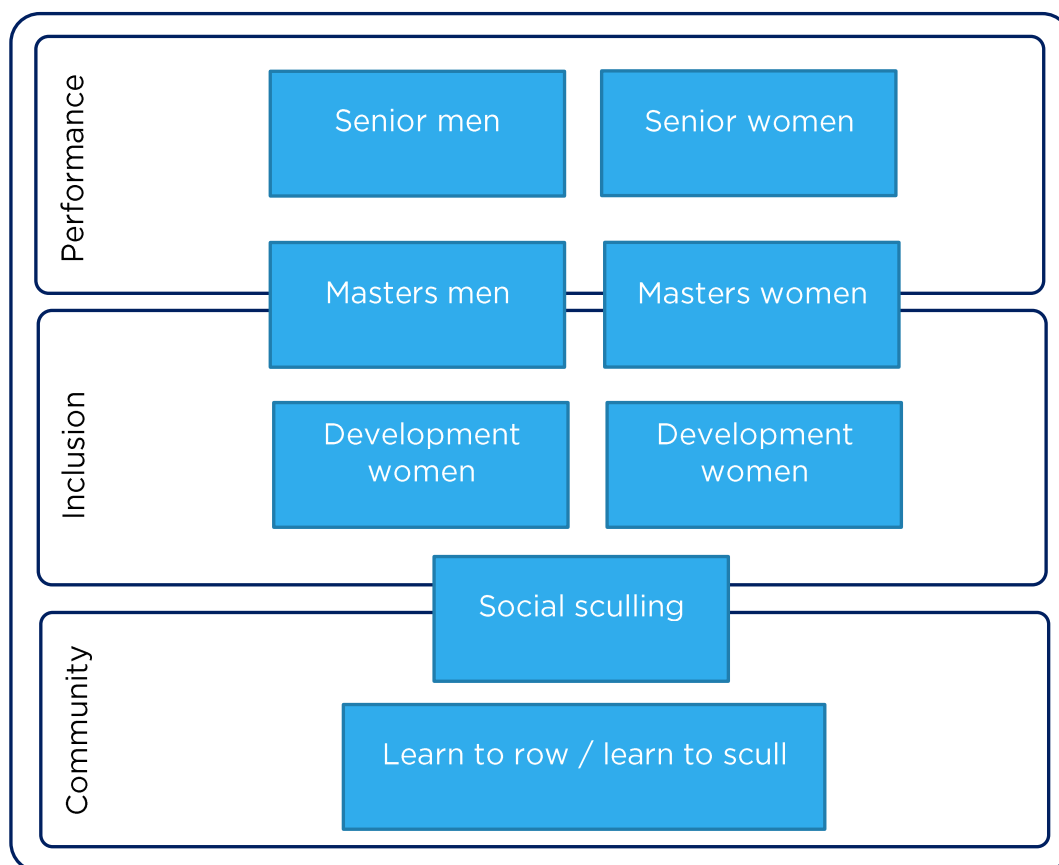


The women's IM2.4+ win at Metropolitan Regatta, held at Dorney Lake, home of the 2012 Olympic Regatta

The performance and inclusion pillars are connected through the rowing structure. The inclusion pillar focusses on participation and encouraging members to enjoy their rowing whilst not requiring an onerous commitment. The two development squads (men and women), and part of the masters squads reflect this pillar.

The social sculling group, which is an uncoached group of male and female scullers connects the inclusion and community pillars, providing an organised and regular more sociable rowing opportunity. The community pillar is also reflected by the club's efforts to engage the local community and bring new people into the sport and the club. Both the learn to row and learn to scull courses contribute to this pillar.

Each squad and group are described in more detail in Appendix 2: Rowing squads and groups



This diagram shows how our various squads and groups are aligned to our club pillars

Coaching

Coaching has been increasingly recognised as integral to competitive success, even at amateur level. Over the past decade, the squad structure at PTRC has developed and the requirement for a more professional coaching arrangement has increased.

At present, the club has six squads which receive formal coaching: masters men, masters women, senior men, senior women, development men and development women.

With the changing attitude to coaching, the club has had to look at how coaching is funded. At PTRC, coaching subscriptions are only paid by club members who choose to be part of a coached squad. All coached squad athletes pay the same monthly coaching subscription and sessions are allocated based on need – to either paid or volunteer coaches. The club engages the services of the coaches and the central pot pays coaching invoices of the 'paid' coaches.

At present, the two senior squads receive up to 20 coached sessions per month; the masters squads 10 and the development squads 8. Most squads have a mixture of paid and volunteer coaches supporting them. This table depicts the set up as of November 2020.

Squad	Coaches paid (P) and volunteer (V)
Masters Men	Matt Bedford (P)
Masters Women	James Holmes-Siedle (V) , Amanda Birkinshaw (V), John Hickling (P)
Senior Men	Tim Male (P), Paul Debois (V)
Senior Women	James Davey (V), Gavin Suen (V)
Development Men	Michael Tchoubouroff (P), James Percival (V), Stephen Rose (V)
Development Women	John Hickling (P), Brian Day (V)
Learn to Row	Brian Day (V), Stephen Rose (V), John Hickling (V), Ele Culley (V)
Learn to Scull	Michael Tchoubouroff (P), John Hickling (P)

Learn to row courses are pivotal to the health of the club. They bring in new members and represent an important part of our community rowing provision. The success of the learn to row programme is major contributory factor to the growth of the club in the past decade and many Committee members, captains, coaches and one Olympic oarswoman are products of the club's learn to row programme. The courses are also an impressive feat of club volunteering, with all organisation, coaching, coxing and supplementary rowers provided by club members. PTRC stresses the importance of building club membership and strengthening the squads, encouraging participation in supporting the courses from all corners of the membership. The income from these courses helps sustain the coaching fund.



Members of the senior men's squad coaching a learn to row course crew as part of a huge club-wide effort to support the programme.

Sculling courses have previously been run internally using paid coaches to help upskill club members. In 2020, these were run and offered externally which has helped introduce new members to the club. The profit from these courses are minimal and the gains are in the numbers of members and skill level increase.

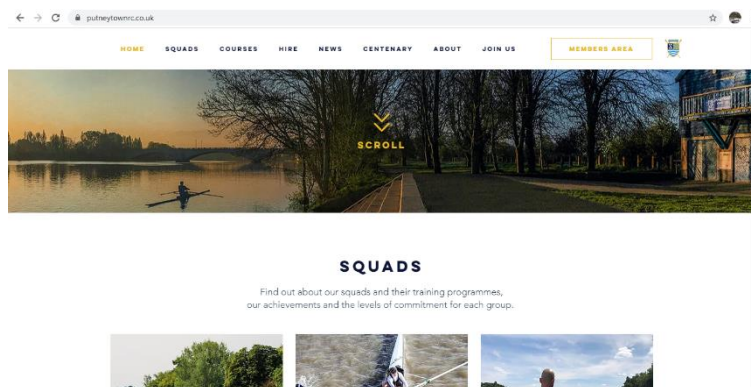
Looking forward the club needs to be mindful and address the following areas; development of internal coaches, maintaining the volunteer element, being aware of the pitfalls of the professionalisation of the sport.

The club has looked at addressing the development of coaches as part of the rowing pathways section. We hope that our volunteer culture will continue to inspire the desire to give back. With increasing demand from British Rowing and insurers for paid coaches to have appropriate qualifications, this is an area of administration to work on in the coming months.

Club communications

The club needs to communicate to its members, prospective members and the local community. Today, it uses a variety of electronic tools to reach these groups.

The club website (www.putneytownrc.co.uk) was refreshed in 2018 and has become much more integrated in the day-to-day running of the club with a new member-only area as well as its original purpose of external advertisement. The website receives approximately 1400 visits per month, of which 84% are new visitors.



The club's website provides information for club members, prospective members and the local community

On the public site, it provides news, club information and advertisement of the club's event hire options as well as advertisement of all our rowing opportunities - whether that be our various squads or our organised courses.

The most recent update greatly increased the functionality and value of the website to our existing members. In the member area, members can buy club kit, buy events tickets, access the club event calendar as well as all useful information on boats, club policies, steer certification and more. All of this content is password protected so that only members can access it.

The club has active channels on the main social media platforms (Instagram, Facebook and Twitter), which allow informal sharing of achievements, advertisements and other campaigns with our membership and the wider community.

Over the past year, communications have become more centrally managed, with one of the General Committee's ordinary members taking the lead in managing and delivering the communications across all the platforms.

Inclusion

PTRC prides itself in being the “friendliest club on the Tideway” and provides a welcoming environment for all rowers, whether they are just starting out in the sport with a learn to row course or are a long-standing member.



Members of the senior and development squads race in mixed crews on the Tideway after a weekend away racing is cancelled

The club has a clear Equality Policy (Section 19 of the Constitution), which states that no member or volunteer should receive less favourable treatment on the grounds of a protected characteristic.

The club doesn't currently collect any data itself on the demographic of our members. However, British Rowing do collect data, and share this with affiliated clubs for their members. The data for PTRC is attached in Appendix 3 for reference.

While the club is generally acknowledged by its members as inclusive, at present it does not take a co-ordinated or proactive approach to ensure that the club continues to provide an inclusive environment to everyone.

Local community

The club has an active objective to be active in the local community. This is reflected in the Community pillar. The recent membership survey identified a significant number of members had joined as a result of living close to the club.

Over recent years, the club has developed a relationship with other local organisations, in a bid to work together for the benefit of all. These include Mortlake Crematorium, Richmond Gymnastics Club, Kew Riverside School, Townmead Allotments Association and Barker Close Residents' Association. Under the leadership of PTRC, communications between these organisations has improved and we have worked together to mitigate the impact our operations have on the local community: in particular, occasional heavy use of the car park, and noise from social events. Through these relationships, for example, we have co-ordinated our events to avoid clashing high use of the car park.

PTRC has also taken a lead in working with the local Police in support of personal safety around the car park and river path, where, unfortunately, members have been victims of crime in the form of vehicle break-ins and aggressive behaviour.

The club's role in the wider rowing community is also important. The club is a strong supporter of all the local races on the Tideway and endeavours to host as many visiting clubs as is practicable; including by hiring additional toilet capacity. PTRC also seeks to provide several launches and drivers to assist race organisers.

The Club also occasionally provides its facilities to British Rowing in the support of training courses, usually in return for discounted places for club members.

Centenary 2022

In 2022, the Putney Town will celebrate its centenary. This offers a once-in-a-generation opportunity to celebrate the long history of the club and to generate momentum to harness the potential of the future. Over the years the Club has lost touch to some extent with former members; the centenary provides an opportunity to reconnect with our alumni, encourage them to celebrate with us, and to be part of our future. To date, a small working group has been planning a number of events to celebrate:

- Club event in January, to celebrate the date of the centenary
- Permission for a row past at Henley Royal Regatta 2022 has been granted; this will be combined with a afternoon tea party on the banks at Henley
- A gala dinner at a prestige location will conclude a year of celebration.

Covid-19

Covid-19 has been one of the most disruptive events in the club's history, although, perhaps in contrast to the move from Putney and the fire in 1992, the whole community has been impacted - and PTRC has fared relatively well. Thanks to a concerted effort by the committee, the coaching team and other volunteers, the club remained very much active throughout each lockdown. Members were invited to participate in any number of online activities, including yoga sessions, circuits classes, and erg tutorials, as well as encouraged to train together using technology to remain connected. A mid-lockdown virtual cocktail party was held to connect members socially, and proved an excellent innovation. This collective effort kept the club's spirit alive through each lockdown, with the efforts enabling members to maintain physical and mental fitness through, for some, some very difficult and unsettling times.

As water activities were allowed to recommence in Summer 2020, the club diligently followed both the spirit and the letter of the UK Government and British Rowing guidance. By way of a gentle resumption of activities, members were able to return to the water, and gradually the squad training programmes were able to resume by September, with membership numbers generally intact and with an unusually high number of new member applications. The annual learn to row course was able to run, albeit at a reduced capacity, enabling the club to continue its strong heritage in bringing new people to the sport. We also took advantage of the warmer Summer weather to host an outdoor bar from the boat bays, enabling members and local residents to safely meet outside for a drink.



Club members and locals alike enjoy a socially distanced drink from the “eights bay bar” in Summer 2020.

At the time of writing, uncertainty persists. We do not know when the club will be able to reopen and what activities will be permitted at what stage. It seems likely that indoor training won't return for some time and in-person social events are a relatively distant prospect. While the club remains in a strong position, this does not mitigate the pressures on our membership, as job and income security is likely to be uncertain for the foreseeable future.

Membership survey responses

A membership survey was conducted in September 2020 to gain the views of the membership on the current state of the club. This was seen as an important step in the preparation of the development plan to ensure that review of the club took into account the membership.

An impressive 119 responses were received, which was well above expectation. The results are presented in full in Appendix 4, and summarised here.

The friendly and welcoming aspect of PTRC was well appreciated and valued. The fleet and equipment were also well regarded. Many of the free text comments were positive and acknowledged the many things that the club does very well - including its response to Covid-19.

A notable result, though not surprising, was the relatively poor perception of the success of the performance pillar; noted across the membership, but even more so from those who consider themselves part of that pillar. This neatly tied in with the relatively poor scoring of those characteristics perhaps most linked to performance; namely a competitive mindset and ability of athletes to reach potential. These characteristics were also considered weaker among the inclusion and community pillars, indicating that these aspects of the club are not only important to the performance pillar.

The aging condition of the changing facilities was clear in the results, and despite it not being considered an important characteristic of the club, it was one identified for improvement, particularly for the inclusion and community pillars. Less apparent, but definitely in the results, was a need for the club to focus on restoring the more sociable side of the club, with calls to dismantle silos and encourage more cross-squad socialising.

Some free text answers also presented a number of areas of dissatisfaction, which while small in number do reveal a few themes, which could be defined broadly as transparency and fairness.

SWOT analysis

A Strengths, Weaknesses, Opportunities and Threats analysis (SWOT) was carried out, based on the state of the club sections above, the responses to the membership survey and conversations with members and others.

Strengths	Weaknesses
Friendly and welcoming Well attended club social calendar Large membership, thanks to sustainable growth over many years Successful learn to row courses Strong finances, debt free Diverse income stream (pre-Covid) Good quality, large fleet High quality indoor training equipment and spaces Separate bar and kitchen spaces Free car/trailer parking Several qualified volunteer coaches Two members competed at Rio 2016 Brilliant volunteer culture	Coaching is typically siloed with high turnover Lack of recent competitive success Poor competitive mindset Low visibility within rowing community Reputation for not being competitive Search engine optimisation is poor Limited inter-squad socialising outside of the club social calendar Temporary absence of social calendar due to Covid Failing to attract new, experienced members, particularly younger rowers Aging membership Shortage of coxes
Opportunities	Threats
Upcoming centenary provides a focus for change Centenary will be a chance to bring old members back into the wider club community Healthy savings established to kick-start future projects External funding opportunities Club and fleet underutilised weekdays Limited interaction with alumni group New focus on inclusion	Covid-19, causing loss of external income, loss of bar revenue, loss of social opportunities, decline in membership (number and income) Loss of members Departure of multiple coaches Loss of boat storage compound (at end of lease) Short boathouse lease restricts external funding and is an obstacle to development Loss of volunteering core Lack of commitment to a single solution

WHAT DO WE WANT TO BE

The report on the current state of the club, combined with the results of the membership survey have been summarised in the SWOT analysis. This input has informed the development of this *what do we want to be* section, within the framework of the club's vision that is defined at the beginning of this document.

This section addresses two main themes; rowing and facilities development. It also considers a number of smaller themes that were identified as needing some improvement.

Rowing

Defining a new culture

The results of the membership survey indicated that there were two areas related to rowing that we needed to address: a perceived lack of competitive mindset and the lack of ability for athletes to reach their potential. There was a clear need to improve the performance pillar, but these two themes were also strong contenders for improvement in the inclusion pillar.



The senior men's squad coxless four boat for their race at Henley Royal Regatta in 2018

To help us gain a perspective on what other clubs were doing, we held a number of interviews with coaches from clubs which we perceived to be accomplishing their aims. We noticed that a common theme was the importance placed on athletes balancing their training with other areas of their life be it work, studies or home, in order to achieve their potential in rowing. There was a strong belief that the rowing element should be fun and a further clarification that 'fun' could include training hard, developing skills, pushing boundaries and not being afraid to fail. An atmosphere where athletes challenged and supported each other in order to achieve their common goals was one that led success in all its forms.

These clubs demonstrated collaboration at every level from coaches, coxes, coordinators to athletes. The greater the communication and exchanges of expertise, ideas, current thinking and problem sharing, the greater the productivity in a more harmonious environment and the more positive their outcomes.

We believe that we can address these two areas by learning from similar clubs that have achieved the successes that we wish to see for our performance pillar.

We also strongly believe that the changes we are proposing will also reap rewards for those training and competing within the inclusion pillar as we seek to unite our competitive squads with a common purpose, regardless of level of competition. We further believe that the elements underpinning this new culture are compatible with PTRC's ethos as a friendly and welcoming club.

Objective 1: Develop a more performance based culture

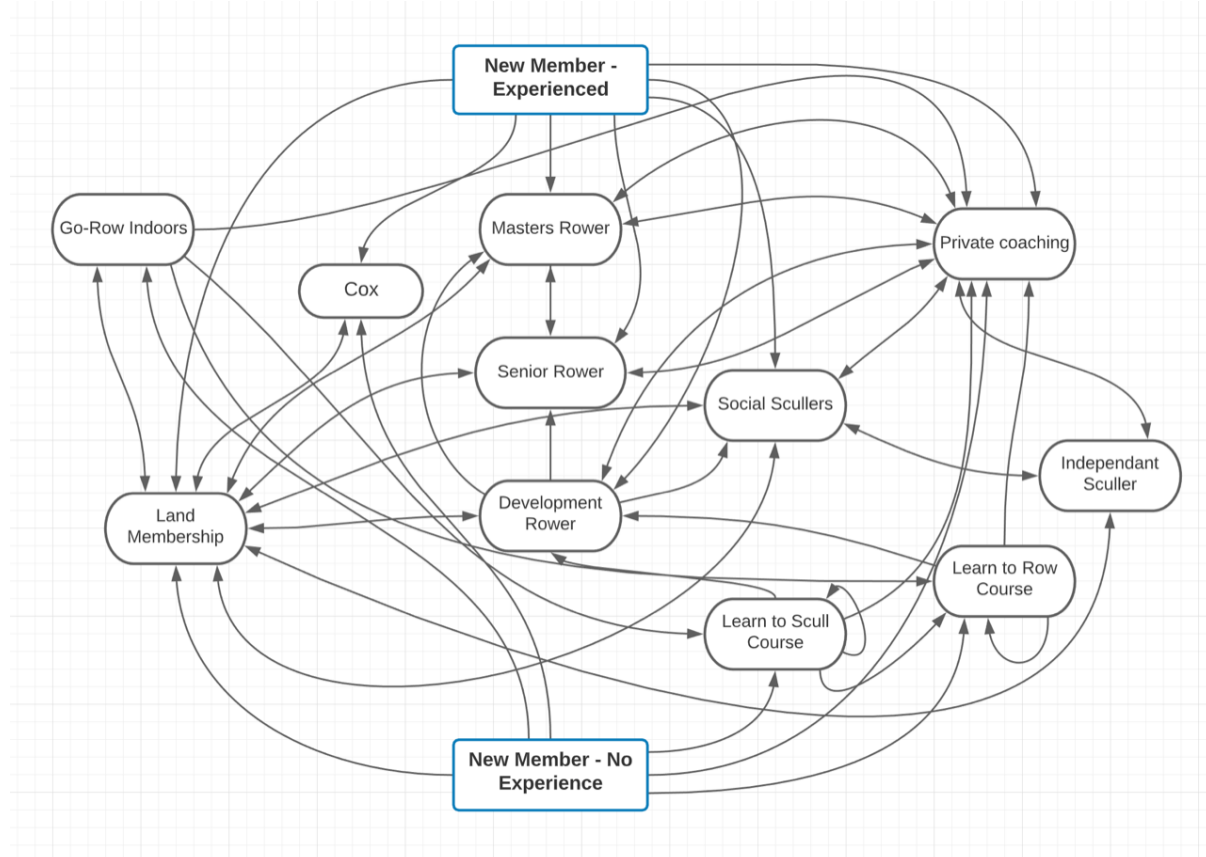
To this end, we shall be committing more time and energy to furthering the collaborative environment and development of our current and future athletes, coaches and coxes by providing evolvment pathways as well as educational and financial support through a cross squad framework in coordination with the Vice-Captains and squad coordinators.

As part of embedding this new culture, we shall seek to implement the following ideas that emerged from our interviews and consultations with members and coaches:

- Club wide and squad specific objectives will be agreed with coaches, captains and squad co-ordinators and well communicated to ensure a common understanding of what is being attempted.
- Training programmes across the squads will be coordinated wherever possible. For example, a rate 18 UT2 erg could be scheduled across all squads.
- A more purposeful practice will be initiated to maximise the useful time of a training session: a common way of warming up, getting out equipment, debriefing, etc will be established and maintained.
- Inter-squad training will be encouraged where it can benefit wider groups. For example, club-wide time trials provide increased competition and also increased sense of fun and common purpose.

A common questions is what do we mean by performance at PTRC. We hope that, by adopting this new culture that encourages a performance based approach, we can routinely expect the types of results that at present we perhaps hope for and only achieve irregularly. Examples of this are those results highlighted on page 14, and more detail is provided in the action plan section.

Rowing pathways



There are lots of different pathway options for members joining the club; as land based athletes, rowers and scullers on the water, as coxes and as coaches. Although we talk about the broad categories our members fall into, we do recognise that many members will move roles/overlap and gain different skills as their lives change. The diagram above demonstrates the options available to our members!

As we develop our new rowing culture, we shall remain ever mindful that these pathways are key to membership of the club lasting a lifetime. The greater the ability of members to adapt their rowing participating to the stage of their life, the more likely members will retain their membership and contribute to our thriving community. Therefore, the new culture must enable these pathways to remain viable options and keep the whole club connected.

Coaches

Our coaches will be vital in us being able to establish this new culture. Our, coaches have been involved in the development of the themes of the new culture, and their continued support and increased collaboration will contribute to us being able to achieve our goals.

Objective 2: Create and nurture a collaborative learning environment

We shall be formulating a structure to develop and up-skill existing coaches through motivational talks similar to the very successful Robin Williams (GB Rowing Coach) Education Day held in early 2020. We plan to offer opportunities to develop interpersonal skills and athlete management techniques to better understand the home/work athlete commitments to ensure a balance with training.

Coaches will have regular meetings with the Captain to discuss learning needs as well as expectations and defining outcomes. Informal get-togethers to engender goodwill, share knowledge and seek consensus will be strongly encouraged. This will help to build trust and mutual respect to facilitate smooth communication amongst the coaches which will flow down to the squads and create a positive and cohesive atmosphere.

In addition to coaches joining the club from outside we need to encourage development of coaching skills from within the existing membership. Advertising the opportunities available and having a positive learning culture is how we start. Our Learn to Row Courses and most of our coached squads benefit from members wanting to improve their coaching skills and volunteering alongside those with experience. The club will give all the necessary support and guidance and will contribute towards the cost of completing formal qualifications such as the Level 2 Rowing Coaching course and RYA Level 2 Powerboat course. We greatly benefit from the voluntary hours that these coaches provide to improve our athletes skills.



A masters women's crew boats for a Tideway race, coxed by their coach and long-time club member

Coxes

As a club, we want to both attract external and develop home-grown coxes to tackle our current shortage of experienced coxes. We shall provide an educational and competitive environment with good membership benefits and use of state-of-the-art coxing equipment as well as an enviable fleet. We shall train coxes on the Tideway and also hope to give experience of lane racing.

Objective 3: Increase the number of experienced active coxes

We would ideally like to put in place a coxing captain who will oversee coxes development and interaction with the squads, enabling race opportunities and welcome expert and experienced coxes from the top end of the field who will come and talk to our athletes and perhaps inspire others to take up this skill. Coxes will be encouraged to feel an intrinsic part of the club and will join the coaches and rowing athletes in generating the competitive mindset we are aiming to build.

Land based athletes

Land members can join the club with no rowing background or intention to develop one although the majority are water members who have stopped rowing due to family/life commitments, yet continue to exercise and support the club as well as attend social events. As mentioned elsewhere, we have a small but well equipped gym space at one end of the boathouse ground floor and many rowing machines plus two spin bikes available to use in the hall and attic space. There is no limitation on when land members can use this equipment during club core opening hours.

Objective 4: Increase land member and daytime use of the facilities

We plan to increase use of the land member base and simultaneously increase daytime use of the club through the provision of 'Go Row Indoor' classes on a pay as you go basis. This is something that our National Governing Body, British Rowing, has committed to as part of increasing exercise participation in the UK population. Two of our club coaches have taken the accreditation required and we will consider how we can start advertising and delivering classes to the local population.

Inclusion

As a result of recent world events raising the profile of inequalities in society, British Rowing has a renewed focus on improving the diversity of the sport. PTRC is committed to supporting this mission and recognises that there is more that it could do to attract a greater diversity of members. There are a number of barriers the club faces to improving inclusion, particularly the physical challenges of the steps into the clubhouse and down to the water, but it is fortunate enough to have members who are passionate about diversity and inclusion who are committed to driving this forward.

Objective 5: Take proactive steps to improve inclusion at PTRC

We will establish a volunteer 'Inclusion Officer' as well as a diversity and inclusion working group. They will be responsible for identifying any barriers to inclusion and actions we can take to improve as a club. An important first step is understanding the demographic makeup of club members and consulting them to understand whether they face any barriers to participation.

We will also seek to increase our community engagement – both with the rowing community and our local community. Initiatives such as “Go Row Indoor” support this aim and contribute to our Community pillar.

Communication

It is the communication with members that has been the real success of 2020. The various lockdowns in the past year have demonstrated the power the club’s communications can have in keeping the community connected. The transition of one of our ordinary Committee members into a Communications Officer role has proved a success. It is recommended that this role is formalised in place of one of the ordinary members to ensure continuity. It should be noted that the communications officer is not the sole responsible person for communication, but rather leads the club’s efforts.

Identity

The consultation exercises have demonstrated that there is not a common understanding of what PTRC stands for – both within our membership and in the wider rowing and local communities. This hampers our recruitment efforts as prospective members do not necessarily understand what PTRC can offer them, which makes them much less likely to make contact. We believe that, as an inclusive club, established with our three pillars of performance, inclusion and community, we can offer something to most rowers and others with interest in the sport.

Objective 6: Be clear of who we are and what we offer

In response to this, we shall make co-ordinated efforts to communicate with our members and the rowing community about what PTRC is. This will start with this development plan, for which we will organise engagement sessions with the membership to describe its aims and answer any questions. We will also update the various communications which describe the club, namely our website and membership packs. We will also ensure that prospective members are given consistent information as part of a welcome to the club.

Our external communication needs to maximise its potential to reach prospective members. In recent years our placing on search engines for common search terms relating to rowing clubs in London has fallen: we used to feature very highly, which potentially drove new members and higher numbers of people interested in our learn to row courses. Over the coming year, we need to address this, to ensure we are featuring high on the first page of search results. We may need to consider targeted, paid advertising and search engine bidding to achieve results.

Next year’s centenary is a great opportunity to reconnect the PTRC family. We have, sadly, lost contact with many former members as we have transitioned to electronic communication. These people are part of the history of the club. In advance of next year’s celebrations we need to make efforts to reach out and reconnect, so these people can be invited to the various events and reconnected for the future. We will need to take advantage of opportunities to advertise ourselves to help with this aim.

Facilities redevelopment

The Club's mission cannot be furthered without a suitable location from which to operate. The current site adequately fulfils the needs of the membership, and with some updating, is adequate for the long-term. A priority, therefore, is to secure its tenure, with security of renewal under the Landlord and Tenant Act (1954) and with an affordable rent on the current site to provide certainty and allow confident investment so that the Club is able to maximise the potential of its facilities.

Objective 7: Secure a long-term, sustainable lease

A small group of members, led by the President, has started this negotiation with Richmond Council.

The fit-out of the building is nearing 30 years old. In order to serve the future needs of the membership and avoid deterioration beyond use, some refurbishment would be expected. The membership survey demonstrated that, while the changing facilities were not the highest priority, they were the aspect of the club considered most in need of improvement. This reflects the reality: for rowing training, they are functionally adequate, but they are not a pleasant environment, and this is particularly relevant during social events and indeed during external hires, where a higher standard of presentation is expected, and can be found elsewhere.

A renovated changing facilities and toilet area, as well as entrance hall/lobby, would immediately improve the appearance of the building. Toilets that are separate from the changing area would be particularly beneficial in making the building attractive for hosting community events.

Objective 8: Refurbish and reconfigure the toilets, changing facilities and entrance area

A small group of members has already started to consider some options for this area, which need to be reviewed as part of an options study:

1. Refurbish, based on the current layout, with no structural alterations
2. Refurbish the first floor arrangement to provide toilets separate from changing rooms
3. Extend the toilet/changing areas to second floor level to provide more space
4. Extend the building into the car park to achieve more space

The age of the fittings is also relevant in the bar and kitchen areas, where the original fit-out was approaching 30 years ago. The condition is better and less detrimental to the function or appearance, but to remain a space that is beneficial to the Club, refurbishment is required. This aligns with an opportunity to address

some constraints on the bar operation. This would achieve a number of benefits to members:

1. Improved socialising space to encourage members to socialise at the Club, and to make connections across squads and rowing groups.
2. Increase the revenue generating potential of the bar through improvement in facilities and enabling use in parallel with rowing use of the Club.



A basic sketch of how a future balcony could provide a much larger outside space at the front of the boathouse

A number of potential improvements have been considered to date that could be achieve these benefits. These, and others, should be considered as part of the next stage of a project

1. Create an enlarged, statement balcony, that provides;
 - a. An enhanced socialising space for members and the community, sufficiently large to host small outdoor events that would provide opportunities for informal socialising, as well as increase the commercial potential of the bar.
 - b. An option for outdoor ergo training during the Summer months (when the temperature in the hall can be high).
2. Reconfigure the bar to maximise the potential of the new balcony, by;
 - a. Moving the store-room to allow a full glass front to the bar onto the balcony, intending to integrate the inside and outside spaces as much as possible.
 - b. Rethinking the position of the bar, kitchen, stores, utilities in light of the new layout and the benefits that the layout offers.
3. Reconfigure the access and circulation to enable improved and inclusive access and to allow the bar to operate while training is taking place in the hall. This can be achieved by;
 - a. A separate access to the bar from the compound area. This may be enabled through the balcony design.
 - b. Lift access to enable accessible entry.
 - c. An accessible toilet, which would support inclusion, but also allow small bar events to operate fully independently of the hall (which currently is the access to the toilets).
 - d. Improved separation and sound-proofing from the hall.

The current bar is constrained not only by its facilities, but also by its operating model. The volunteer-run nature is increasingly stretched as the number of external events increases. This presents a limit on the number of events and so the

revenue that can be raised, but it also inhibits a regular bar service that could be used by members and the local community. Options would include a more regular Thursday night service, a Saturday evening service and potentially a weekend lunchtime service to coincide with the end of rowing training.

A more professional approach that is Club led and volunteer managed, but perhaps implemented through service contracts would expand the potential of the bar to the benefit of members and the local community. While this approach would see a reduced margin to the bar operation, this could be more than mitigated by the increased overall revenue.

The two aspects need to be considered together, and so a single, wide-ranging objective is proposed:

Objective 9: Refurbish and review the management of the bar to achieve;

Greater inter-club socialising

Increase accessibility to create a more inclusive space for members and local community

Increase non-member revenue by improving offer and removing constraints caused by rowing operation

Fundraising

The proposals in this document for rowing do not have any material financial impact. However, the proposals for the development of the building will come at significant cost. Budgeting and raising the required funds for the project will be an integral part of the project.

Objective 10: Expand the fundraising efforts

The club is in a strong financial position, although the longer-term impacts of Covid-19 are yet to be seen. This gives the club a strong foundation to commence the development proposals, but significant funds will need to be raised to achieve the desired outcomes. Work will be required to determine a potential budget, to enable the physical proposals to be aligned to the available funding.

With experience in the membership of fundraising, including from construction of the ramp a decade ago, the club should be well placed to understand what is possible. There are a number of potential routes for raising funds, and these will be explored by a new fundraising sub-committee, amongst others:

- Savings that have already been set aside for capital investment. This has been ongoing for some time.

- Fundraising. A number of suggestions have been put forward, including a “1922 club” lottery-style proposal.
- Loans from members. This was a key source of funding for the ramp, where members lend the club money on much lower terms than a commercial loan.
- Bank loans. These were also used for the ramp construction.
- Grants. There are a number of opportunities that need to be explored. Significant sums were raised from grants for the ramp.

Management and organisation

The survey highlighted some frustration with the manner in which the club is managed – in particular some expressed views that suggested the management of the club is not transparent nor entirely fair. This opinion is perhaps not surprising given a large and diverse club is likely to have a wide range of views in terms of how the club should operate. However, the club should seek to ensure that all who wish to participate and influence to the benefit of the club should have the opportunity to do so.

The club is run on a transparent basis, with members encouraged to attend club meetings, to stand for election, to volunteer on various working groups and to support exercises such as the development plan by completing surveys and providing feedback. Communication from the Committee should continue to highlight and encourage these opportunities and ensure that there is no appearance of a “closed shop” and enable all members to have a sense of ownership of their club and how it is run.

Objective 11: Improve transparency and engagement

With the onset of the centenary celebrations, there are going to be more and more opportunities to get involved with various activities around the events that are currently in the planning. These opportunities should be shared early to enable maximum participation.

The proposals included in this development plan will also create further opportunities for members to get involved and shape the future of the club. Member engagement with the plan will be important: An engagement event with Q&A should be scheduled to provide members with the opportunity to understand the plans and their context, ask questions and, importantly, share ideas.

The surveys that have taken place as part of producing this development plan have allowed opinions and ideas to be expressed: it is recommended that an annual club survey is initiated, perhaps aligned with AGM timing, to provide a regular opportunity for member feedback, as well as to allow the Committee to monitor trends and react more quickly.

Covid-19 impact and response

This plan needs to be considered with respect to the longer-term impacts of the Covid-19 crisis, which, at present, are unknown. At the time of writing, the Club

has been resilient, with strong membership retention aided by a successful Summer 2020 learn to row course and a number of experienced rowers joining as new members.

Objective 12: Be mindful of the impact of Covid-19 in future planning

PTRC prides itself on its friendly and welcoming atmosphere, and through Covid-19 we have continued to offer members structured exercise and social events, even when the club doors have been closed. As the effects of Covid-19 become more deep-rooted, we must continue to consider the welfare of our members, and where possible, connect on a one-to-one basis - through vice-captains, squad co-ordinators and coaches.

While membership subscriptions have remained above expectation to date, non-rowing income has suffered significantly. This has been a significant contributor to fleet development.. The level of fleet investment in recent years has been exceptional, and, if necessary, a year or two of lower investment will not be detrimental to the ability of the club to meet the needs of the membership.

A key risk is the resilience of members' finances. The long-term impact of the crisis on employment and disposable income is unknown and that could lead to pressures on membership numbers as a result of the ability of members to pay subscription costs and the costs associated with participating and racing (which should not be considered insignificant). However, the crisis has demonstrated the importance of sport, activity and, to the Club's members, rowing and Putney Town Rowing Club.

Consultation

A summary of the first draft version of the *What do we want to be?* section was shared with the membership in November 2020, as part of a consultation exercise. This document focussed on the two main areas of rowing and building improvements. It is included in Appendix 5 for reference.

As part of the consultation, members were invited to complete a brief survey to allow their reaction to be recorded, with the aim of validating the proposals. The full results are attached as Appendix 6.

In summary, the results were very positive. Members were asked to what extent they supported the rowing and building proposals. Of the 34 members who responded, the response was overwhelmingly positive: no negative reaction was recorded and in both cases, over 60% of respondents indicated that they were highly supportive.

Following the results of this survey, two detailed consultation sessions were conducted on the rowing proposals; one with the coaching team and the second with the squad captains and co-ordinators. Again, the response was positive, and the outcomes of these meetings contributed to the action plan.

ACTION PLAN

The action plan describes the high level steps, timescales and accountabilities to achieve the objectives described in this document. Not included are those actions, some of which are routine, that already happen to achieve the club's current position because the focus of this document is what is required to implement change. However, those actions are not forgotten, and must not be forgotten in determining resources to achieve the objectives that are set.

The intention is that the action plan is reviewed annually, and new actions set to cover each new 12 month period as progress towards the objectives is achieved. We anticipate that come 2025, the development plan in its entirety will need to be re-written to reflect the club of 2025.

Objective 1: Develop a more performance based culture

Pillar impact

Performance	✓	Inclusion	✓	Community	✓
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Measure of success

- Each squad is able to routinely boat a viable second eight
- Ultimately, within the next three years we are aiming that performances such as the following start to be achieved routinely (as opposed to sporadically):
 - Men's eight placing in top 100 at Head of the River Race (with multiple crews entered)
 - Women's eight placing in top 50 at Women's Eights Head of the River Race (with multiple crews entered)
 - Men's crews qualifying for the heats at Henley Royal Regatta
 - Women's crews progressing to second round and beyond at Henley Women's Regatta
 - Senior crews featuring in finals at multi-lane events
 - Crews progressing from heats at Henley Masters Regatta
 - Crews winning at Championship level at British Rowing Masters Championships

Actions

	Action	Owner	Expected date
1.1	Set objectives for club and squads that are aligned, well communicated and understood	Captain	March 2021, and reviewed each season
1.2	Create and adopt a common, purposeful practice across all club squads	Captain	From March 2021
1.3	Organise inter-squad events	Vice-captains and coaches	From February 2021
1.4	Training plans are designed to overlap to enable squads to train together	Vice-captains and coaches	From February 2021
	See Objective 6.3 re recruitment		

Objective 2: Create and nurture a learning environment

Pillar impact

Performance	✓	Inclusion	✓	Community	✓
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Measure of success

- Improved retention of coaches

- Progression of rowing members into club coaching roles

Actions

	Action	Owner	Expected date
2.1	Hold regular coaches' forum	Captain	From March 2021
2.2	Invite external guest speakers	Captain	From March 2021
2.3	Establish an annual budget for coaching development	Treasurer and captain	April 2021 (for 2021/22)
2.4	Take advantage of the learn to row courses as an opportunity for rowing members to begin their coaching journey	Captain	September 2021

Objective 3: Increase the number of experienced active coxes

Pillar impact

Performance	✓	Inclusion	✓	Community	✓
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Measure of success

- Increase in number of members with cox membership
- Increase in number of regular squad coxes

Actions

	Action	Owner	Expected date
3.1	Create a new role of coxing captain	Captain	July 2021
3.2	Ensure coxes are properly versed on boat manoeuvring, and incorporated into purposeful practice (see action 1.2)	Captain	From April 2021
3.3	Take advantage of links with high profile coxes to support cox development	Coxing captain	July 2021
3.4	Hold regular coxes' forums	Coxing captain	From July 2021

Objective 4: Increase land member and daytime use of the facilities

Pillar impact

Performance		Inclusion	✓	Community	✓
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Measure of success

- Increase in the number of land members
- Commence scheduled day-time rowing activities with the local community

Actions

	Action	Owner	Expected date
4.1	Establish PTRC as a "Go Row Indoor" centre	Captain	July 2021

Objective 5: Take proactive steps to improve inclusion at PTRC

Pillar impact

Performance	✓	Inclusion	✓	Community	✓
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Measure of success

- All squads represented in the working group
- Wider working group established made up of other clubs - target 6 clubs participating by end of 2021

Actions

	Action	Owner	Expected date
5.1	Appoint an "Inclusion Officer" to champion diversity and inclusion at PTRC	Captain	January 2021
5.2	Establish a working group for inclusion and diversity from members across the club	Inclusion Officer	March 2021
5.3	Produce an inclusion plan to improve inclusion at PTRC and in rowing, and start implementing	Inclusion Officer	Produce and review annually

Objective 6: Be clear of who we are and what we offer*Pillar impact*

Performance	✓	Inclusion	✓	Community	✓
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Measure of success

- PTRC members and the wider rowing community can reflect what we believe we are
- New members joining from other rowing clubs, because they understand what PTRC can offer
- Centenary events are well attended from across the membership and PTRC family

Actions

	Action	Owner	Expected date
6.1	Communications stream to follow publishing of development plan. Emphasis on what we are doing well and where changes are being made.	Captain	From February 2021
6.2	Update the website content and welcome pack	Membership Secretary and Inclusion Officer	June 2021
6.3	Apply a consistent recruitment process across all squads – ensuring it is quick to react and welcoming	Captain	From March 2021
6.4	Engage other local clubs with on-water challenges	Captain	March 2021
6.5	Formalise the role of Communications Officer on Committee by way of update to the Constitution	Secretary	July 2021
6.6	Take active steps to expand the club's alumni network ahead of the club's Centenary	Membership Secretary and Communications Officer	Ongoing
6.7	Improve search engine optimisation	Website editor	July 2021
6.8	Seek opportunities to advertise PTRC to the local and wider rowing community	Communications Officer	March 2021
6.9	A communication plan for the Centenary events is created and implemented	President / Communications Officer	Ongoing

Objective 7: Secure a long-term, sustainable lease

Pillar impact

Performance	✓	Inclusion	✓	Community	✓
-------------	---	-----------	---	-----------	---

Measure of success

- New lease completed

Actions

	Action	Owner	Expected date
7.1	Continue engagement with Richmond Council to achieve the desired lease terms	Captain	July 2021

Objective 8: Refurbish and reconfigure the toilets, changing facilities and entrance area

Objective 9: Refurbish and review the management of the bar

The actions for these two objectives are combined

Pillar impact

Performance	✓	Inclusion	✓	Community	✓
-------------	---	-----------	---	-----------	---

Measure of success

- Increased member social activity
- Increased external income from events
- Improved appearance of club facilities
- Increased member pride in the club's facilities
- Greater flexibility in use of facilities, satisfactorily allowing simultaneous indoor training and events

Actions

	Action	Owner	Expected date
8.1	Establish a working group to define options	Chairman	March 2021
8.2	Engage an architect and QS, or similar, to get cost estimates for potential options	Project working group	June 2021
8.3	Review club's financial position, forward budget and funding opportunities to establish a budget figure for refurbishments	Project working group and Treasurer	June 2021
8.4	Commence a fundraising campaign: see objective 10		
8.5	Seek club endorsement of a preferred option, budget, fundraising plan and schedule to progress	Project working group	July 2021
8.6	Commence design and planning activities and fundraising	Project working group	February 2021

Objective 10: Fundraising

Pillar impact

Performance	✓	Inclusion	✓	Community	✓
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Measure of success

- A structured fundraising programme is initiated
- Fundraising achieves progressively better results over time

Actions

	Action	Owner	Expected date
10.1	Establish a fundraising working group	Chairman	March 2021
10.2	Create and communicate a fundraising strategy	Fundraising working group	July 2021
10.3	Implement fundraising strategy	Fundraising working group	From July 2021

Objective 11: Improve transparency and engagement*Pillar impact*

Performance	✓	Inclusion	✓	Community	✓
-------------	---	-----------	---	-----------	---

Measure of success

- No repetition of any negative comments in future surveys or engagement
- Increased responses to calls for volunteering efforts, surveys, etc

Actions

	Action	Owner	Expected date
11.1	Organise a development plan engagement Q&A session	Captain	April 2021
11.2	Implement an annual member survey, with results shared at the AGM	Membership secretary	July 2021 and future years
11.3	Report on development plan progress at AGM	Secretary	July 2021 and future years

Objective 12: Be mindful of the impact of Covid-19 in future planning*Pillar impact*

Performance	✓	Inclusion	✓	Community	✓
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Measure of success

- Negative impact of Covid-19 is minimised and mitigated

Actions

	Action	Owner	Expected date
12.1	Continue programme of engagement with members and coaches through online organised events	Captain	Ongoing
12.2	Continue sympathetic approach to members' finances	Membership secretary	Ongoing
12.3	Be mindful of continued pressures on members' finances even when the club is fully reopen	Membership secretary	Ongoing
12.4	Take a conservative view on future income - both membership subscription and bar revenue - when budget planning	Treasurer and Project team	Ongoing
12.5	Vice-captains/squad co-ordinators /coaches engage their members on a 1:1 basis when the club is closed due to Covid-19 restrictions	Vice-captains and squad co-ordinators	Ongoing

Appendix 1: Fleet list

The fleet list is correct at 31st January 2021.

Name	ID	Class	Crew weight	Manufacturer and year
Filippi Eight 2020	PTR 807	8+	85-100	2020 Filippi
Ron Eggleton II	PTR 801	8+	80	2016 Filippi
Parmigiana Spirit	PTR 803	8+	75	2014 Filippi
Tom Martensson	PTR 805	8+	95	2006 Empacher
Duncan Emery	PTR 812	8+	95	2005 Empacher
Geoff Adams	PTR 809	8+	85	2004 Empacher
Victoria Martensson	PTR 806	8+	75	2004 Empacher
Roy Holloway	PTR 802	8+	75	2007 Filippi
David Kingston	PTR 813	8+	95	2000 Empacher
John Comer	PTR 811	8+	85	1990 Empacher
Tom Evens	PTR 844	8+	75	1996 Janousek
Sine Dei	PTR 810	8+	75	1992 Janousek
John Hickling	PTR 421	4+	90	Empacher
Jennie Dawson	PTR 420	4+	75	2016 Filippi
James Holmes-Siedle	PTR 419	4+	95	1994 Empacher
Jeremy McMullen	PTR 413	4+	75	2017 Janousek
Sofia Nilsson	PTR 415	4+	70	2013 Janousek
Putneys Pride	PTR 401	4+	90	2001 Janousek
Amanda Birkenshaw	PTR 424	4+	75	2005 Eton
John Treadwell II	PTR 427	4+	85	2009 Janousek
Phil Neale	PTR 428	4+	80	2007 Janousek
Filippi Quad	PTR 414	4-	70-85	2020 Filippi
Empacher 4	PTR 402	4-	95	2014 Empacher
Harry T Phelps	PTR 422	4-	90	2018 Empacher
Julie Lewis	PTR 425	4-	75	2018 Filippi
Lawrence Eggleton	PTR 408	4-	95	Empacher
Martyn Silvester	PTR 448	4-	95	?1995 Empacher
James Davey II	PTR 410	4-	85	2002 Empacher
Camilla Lister	PTR 416	4-	70	2013 Predator
Emma Wells	PTR 451	4-	85	1998 Empacher
Sheena Craig	PTR 403	4-	75	2009 IRS Predator

Seamus Keating	PTR 441	4-	70	2007 Janousek
Ben Melham	PTR 412	4-	92	2009 IRS Predator
Anthony Cake II	PTR 426	4-	85	2013 Vortex
Saab	PTR 406	4-	82	1991 Janousek
Fred Pelham II	PTR 418	4-	82	1994 Janousek
Rick Ingram	PTR 417	4-	90	Empacher
Empacher 2- 2020	PTR 205	2-	85-100	2014 Empacher
Empacher 2x 2020	PTR 206	2-	85-100	2013 Empacher
Charlotte Taylor	PTR 252	2-	75	2006 Empacher
Richard Young	PTR 208	2-	75	1998 Empacher
Ian Kershaw	PTR 201	2-	75	2019 Janousek
Kate Kershaw	PTR 202	2-	65	2019 Janousek
Peter Rossi	PTR 228	2-	90	2008 Wintech
Mike Thorne	PTR 227	2-	80	2008 Wintech
Ninian Eadie	PTR 200	2-	95	2003 Janousek
Naked Ambition	PTR 220	2-	90	2002 Janousek
Ghenghis Khan II	PTR 245	2-	90	2004 Janousek
Brian Day	PTR 250	2-	90	2010 Janousek
Lucy Brennan	PTR 251	2-	65	2010 Janousek
Churn	PTR 225	2-	55	2003 Janousek
Cherwell	PTR 226	2-	65	2003 Janousek
2Cheeky	PTR 223	2-	90	2001 Janousek
Folthers	PTR 219	2-	85	1993 Janousek
Cyrill Bishop	PTR 204	2-	82	1992 Janousek
Geoff Adams	PTR 218	2-	82	1992 Janousek
JoJo	PTR 222	2-	80	1992 Janousek
Michael Donovan	PTR 230	2-	80	1986 Janousek
Gordon BW	PTR 221	2-	75	Janousek
Elizabeth Gowens	PTR 229	2-	70	1991 Janousek
Darent	PTR 047	1x	90	Carl Douglas
Thame	PTR 045	1x	75	2017 Janousek
Kennet	PTR 049	1x	75	2015 Janousek
Tyburn	PTR 039	1x	85	2017 Janousek
Wash	PTR 048	1x	65	2015 Janousek
Quequeg	PTR 010	1x	70	Sims Evolution

Emma	PTR 011	1x	90	Janousek
Wraysbury	PTR 044	1x	75	2007 Janousek
Wye	PTR 034	1x	65	2007 Janousek
Windrush	PTR 038	1x	65	2003 Janousek
Wandle	PTR 030	1x	55	2003 Janousek
Wey	PTR 031	1x	55	2003 Janousek
Tony Owen	PTR 043	1x	95	Burgashell
Mole	PTR 026	1x	75	Sims
Usk	PTR 037	1x	90	Swift
An Angry Young Man	PTR 025	1x	70	Raymond Sims
Dorn	PTR 046	1x	90	World in Motion
Evenlode	PTR 040	1x	90	Raymond Sims
Crane	PTR 035	1x	85	Janousek
Store	PTR 041	1x	85	Aylings
John Wood	PTR 066	1x	82	2003 Burgashell
Swere	PTR 032	1x	80	Burgashell
Peter Hilditch	PTR 062	1x	80	2003 Burgashell
Sleipnir	PTR 028	1x	80	1992 Arne Hasle
Mjollnir	PTR 029	1x	80	1986 Arne Hasle
Svadilfari	PTR 033	1x	80	1992 Arne Hasle
Douglas	PTR 042	1x	75	Burgashell
Wharf	PTR 027	1x	70	Burgashell
Noorlands Guld	PTR 017	1x	65	Burgashell

Appendix 2: Rowing squads and groups

Men's rowing

Senior Men

PTRC senior men is a competitive squad consisting of approximately 20 members with ages ranging from recent graduates to early masters. The squad is coached by Tim Male, supported by Paul Debois. The athletes should be experienced sweep and/or sculling rowers on joining the squad, but with the desire to further increase their skills as part of the squad. Generally, the squad looks for people who are seeking to challenge themselves and others as part of a team whilst maintaining an inclusive squad culture.

The squad generally trains independently during the week, either at the club or at a local gym, and as a group over the weekends. The weekdays typically consist of cross training, weights and rowing that can either be performed on water or on a rowing machine.

The current squad focus is increasing the squad numbers and developing some of the newer members of the squad. This year has been very successful in terms of recruitment thanks to the great website and social media presence. The squad needs to focus on cox recruitment, which has been a recent challenge. The squad aims to compete highly at the main head races and regattas over the season, with key target events being Head of the River Race, Wallingford Regatta, Metropolitan Regatta and Henley Royal Regatta.

Masters Men

PTRC Masters Men is a competitive squad currently consisting of a group of approximately 20 athletes with ages ranging from 55 through to over 70. There are equal opportunities to row (sweep oar) and to scull.

The squad is currently coached by Matt Bedford, previous GB lightweight squad member. Athletes need to have water outing availability, demonstrate competence on the water (preferably over 2 years' experience), and complete regular training. The squad is focused on good technique, fitness, endurance, strength and power/speed to enable it to remain competitive for key races.

The athletes have a total of five available sessions a week consisting of a combination of land training sessions on weekdays (weights, Pilates and cardio) and both single and double water sessions at weekends.

The squad competes frequently at a variety of local, Tideway, national and international head and regatta races, including representation at core calendar events such as Veteran's Head of the River, Henley Masters Regatta. In recent years the squad has attended the Head of the Charles Regatta, in Boston, Massachusetts, and the European and World Masters Championships.

The squad recruits new members mainly through word of mouth, the development program and interest through the website. The Putney Town Masters Men Squad is always interested to meet new applicants.

Women's rowing

Senior Women

PTRC senior women is a competitive squad consisting of a group of approximately 15 athletes, from recent-graduates and older. The squad is

currently coached by James Davey (in the interim) and supported by Gavin Suen. Athletes within this squad need to demonstrate previous sweep / sculling experience; willingness to continually develop, both on the water and through land training; and an ambition to row competitively.

The athletes have a total of 8 sessions a week consisting of a combination of land training sessions on weekdays (weights and cardio) and two double water sessions at weekends. The squad competes frequently in a variety of local, Tideway and national head and regatta races, including representation at core calendar events such as Women's Eights Head of the River Race and Henley Women's Regatta. The squad aim to go away on at least one camp per year, alongside training weekends at Dorney Lake.

The squad are currently working towards increasing the squad size through recruitment of new members with the right level of experience and motivation to compete, which has been a challenge. Recruitment is done through social media campaigns, word of mouth and we have recently started connecting with university alumni groups to leverage our connections.

Masters Women

PTRC Masters Women is a competitive squad consisting of a group of approximately 25 female athletes with ages ranging from 27 through to 60 plus. The squad is currently coached by James Holmes-Siedle with assistant coaching provided by John Hickling and Amanda Birkenshaw. Athletes need to have water outing availability, demonstrate competence on the water (preferably over 2 years experience), and complete regular testing to remain a member of the squad. These gates have been introduced and formalised to encourage positive athlete behaviour and ensure that we remain competitive and inline with the squad performance goals.

The squad is focused on fitness, endurance, strength and power/speed to enable it to remain competitive for key races and injury free. The athletes have a total of 6 available sessions a week consisting of a combination of land training sessions on weekdays (weights and cardio) and two single water sessions at weekends. We have looked to digitise the athlete experience, through the use of FitClub, to help reduce manual error, improve timeliness and enable easier squad management.

The squad competes frequently at a variety of local, Tideway, National and International head and regatta races, including representation at core calendar events such as Vets Head and Henley Masters Regatta.

The squad recruits new members mainly through word of mouth, interest through the website and occasionally from social media.

Development and beginner rowing

The women's and men's development squads cater for a range of abilities and commitment. This includes graduates from Learn to Row programme, athletes with previous experience that would like to refresh their skills or those looking to return to the sport. Athletes need to have at minimum completed a learn to row course and demonstrate a willingness to learn and develop to enable them to ultimately move to either the senior, masters or social sculling squad.

Both squads have the opportunity to compete at local and Tideway events, with focus on events that will offer the appropriate level of competition for the athletes. These squads supplement the learn to row intake with new members through website interest, social media and word of mouth.

Development Women

The development women's squad consists of approximately 20 athletes with ages ranging from 20s to 60s. The squad is currently coached by John Hickling with support from Brian Day and other volunteers. This squad is fast growing and the challenge will be to ensure that athletes continue to progress into the other squads as well as ensuring that there is adequate coaching for the range of abilities.

The squad has the opportunity to follow the same training plan as the masters women to enable them to build core fitness and the ability to ease the transition into a more competitive squad. The athletes have a double outing one weekend day per week (currently Sundays).

Development Men

The development men's squad consists of approximately 15 athletes with ages ranging from 20s to over 60s. The squad is currently coached by Michael Tchoubouroff, with support of volunteers.

The squad follows a training plan consisting of cardio and weight training throughout the week to enable them to build core fitness and the ability to ease the transition into a competitive squad. The athletes also have a double outing one weekend day per week (currently Saturdays).

Learn to row

Learn to row courses are run on an annual basis, over a six week duration and have been successfully run for the past 16 years. The course is heavily oversubscribed and one of the main entry routes for new club members. Over 150 people registered their interest in the most recent course in September 2020 for the 24 places available. The number of places had been reduced from a usual 48 to enable compliance with government Covid-19 safe guidance. Typically courses are split between sexes, with 24 (12 in 2020) men and 24 women. The age range in 2020 was between 20 and 50 years.

Learn to row athletes need to be able to confirm they have an ability to swim, can commit to all 12 sessions and have a base level of fitness including the ability to lift the equipment.

Each group trains once a weekend for a double session and once during the week on land (historically using nearby rowing tank facilities). All participants are club members for the duration of the course and have full access to club facilities during this time. On completion of the course, athletes that are deemed to be competent enough to join the development squads are invited to remain club members and encouraged to integrate into the relevant squads.

Learn to Scull

Learn to scull courses have been run during the summer months for a few years. In 2020, this year, due to restrictions the club focused on absolute beginners encouraging others to join the squads who were primarily focused on sculling and small boats due to social distancing restrictions. Each course has a core coach

that is responsible for the organisation and running of the course – alongside the Development Vice-Captain.

The courses are run with a small group of athletes (approx. 6 per course) either over a six week period or three intensive days. The course aims to upskill athletes in sculling technique to achieve their personal goals. Learn to scull athletes need to be able to confirm that they have an ability to swim. All participants are club members for the duration of their course and have full access to club facilities during this time. There were also opportunities for people to progress onto the learn to row programme.

Social sculling

The social sculling group are a sculling squad, sculling for a regular outing on Sunday mornings. The group use coxed and coxless quads and doubles and singles, depending on the numbers for the outing. The group is not a racing squad and are uncoached.

Their aim is to have an enjoyable outing. The group includes anyone over 18 who has sufficient sculling experience. Owing to the uncoached nature of the group, people joining must have (at a minimum) taken a sculling course or come from an institution which coached them. The squad appeals to people who don't have the time to commit to a racing squad or do not want to race. The group helps each other to carry boats, as some of us are no longer able to do this.

Although uncoached, where the squad can, they help each other with technique and introduce drills to improve skills. All members are encouraged to pass the club's steering certification. This helps with organising crews and making sure everyone takes their turn at coxing and taking responsibility for being in charge of a boat.

Currently the squad has 21 members, with several waiting for a trial outing. Due to family, work or travel commitments the regular weekly attendance is about 10 to 12, although this shows signs of increasing. The squad members sign up weekly for the outing so that crews and boats can be organised ahead of time. Members each take turns coordinating the squad for a two month period.

Two factors currently inhibit progress. One is progressing individual members through their theory and practical steercerts. The second is qualifying long standing members who feel ready to bow steer a coxless quad. It would make a massive difference to the group's ability to boat everyone who wants an outing if we had more coxless quad steerers. However this is impossible for the squad to implement alone and external support is required.

Independent sculling

A number of members are very active on the water, in the gym, as volunteers and socially, but are not part of one of the many club-organised groups. Some scull and train completely independently, while others form small, informal groups.

Appendix 3: Membership demographic data

The data below includes people who have indicated to British Rowing that they are a member of Putney Town, regardless of whether their British Rowing or Club membership is current. Therefore it undoubtedly includes former members, and doesn't include any who have never registered with British Rowing (for example, members who do not race). Data for sexual orientation, religion and nationality were too few to be relevant. However, it is likely a useful indicator:

Disability	Total
No disability	397
Learning disability or difficulty	3
Other disability	3

Ethnic Group	Total
Asian or Asian British - Chinese	2
Asian or Asian British - Indian	2
Asian or Asian British - Pakistani	1
Black or Black British - African	2
Black or Black British - Caribbean	1
Mixed - White and Asian	2
Mixed - White and Black African	2
Mixed - White and Black Caribbean	1
Other	9
Prefer not to say	30
White - British	276
White - Irish	11
White - Other	56

Gender	Total
Male	230
Female	212

Appendix 4: Membership survey results



Membership Survey 2020: Results

Putney Town Rowing Club

November 2020

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Introduction

The last wide-ranging membership survey took place in 2010, and was followed by more specific surveys linked to proposals in the Development Plan of 2010, which culminated in the construction of the new ramp, which opened in 2012. When a team of members began working towards a new club development plan, an early step identified was to survey the membership to find out members' thoughts on the state of the club and areas where members thought we should aim to improve.

The survey was designed by the team, and shared with Committee and a select few members for feedback. Committee ratified the survey for issue, and a link was emailed to all members on Wednesday 9th September, 2020. The aim was to achieve a number of responses greater than a quorum of members as defined by the Constitution, which is approximately 65. A stretch target of 100 responses was set and shared with the membership. A reminder email was sent on Wednesday 23rd September and the survey closed on Wednesday 30th September. Committee members were requested to remind their squads/groups/contacts about the survey and encourage high participation.

The results of the survey provided an input to the new Development Plan. This report presents the results of the survey for the record, and to share the results with the membership. It does not seek to interpret the results, nor identify solutions for any particular issues raised: these will be part of the development planning activity.

Who took part?

By the close of the survey, 119 responses had been received, which exceeded the stretch target of 100. One further response was received by email from a distant member, who wanted to share his thoughts but felt the survey was not applicable given he was no longer "active".

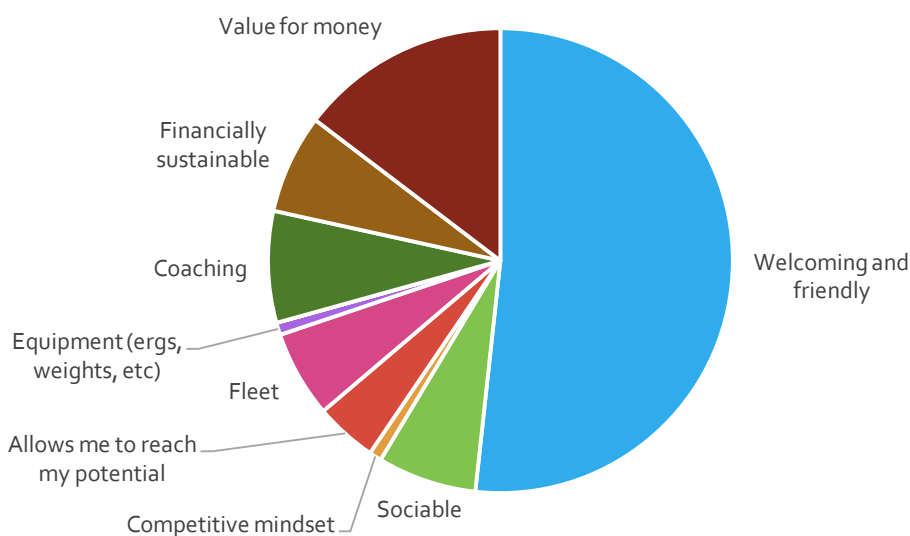
In the survey, members were asked to answer demographic questions to enable results to be analysed by sub-groups of the membership, and also to check that responses came from a broad cross-section. These questions were not mandatory, but the vast majority of members answered. Data from the membership database has been compared to the data from the survey to check that the responses are reasonably evenly distributed across the membership – and that no one group, be it by age, or squad affiliation, are under or over represented. This analysis is shown in the appendix.

The conclusion is that the survey is reasonably representative; some groups are slightly more or less represented, as is inevitable. The under 25s and social sculling group are somewhat under-represented, and the over 65 group is over-represented, but not to the extent that the results are significantly distorted.

The State of the Club

The opening questions asked the respondents to identify and comment on the strengths of the club, generally using ten pre-identified characteristics but also with the opportunity to add custom thoughts and comments. The characteristics were selected with reference to those used in the 2010 survey. The first question was simple:

Which one of the following characteristics do you think is PTRC's strongest?



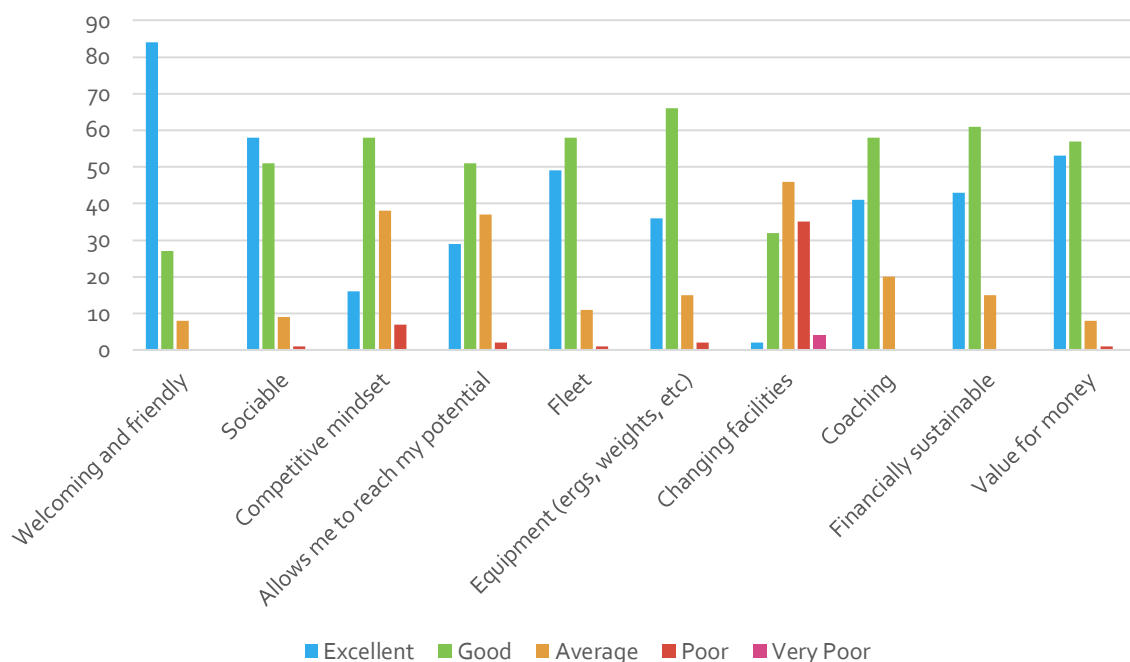
The answer was overwhelmingly “welcoming and friendly,” with over 50% of respondents selecting this answer. “Value for money” was a distant second, with approximately 15% of respondents leaving this answer. Later in the survey, “welcoming and friendly” was also identified as the most important characteristic.

Further questions looked in more detail at the strength of these characteristics, and their relative importance to members.

How would you rate PTRC on the following aspects?

The response to question one is supported by the responses to question two, where in excess of 80 members scored “welcoming and friendly” as “excellent.” “Sociable,” “fleet,” “equipment,” “coaching,” “financially sustainable” and “value for money” all score positively, with the majority of responses either “excellent” or “good.”

Few members rated any characteristic as below average (“poor” or “very poor”), with the exception of the changing facilities. Other characteristics that score less favourably were “competitive mindset” and “allows me to reach my potential.”



The data can also be presented by generating a score for each characteristic on a scale from 1-5. The average score could be calculated for all responses, or sub-sets, taking advantage of the demographic data collected in the survey. The table below shows the average score for each characteristic for a number of respondent groups, using colour to identify higher (green) and lower (red) scores:

	Pillar			Age group					Previous club			
	All	Performance	Inclusion	Community	Under 25	25-35	35-50	50-65	Over 65	No previous club	Yes – sch/uni	Yes – open club
Welcoming & friendly	4.6	4.6	4.7	4.6	4.8	4.7	4.6	4.7	4.8	4.6	4.8	4.6
Sociable	4.4	4.4	4.5	4.3	4.8	4.3	4.5	4.4	4.4	4.5	4.4	4.3
Competitive mindset	3.7	3.4	3.9	3.7	4.8	3.6	3.5	3.9	3.8	3.9	3.7	3.5
Reach my potential	3.9	3.6	4.0	3.9	4.5	3.9	3.8	3.9	4.1	3.9	4.2	3.8
Fleet	4.3	4.5	4.2	4.4	4.8	4.7	4.2	4.2	4.1	4.2	4.7	4.2
Equipment (ergs, etc)	4.1	4.2	4.1	4.2	4.5	4.3	4.2	4.0	4.1	4.2	4.3	4.0
Changing facilities	2.9	2.9	2.8	3.1	3.8	3.0	3.0	2.9	2.8	3.1	3.2	2.6
Coaching	4.2	4.2	4.2	4.2	5.0	4.4	4.2	4.1	3.7	4.3	4.4	4.0
Financially sustainable	4.2	4.4	4.1	4.3	4.5	4.3	4.2	4.1	4.4	4.2	4.7	4.1
Value for money	4.4	4.3	4.4	4.4	4.8	4.4	4.5	4.3	4.2	4.4	4.6	4.3

The low score across the board for changing facilities is evident; the score also further declines with age – and interestingly is scored worse by those members who have previously belonged to another open club.

Only four respondents were under 25 years, and so those results are from a much smaller group: they do, however, in every category, rate the characteristics more highly than their older peers.

In many ways, the scores are fairly consistent across the pillars and age groups for all the characteristics. A few, potentially notable differences are identifiable:

- The fleet scores higher in the younger age categories and in the performance pillar, potentially reflecting the access of those groups to more modern equipment
- Competitive mindset and “allows me to reach my potential” scored lowest in the performance pillar, but not particularly highly in the other pillars
- Coaching was considered less favourably with increasing age

The results were also assessed against members’ previous rowing experiences, divided between those for whom Putney Town was their first rowing club, those whose only previous experience was a school or university club, and those who had been members of another open club. The notable result was that those who had only been members of academic rowing clubs scored Putney Town most highly. This was the smallest group, but included 20 responses. This group scored the club’s fleet, financial sustainability and value for money more highly; perhaps reflecting some key differences between PTRC and student clubs.

Which characteristics of a rowing club would you consider the most important?

A further question asked respondents to identify the characteristics they considered to be the most important to a rowing club. Up to three could be selected. It is possible, therefore, to crudely rank the characteristics in terms of importance. The table below shows the ranking of each characteristic, across various groups. Red colour/lower numbers indicate higher importance:

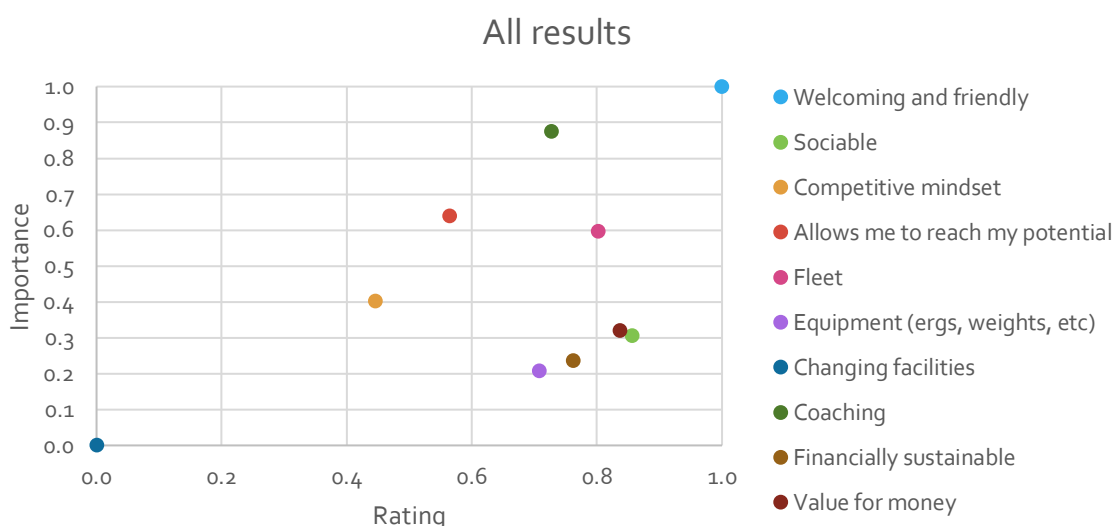
	All	Pillar			Age group				
		Performance	Inclusion	Community	Under 25	25-35	35-50	50-65	Over 65
Welcoming and friendly	1	3	1	1	1	2	1	1	2
Coaching	2	1	2	2	1	1	2	2	5
Allows me to reach my potential	3	2	3	5	3	3	3	3	7
Fleet	4	4	4	3	4	5	4	4	1
Competitive mindset	5	4	5	7	4	4	5	7	5
Value for money	6	10	6	6	8	7	8	5	3
Sociable	7	7	8	4	4	5	7	8	7
Financially sustainable	8	6	7	9	4	9	8	5	4
Equipment (ergs, weights, etc)	9	8	8	8	8	8	6	8	9
Changing facilities	10	9	10	10	8	10	10	10	9

Again, there are strong consistencies across the pillars and age groups. The performance and inclusion pillars are the most aligned; while the community pillar

is slightly different. Across the age groups, the results are broadly similar, although financial sustainability increases in importance with age, with the oldest age group seemingly having somewhat different priorities to the younger age groups. Some notable observations can be drawn:

- “Welcoming and friendly” is of greatest importance to most people.
- “Coaching,” “allows me to reach my potential,” and “fleet” are seen as important almost across the board, although the oldest age group diverges.
- For the performance pillar, “coaching” and “allows me to reach my potential” are considered the most important, just above “welcoming and friendly.”
- The performance pillar sees “value for money” as the least important characteristic.
- The community pillar sees “sociable” as of higher importance than the other pillars.
- The changing rooms, despite scoring nearly unanimously low earlier, was considered the least important characteristic.

It is possible to plot a relative characteristic score against a relative score for its importance. This has been done by creating a linear scale from 0 to 1 for each:



Theoretically, a characteristic that had a high importance score, but low rating (ie in the top left quadrant) would merit most urgent attention. Reassuringly, no characteristic falls to the extremes of this area of the chart. However, this chart identifies some areas that are perhaps more in need for improvement:

- Changing facilities
- Competitive mindset
- Allows me to reach my potential

It was acknowledged in designing the survey that while narrowing answers to predefined characteristics and ratings is helpful for basic analysis, it does not allow members to express their thoughts outside of these areas or in more detail. Therefore, members were also asked some free text questions to allow further thoughts to be collected. These answers are contained in full in the Appendices, and are worth reading.

indicators. Several answers did refer to the lack of a competitive atmosphere, although this is misrepresented in the cloud!

If you were to join a new club, what would you look for?

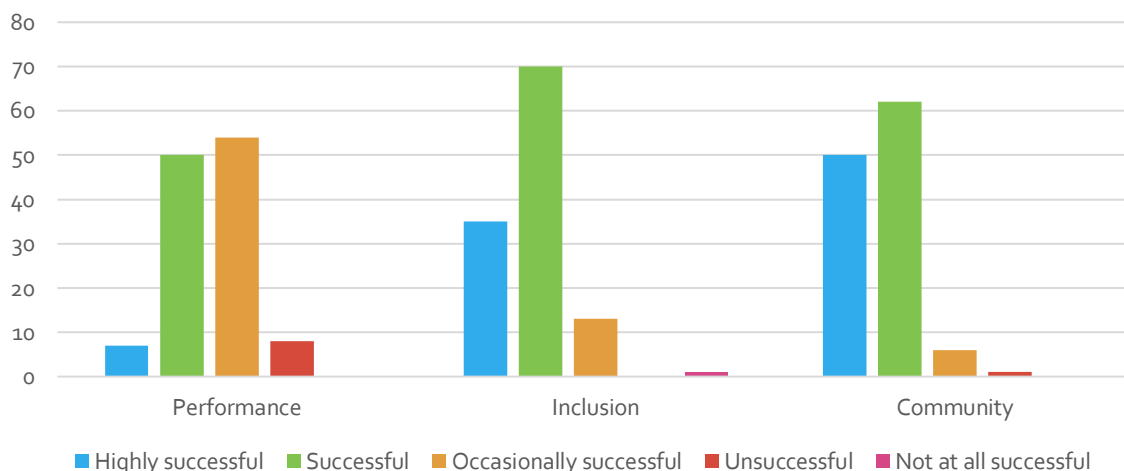


When selecting a hypothetical new club, members would look for a welcoming and friendly environment, but other factors showed strongly, including coaching, facilities, equipment, fleet. Generally, these answers echoed the results of the question about relative importance of characteristics of the Club.

Three pillars: Performance, Inclusion and Community

Respondents were then asked to rate how successful they considered PTRC to be in each of the three defined pillars, on a five-point scale, similar to that used for the characteristics:

Success of the club pillars



The membership as a whole broadly consider the inclusion and community pillars as a success, with the vast majority of responses positive – particularly for the

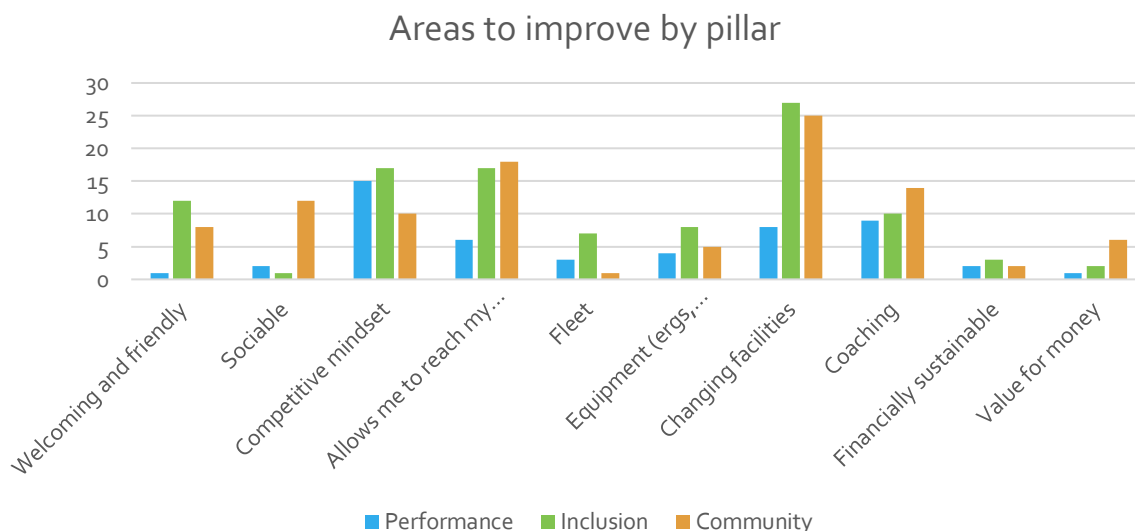
community pillar. The performance pillar is seen as the least successful, although it is not an entirely negative picture.

The results can also be scored as an average score, equating the five point scale to a scale from 1-5. These results are presented below in a table, broken down by the pillar with which the respondents most associate.

	All	Performance	Inclusion	Community
Performance	3.5	3.1	3.4	3.7
Inclusion	4.2	4.1	4.1	4.2
Community	4.4	4.4	4.3	4.4

Improving PTRC

Having selected a pillar to identify with, respondents were asked to identify up to three areas where they thought improvements were most required, in their pillar. The results for all three pillars are shown below, noting the bars represent number of responses and remembering that there were more responses in the inclusion and community pillars:



Some characteristics appear to have call for improvement from across the board:

- competitive mindset
- ability to reach potential
- changing facilities
- coaching

Some improvements are called for welcoming and friendly and sociable characteristics, despite high scores earlier in the survey. These were also considered important characteristics, and so suggests that attention must not just

be focussed on the lowest scoring characteristics, but areas that are already good, should be further improved where the membership consider they are particularly valuable.

Free text fields were available to allow respondents to further illustrate their answers. These are contained in the Appendix.

Summary

Despite not wishing to provide an analysis, there are some clear themes that should be taken forward as key elements of the Development Plan.

The friendly and welcoming aspect of Putney Town is well appreciated and valued, and this should not be taken for granted in the wider plans. The fleet and equipment are also well regarded. In planning for the future, it is important that the positive aspects of the club are celebrated: many of the free text comments were positive and acknowledged the many things that the club does well – including its response to Covid-19.

A key factor is relatively poor perception of the success of the performance pillar; noted across the membership, but even more so from those who consider themselves part of that pillar. This neatly ties in with the relatively poor scoring on those characteristics perhaps most linked to performance; namely a competitive mindset and ability of athletes to reach potential, the latter was also considered of high importance, alongside coaching.

Notably, this response also comes from those associating with the inclusion and community pillars – with those pillars also considering the more rowing related characteristics as important. This should give those preparing the Development Plan the confidence to consider these characteristics across the club, and not only focus on the performance pillar.

The aging condition of the changing facilities was apparent in the results, and despite it not being considered an important characteristic, it was one identified for improvement, particularly for the inclusion and community pillars. Less apparent, but definitely in the results, was a need for the club to focus on restoring the more sociable side of the club, with calls to dismantle silos and encourage more cross-squad socialising.

The comments also present a number of areas of dissatisfaction, which while small in number do reveal a few themes, which could be defined in broad terms of transparency and fairness. These should be considered in more detail for the Development Plan.

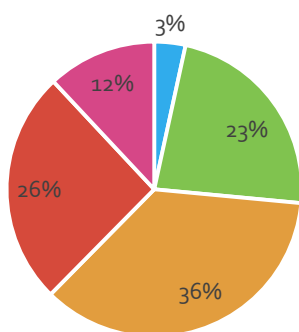
In summary, Putney Town can consider itself in good shape in the eyes of its members. The results of the survey identify the performance pillar, the competitive mindset and the ability of members to reach their potential as areas for improvement, as well as to address the aging condition of the facilities.

Appendix 1: Who took part?

116 responses to the survey were received, of which the vast majority also answered the demographic questions at the end. In the analysis below, the data collected from the survey is compared to the data in the membership database to determine whether the responses were a reasonably representative sample of the membership.

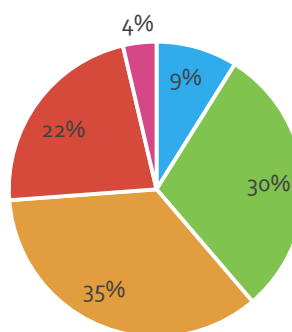
Survey response age

- Under 25 years
- 25-35 years
- 35-50 years
- 50-65 years
- Over 65 years



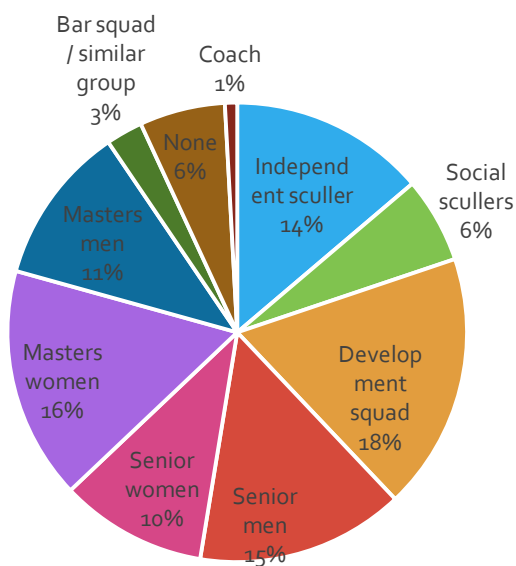
Age from database

- Under 25 years
- 25-35 years
- 35-50 years
- 50-65 years
- Over 65 years

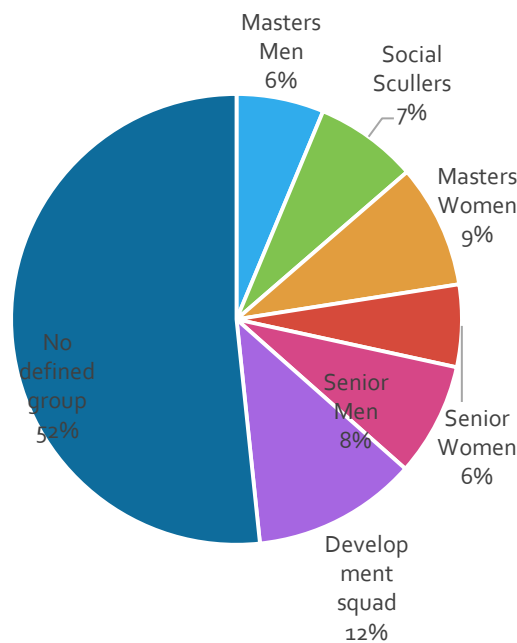


It appears the younger sections of the membership are less represented in the survey results, and the older sections of the membership are more represented in the results. The middle age groups (and the vast majority of the membership) appear appropriately represented.

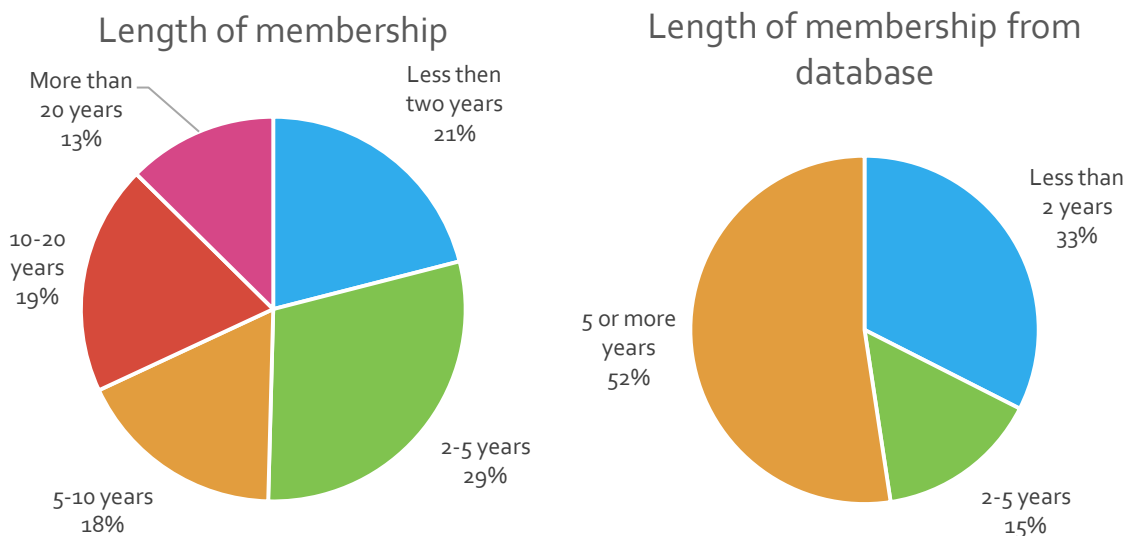
Member identified group



Squads from database

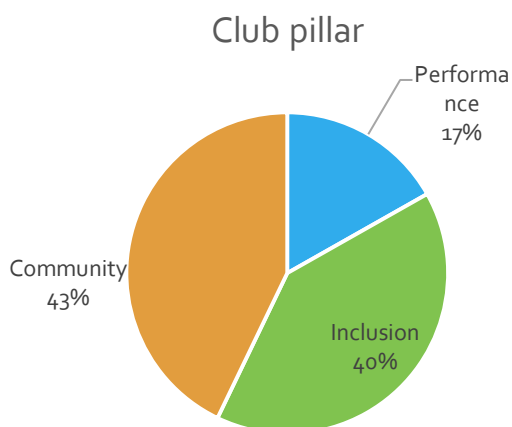


Member groups are difficult to define. The membership database records those in coached squads and who are part of the organised social sculling group. The database shows approximately half of members are in these groups, whereas approximately 75% of survey respondents identified with one of these club organised groups. This suggests, perhaps unsurprisingly, that those more active at the club, were more likely to respond. The split between the different groups appears reasonably representative, although the social sculling group does seem to be less represented in the survey.



The membership database has only recorded the date of the start of membership since 2016. It does appear that those with less than two years’ membership are less represented in the survey, and those with 2-5 are potentially over-represented.

The survey also considered the club’s three pillars: Performance, Inclusion and Community. Respondents were asked which pillar they identified with.



This was a question asking members to indicate with which pillar they identified with, and so there is no comparison data. However, the relative proportions of the three pillars appear reasonable, although the “performance” pillar seems on the light side.

Appendix 2: PTRC Now

Why did you choose to join PTRC?	How would you describe PTRC now?	If you were to join a new rowing club (for example, if you moved to a different city), what would you look for?
Closest club to my house when I wanted to start rowing again	Great club but has lost its social ethos a little, which might also have detracted from the competitive element	Strong club atmosphere, good facilities including a decent stretch of river, decent fleet
Location and looked friendly, not intimidating	Busy, a lot going on	Now access to singles and one that allowed me to go out when I liked
Family member was already there	Developing. strongly	Good rowing water
Good results the year before I joined combined with affordable U25 membership	Friendly and fun with a wide range of abilities	More competitive squad - more focus on top end rowing rather than a bottom up approach
Social sculling with no set crews	Great club!	A club close to home where I can pop in anytime for some time on the river
Learn to row	Blue with a white stripe	High skill level
Sociable atmosphere and economically priced bar	Less sociable than in past years but with strong coaching (senior men)	Friendly and welcoming atmosphere, quality of fleet, coaching calibre
New grad, competitive club but fits around my work schedule which other clubs don't allow	Friendly, competitive but not overbearing	Club that allows me to train at home gym mid week, friendly yet competitive
Learn to Row	Well run club, sociable but lacking commitment to its squad direction	Competitive squad with everybody committed to training
Local to my old uni boathouse- heard good things!!		Affordable, flexible to nursing schedule
Availability of racking	very good	racking
One of the only club that offered learn to row classes for total beginners near by	Lots of lovely people, nice to go to	Nice club, flexible, a bit competitive

Why did you choose to join PTRC?	How would you describe PTRC now?	If you were to join a new rowing club (for example, if you moved to a different city), what would you look for?
Joined through L2R - looking to try a new sport and meet new people, good value course and everyone at open day was welcoming and friendly.	Community club becoming more competitive, friendly and looking to develop.	Structured training with friendly and good coaches. Welcoming and social club. Good facilities - ergs, boats, changing rooms
One of the few to do an adult learn to row (I was 44)	On the up - moving from the 'friendliest' on the tideway to a better structure to deliver OTW success	Similar to PTRC but possibly less members and therefore a more focussed rowing mindset
Good reputation for Learn to Row	Mixed - there doesn't appear to be one "Putney Town" experience, it very much depends on your squad and the cliques you belong to. Some great people and some great coaching and examples of people creating a positive culture. Some inappropriate and in some cases toxic behaviours from a very small number of people in positions of authority within the club that abuse their power. These people are "overlooked" due to time they volunteer, but they have significant impact on many members and undermine the overall positive Putney Town ethos that members and the rest of committee/coaches work so hard to create.	All the good social aspects, large club feel, good fleet and friendly. Less hierarchical. Less unkindness/two faced-ness. Good paid coaches (coaches who are paid are made accountable by default).
I was attracted by LTR course	Mostly, in a good place.	Good coaches

Why did you choose to join PTRC?	How would you describe PTRC now?	If you were to join a new rowing club (for example, if you moved to a different city), what would you look for?
Looked at past results and website (this was in 2011) and chose a club that I thought both matched my level and seemed welcoming.	I think our role in the wider rowing community (mass membership club with a big focus on introducing working-age adults to the sport for the first time) is a crucially important one for the health of the sport, and I don't believe there is any club that does it better than us. The club is also large enough that it can accommodate serious senior squads and in some years get impressive results, but this isn't quite so critical to the essence of the club.	Good facilities, the ability to take out a single on a nice stretch of water, and a community that felt worth contributing to, but this is only because I'm not looking to row competitively any more.
It's near where I live, is friendly and welcoming and encourages rowing for pleasure, not just competitive rowing	As above. It's great that at last we have a captain who actively supports social sculling. But there's still an unpleasant side of the club where members competing get first call on boats. Even though social rowers only use a small number of boats and pay the same subscription as competitive squads they tend to be seen as less important.	Friendly and welcoming, support for social rowing, and a large enough river, lake or even the sea, for long distance rowing. I rowed on the Severn at Bridgnorth once. It was tiny only 1000m and hardly room for two boats.
It offered a good L2R course, I knew a couple of the members, and I felt there would be a place for me in the club even if I did not want to compete	A great club, really well organised and welcoming. I like that so many different levels of ability and commitment are catered to, and we have a fantastic clubhouse!	The only thing I'd change in a theoretical club is its location - as I live so far away I find it difficult to participate on weekday evenings, and it limits how much I can volunteer for club duties
I was looking for a club where I could step up to race more competitively but wasn't intimidating in terms of expectation of being super fit or committed immediately	Family!	Somewhere with a sense of community and the ability to train and race competitively

Why did you choose to join PTRC?	How would you describe PTRC now?	If you were to join a new rowing club (for example, if you moved to a different city), what would you look for?
I had just moved to London as a graduate and wanted to get back into the sport and make friends. It was important to me to find a group of people I enjoyed spending time with, alongside the potential to compete at a high level.	Putney Town is as welcoming as ever- 90% of the people who row at Putney Town are wonderful, welcoming people! The socials are great, if slightly irregular but squad/inter-squad socials are rare which would be nice to bring back! I don't feel as though SW is as competitive as it once was. I think that we have leaned too heavily on becoming "the friendliest club on the tideway" when there can be so much else to PTRC!	A more competitive club with a bigger squad that allowed for more competition without the cliff edge of a small squad. At Putney Town, if you miss the top boat you end up in a boat below your ability.
Always wanted to try rowing		
location	bigger with better kit	options of participation
Good conversation with potential coach	Remains friendly and encouraging. I like the atmosphere.	The same. Maybe easier access to the water!
Most local to my home in Kew	In great shape	Friendly welcome
Had friends already members. Available rack for my single. Car park.	Good facilities and equipment. Friendly atmosphere.	Facilities. Fleet. Friendliness
I wanted to join a competitive squad with a rigorous training programme and learn how to row in crew boats.	A safe place to pursue a passion with likeminded athletes.	Approachability, inclusivity, a sound Fleet, focussed coaching.

Why did you choose to join PTRC?	How would you describe PTRC now?	If you were to join a new rowing club (for example, if you moved to a different city), what would you look for?
vicinity	I think we have a strong momentum, and the way we have managed/are managing covid issues is absolutely great. Somehow we seem to struggle to attract prime competitive talent. My feeling is that the "family location" may be playing a role in this. In that sense the closure of H'smith will probs help and we should seize the moment. All in all, I think the club itself has all the right cards to play. Should big guys come in, then we should invest in some newer comfier 2x/- and maybe 1 extra 1x would not hurt either. Lure talent with a little promise of nice boats. You've got to groom them like we did with Salvatore ;-)	boats and athletic spirit
To learn to row	As a place where I am happy and can grow	Good equipment and able to compete at the right level. Good clubhouse atmosphere
Local to where I lived, friendly when I came down to try, offered lots of options with a flexible training schedule - allowed me to get involved at my own speed.	A broad group of generally happy rowers, but lacking a real competitive focus to break into higher echelons of rowing. Facilities/infrastructure are excellent, although changing rooms look tired they do the job for rowing (if not in pursuit of commercial activities).	Friendly and welcoming, good facilities, a well defined organisational set up in terms of coaching and squads.
Seemed welcoming	Same, a good, friendly club with good coaching, lovely people, a nice place to be.	Similar
Welcoming and non-discriminatory	The same, just a lot bigger than we. I first joined 15+ years ago.	Social aspects
Flexibility and boat rack	Social club	Access

Why did you choose to join PTRC?	How would you describe PTRC now?	If you were to join a new rowing club (for example, if you moved to a different city), what would you look for?
It was the only L2R course that replied in a welcoming way. Many other clubs required a level of rowing experience even for their L2R or just never replied. The open day was welcoming - not at all intimidating for a new person.	Home! It's our second family and has been such a huge part of my life.	A friendly & welcoming environment who would offer more than just rowing. A good sized squad & fleet who want to do well would be a consideration but the club atmosphere would be more important.
Doug Parnham at Women's learn to row course. Plus nowhere else wanted a woman of 47.	It has flourished from a membership of under 30 to 300 plus. When I joined, you turned up and as often as not were sent home because no one picked you. The coxes just said You, you and you. It wasn't friendly. Sort of an Old Boy/Girl feel. Now I have so many friends across the spectrum and we relate in so many ways. It is a haven for a human soul.	hah! Anywhere that would take a 78 year old!
Only club I knew of at the time	Fabulous	Friendly and good coaching
Location	I am inactive and so don't feel well placed to answer.	Location mostly. Then a suitable squad.
The quality of the MW squad	I can only speak about MW but I feel like we are trying to find that balance of being competitive but also supporting people with what they want from rowing and I think that's hard.	Flexibility, organised, good boats and welcoming
Approachable club where an average person can enjoy rowing and its health benefits	Sociable, A bureaucratic and uncertain about way forward. Needs to embrace future as a community rowing club reaching out and building membership.	Location, Decent Water, Attitude that all can be helped to row not just former stars
To learn to scull	?	Flexibility in participation
THEY WERE FRIENDLY	AN OPEN CLUB 0 AND A BROAD CHURCH	i'D LOOK FOR A CLUB THAT WAS OPEN AND WHERE i COULD JUST ENJOY MY SCULLUNG

Why did you choose to join PTRC?	How would you describe PTRC now?	If you were to join a new rowing club (for example, if you moved to a different city), what would you look for?
Reputation and location	Friendly, welcoming, too focused on being competitive	Welcoming, fleet, social, ability to race
Good location, very welcoming	Great community	Facilities, fleet, welcoming, competitive
through a friend	A large vibrant club	A Club with good facilities and equipment, value for money and on a good part of the river.
You bothered to reply to my email and the others didn't except Furnival. Very welcoming and generally a good vibe.	Great fleet and coaching. Very sociable and inclusive. Well organised.	Like PTRC
Bigger squads than my previous club with greater rowing potential and variety.	The variety is possible though not always accessible on friendly terms.	People good at dealing with people
Location	Friendly, organised, but siloed into squads that do not mix much	Friendly rowers to form crews, acceptable fleet, value for money
Proximity, learn to row course	Inclusive; caters for lots differing levels of experience	Squad rowing, coaching, non tidal river
Local. Accepted and trained complete beginners.	Friendly and accommodating.	As an older person I would look for non-competitive rowing.
Location	Friendly, organised, but siloed into squads that do not mix much	Friendly rowers to form crews, acceptable fleet, value for money
Because it sold itself as the friendliest club ok the Tideway (also first club listed when I googled 'rowing clubs in London!')	Sociable, flexible, heading in the competitive direction	A well established squad with a group of like minded individuals, results, social aspect
I live in the neighbourhood		Friendly welcoming environment
Reputation for good coaching & fleet, known as a good club on many levels	Growing in potential, increased respected presence on the river. Fun place to train/compete & hang out with like minded people	Quality of coaching, size of squads, race representation, good equipment, good fee structure, nice bar / social area & calendar

Why did you choose to join PTRC?	How would you describe PTRC now?	If you were to join a new rowing club (for example, if you moved to a different city), what would you look for?
Learn to row course and proximity to home	Friendly , committed ,supportive	Coached squad set up , organisation
It's local and has good facilities	Welcoming and competitive	Good coaching and a rack!
I joined because they were one of very few clubs that offered a Masters Women's squad with coaching at the weekend.	Generally friendly but with pockets of cliqueness and bitchiness.	Friendliness, lack of cliques and an ability to train and race as a Masters Woman.
New experience and challenge	A growing competitive club. There are Unknown and exciting times ahead	Friendly, approachable, set training plan and goals
Learn to row course and proximity to home	Friendly , committed ,supportive	Coached squad set up , organisation
Sociable atmosphere and economically priced bar	Less sociable than in past years but with strong coaching (senior men)	Friendly and welcoming atmosphere, quality of fleet, coaching calibre
It would have me.	Active, ambitious, but welcoming and inclusive	Good equipment, keen rowers to race with, good company
to get back into rowing, it is local to my neighbourhood, it had a masters rowing program	a good club with a lot of equipment which caters to all levels - beginners to the very competitive to social rowers - with a welcoming social atmosphere	a masters program, a social atmosphere, catering to multiple levels
My sisters friend had done the LTR course and recommended it as a friendly club	Still a friendly club, sociable and well run with an excellent fleet. Still room to improve competitive mindset.	Somewhere similar with an open and inclusive attitude that also has a group which caters for those wanting to train hard and aim to race
Welcoming and flexible training programs	Well organized, good coaching, sociable. Some difficult individual dynamics at times though.	Welcoming, flexible
Organised & competitive	As above but needs a boat manager	Too soon to say
nearest club to where I was living at the time	larger, more intergrated, better equipped and managed	Racking space for my 1x and active squad participation

Why did you choose to join PTRC?	How would you describe PTRC now?	If you were to join a new rowing club (for example, if you moved to a different city), what would you look for?
Showed up on google maps, good website, location	Welcoming, organized, amazing volunteers	Friendly, nice facilities, location, competitive and wins some, but don't take themselves too seriously. It is for fun after all!
Other family members, and wanting to competitively row	A sociable, friendly club with great equipment, reasonable facilities and an aging membership.	A sociable, friendly club with great equipment and facilities
One of the only tideway clubs with a dedicated Womens Masters Coach	Managing well despite a very difficult year with Covid-19	Coaching within sculling discipline and training programme geared towards competition.
It used to be an inclusive club	Cliquey, not pragmatic, pseudo democratic	Genuine, kind, mature people, no bullying
Large and active masters squad	Thriving	Enough active master members
Personally to improve my rowing, from a club perspective a change in culture.	As I was hoping, larger more competitive squad, better kit and coaching, nice people not taking life too seriously.	A club similar to Putney Town
LTR course suggested by a friend	An enjoyable part of my week	Good coaching
Coaching at weekends available for Masters Women Squad	More performance related squad	Weekend coaching/friendly atmosphere
Location, culture and availability of learn to row course	Successful, friendly, competitive and inclusive	All of the above!
Good location and welcoming	Close and supportive squads	The group ethos
Found out through a friend and seemed to be friendly with not too much pressure	Different due to covid but like a family where you know you'll always find someone to chat to	Realistic training plan, friendly, equipment that suits my needs
I chose to join PTRC because they taught novices how to row. I have stayed with the club since.	Great social club. But if I continue to want to improve and reach higher goals I will look elsewhere	Henley results or similar

Why did you choose to join PTRC?	How would you describe PTRC now?	If you were to join a new rowing club (for example, if you moved to a different city), what would you look for?
This is my local club, close to the place I live. I've been running near the club for almost a year and finally decided to try rowing. I've been very warmly welcomed and decided to join	Friendly	A friendly and sociable yet rather competitively minded place
I lived locally	Friendly, competitive, forward looking, sound	Similar characteristics
Location	Brilliant	Welcoming
I wanted to continue rowing with friends	Warm & Friendly Club	team spirit & welcoming squad
to meet people	Friendly tideway club, hoping to grow in the performance side of club rowing	Good squad structure
Enjoyed the LTR course	Mostly get it right, occasionally frustrating, and lack of explanation and feedback sometimes.	Friendly and competitive
Partner joined learn to row	Feels as though numbers have reduced and there's less emphasis on social activities	welcoming environment
Local and very welcoming	The same	Location, suitable squad, coaching
I was made to feel welcome and taught how to row	A vibrant and friendly club with many dedicated members who put a lot into the club.	Friendliness, reasonable fleet / equipment, interest in moderate competitiveness, cost
one of the rare ones doing learn to row!	as expected, a great bunch of friendly people to enjoy the river (even despite covid)	could I move with the PTRC? :) similar vibes than the PTRC: friendly, welcoming, healthy, giving everyone a chance to learn
Well run and good equipment and a good non-competitive squad	Very well run and friendly	A good non-competitive squad
Friendly and welcoming	Great club but there is a real need to invest in the clubhouse!!	A similar mindset and friendliness, good fleet, similar size to PTRC, ambitious but level headed

Why did you choose to join PTRC?	How would you describe PTRC now?	If you were to join a new rowing club (for example, if you moved to a different city), what would you look for?
Recommended by friend		Sociable, and welcoming
Location	Not very organised	Excellent organisation
Environment and distance	Great though the Covid-19 situation	environment
Friends, location	The most beautiful place to be!	Nice quiet location, lovely people
Plenty of opportunities to get out on the water with like minded individuals and at an appropriate level .	I am a sleeping member, since the birth of our daughter in 2018.	Ideally sun and calm water! However, in terms of club it would be about the opportunities to row. Since rowing is a technical sport, levels of ability are important. Given the competitive nature of the sport fitness level and competitive aspirations are perhaps equally important. A lively club should find a place for everyone.
Learn to row course available	Good all round club for adults of all ages and abilities	Wide ranging fleet, personally speaking a decent group of masters rowers who would welcome a social sculler only
Good location and welcoming	Close and supportive squads	The group ethos
It was close to my place.	Rowing is a passion for me and PTRC helps me to improve myself	I try to find a club has good fleet, coach and a good training program
Found out through a friend and seemed to be friendly with not too much pressure	Different due to covid but like a family where you know you'll always find someone to chat to	Realistic training plan, friendly, equipment that suits my needs
Recommendation from a friend	Very keen rowers	Great equipment facilities and organised
I knew someone there	A club of like-minded, competitive people who are into fitness and take it seriously. For the most part very welcoming and friendly, more so amongst the older contingent	A friendly club, who were also competitive, but not at the expense of keeping it fun. I think it's important to strike a balance
To learn a new sport and social	Mainly focused on coaching	That it's sociable and friendly

Why did you choose to join PTRC?	How would you describe PTRC now?	If you were to join a new rowing club (for example, if you moved to a different city), what would you look for?
The get fit and to meet friends	Social, friendly and fun	A warm welcome, a strong training structure.
Because my wife joined.	OK	Coaching. Approachability / availability
Recommended by a friend	Large membership, friendly atmosphere, slightly veteran dominated, a bit uncompetitive	Greater emphasis on senior or higher performance rowing
Location	Great club but lacking competitive edge. Other clubs support, promote and recruit their competitive athletes more.	Good facilities/equipment, coaching and competitive rowers to row and train with
Most local to my home in Kew	In great shape	Friendly welcome
To do exercise with other people having got bored exercising on my own.	Ability to provide something for everyone with everyone of equal importance.	Ability to do informal social sculling

Appendix 3: Areas to Improve

Performance pillar

Allows me to reach my potential; Equipment (ergs, weights, etc); Coaching	By equipment, specifically launches and engines reduce valuable coaching time nearly every weekend since I joined the club. Coaching experience seems very variable depending on the coach and the squad, and periods of high turnover of coaches - one Head Coach might help? Squads focusing more on culture, performance/winning mindset and taking a little bit more of an athlete centric approach with say top 10 rowers per squad (Jools did a bit of this) would probably lift performance. PTRC's coaches appreciating flexibility in what days land training programme is conducted on is getting better, as we are not professional paid athletes, so it improves inclusivity as everyone has different life schedules. Very non-ageist attitude at the club too which is great to see.
Changing facilities	New to the club and first impressions all good.
Competitive mindset	PTRC has historically lost better, younger athletes to other clubs in a search for improved competitive levels. PTRC shouldn't look to be competing with Thames RC, but would be more attractive if we stepped up another level of competitiveness.
Competitive mindset; Allows me to reach my potential; Coaching	The coaching structure doesn't always favour the more experienced athletes, tends to focus on bottom up approach which can be frustrating
Competitive mindset; Allows me to reach my potential; Coaching	In my opinion, I think Putney needs an experienced, salaried head coach to lead the two senior performance squads. I believe s/he could be inducted on a probationary basis whereby he had certain levels to reach, and had to attract enough squad members to the club. In order for PTRC to keep growing, we need to have a thriving senior squad which is attractive to younger members, in order to facilitate and sustain our community for years to come. To make us more competitive, perhaps we could do matched outings (not fixtures!!) where you do side by side rowing and tech. This could be so valuable for us, particularly in a year where we have become less and less visible amongst the larger network thanks to a drop in races, and our past successes becoming an (increasingly) distant memory.
Competitive mindset; Allows me to reach my potential; Coaching	I feel more focused coaching on real performance that could attract new athletes who are already operating at or near the right level would be transformational for PTRC. We need to push our best athletes, rather than try and bring the rest closer to that standard, which too often leads to those athletes leaving, or stagnating.
Competitive mindset; Changing facilities; Financially sustainable	I am in the DEV MEN squad. The training days and times not suitable for everyone. There should be more water session maybe in the week days and in the morning

Competitive mindset; Coaching; Value for money	A crowd draws a crowd - if we had a cohesive set of athletes with a competitive mindset, then we would attract similar coaches, and vice versa. [Value for money ceases to be an issue if people really want to join - see Thames]. It is difficult to break the cycle without either a bunch of rowers arriving together or a coach bringing a few with him/her who then stay (and are not mercenaries)
Competitive mindset; Fleet	Overall a wonderful place. It's very hard to be all three pillars in one club, but appreciate the work everyone puts in!
Competitive mindset; Fleet; Coaching	I think you need need help with managing & maintenance of your fleet. No one seems to know how to do this. Without proper boat set up people can get injured. It's fine for the odd bleeding calf or glute but coming in from another club I had glower come off. There's no way a novice would have stayed afloat.
Welcoming and friendly; Competitive mindset; Coaching	I think all the pillars need work but this the one that is doing least well. The racing squads comprise at least 40% of the membership and the ethos of training hard, racing hard and setting out with the aim of doing well is variable. Some squads like MW are thriving whereas the SM have failed to build on the Henley success on several years ago and are decimated again. The development squad are now established and it would be good to see members from these eventually feeding into the other squads as part of our 'home grown' talent pool. I wonder if we can do some things around winning mindset with either some athlete talks and/or some coach mentoring? Success can sometimes be the trigger for more success so I am hopeful that we can place well at any racing that will happen this year. It is hard work to do but I think we should also do internal club TTs again just to build the competition.

Inclusion pillar

Characteristics to improve	Free text response
Competitive mindset; Allows me to reach my potential; Coaching	As squads evolve, some become more welcoming, some less. it would be good if within the squads there was room for those who have the time and personal situation to support heavy training, while still allowing others who may have less time the opportunity to participate albeit perhaps competing at a less competitive level. Those who have less time or inclination one year, may change the next or may have their work/life situation change the next allowing them to move up in competitiveness. In general, i think the club is friendly and welcoming.
Competitive mindset	convey this more centrally to attract the best rowing talent vs other clubs
Competitive mindset; Allows me to reach my potential; Equipment (ergs, weights, etc)	Covid aside, the shortages are; reliable coaching launches, coordination of coaching plans (across squad/club), conditioning training equipment (a move to calisthenics based training could be cone in the yard). The competitive mindset has been growing, but is a bit 'dilute' at the moment, and squads/coaches do not play of each other's ambitions, because

	they are not broadcast. More club based talks, talks by coaches, talks by outsiders and discussions of how we want to get where we are going. Robin Williams said you should be able to tell what a club was when you walked in the door - what are we?
Allows me to reach my potential	I don't think the responses match the question. You're doing a great job at inclusion.
Welcoming and friendly; Coaching	I think there could be better squad integration ; although that's now quite difficult
Competitive mindset; Allows me to reach my potential; Coaching	I think we're very good at L2R, but need to continue to push the top so we don't continue to lose decent athletes to other local clubs.
Competitive mindset; Changing facilities	If the changing facilities were nicer id go there to train more. The womens changing room is a disgrace.
Welcoming and friendly	Inclusion is about balance between the squads and that each is supported appropriately - no squad is favour to the detriment of the others.
Coaching	Inclusion to me at Putney is demonstrated by the willingness to teach novices how to row which is dependent on volunteer coaches, hence my choice above
Welcoming and friendly; Allows me to reach my potential; Financially sustainable	IT NICE TO BE COMPETITIVE BUT IT IS BETTER TO BE AN OPEN CLUB WHERE PEOPLE CAN BE AS COMPETITIVE AS THEY WANT TO BE
Welcoming and friendly; Competitive mindset; Changing facilities	I've ticked three here, but I find the club already very inclusive, and as such I'm not sure these cartaginesi correspond directly to an improvement in the area of inclusion. I would, however, say that we are not perhaps as 'welcoming and friendly' as we say we are particularly between younger and older rowers, and that competitive mindset is not always manifestly present in every member of the squad in which i row.
Allows me to reach my potential; Fleet; Coaching	N/A
Welcoming and friendly; Sociable; Coaching	Quality and attitude of coaches, and amount of coaching, is very important.
Welcoming and friendly; Equipment (ergs, weights, etc); Changing facilities	There are some old politics that long-time club members need to shelve for the benefit of new members
Fleet; Changing facilities	Was hard to have to choose something - in general the club does a great job on this front
Competitive mindset	We seem to be overly competitive this year. Given the covid circumstances, I don't really want to be performance tier and I don't think many do. It's hard to motivate when there are no races. Also our coach talks about being competitive.. yet would rather compete themself than let the squad have a try. We should be optimising to enjoy rowing this year!

Community pillar

Characteristics to improve	Free text response
Equipment (ergs, weights, etc)	A triple scull if it exists would be useful
Sociable; Coaching	Also improve its organisation to provide individual choice of activity for those who have got past the introduction to the club and now have some ideas as to what they want to do.
Competitive mindset	As somebody who is not particularly interested in competing I have worried that there may not be a place for me in the squad once competitions start up again.
Allows me to reach my potential; Changing facilities; Value for money	Could do with smartening up changing areas
Welcoming and friendly; Sociable; Changing facilities	Facilities need to be more accessible. Eg shower refurb and better set out of changing facilities.
Welcoming and friendly; Sociable; Changing facilities	Facilities need to be more accessible. Eg shower refurb and better set out of changing facilities.
Allows me to reach my potential	I can't think of much. I am one of only three people from my cohort of L2R women who is still a member of the club and I think some outgoing women didn't get my experience of an approach to coaching that could be tailored to them if they want it. I feel like I can approach my coach and that they recognise my aspirations and encourage me - this has helped me to stay on and engaged and I feel very lucky.
Welcoming and friendly; Equipment (ergs, weights, etc); Changing facilities	I feel that individuals have furthered their own needs abusing their position of power, and to try and reverse this even if they wanted to is not easy once trust is lost
Allows me to reach my potential; Coaching	I think there could be more of a drive to promote social sculling for reasonable to highly competent Members . If you fall outside of The squads (including social) it would be good to have a recognised pathway to hook up scullers or rowers to form crews for pleasure outings but of a good standard. Maybe having coaching available but to non competitive oars people included in this framework.
Welcoming and friendly; Changing facilities; Financially sustainable	I think these are the most important areas from a community stand-point but I think this is an aspect we do well.
Sociable	Improve number of social events - encourage all squads to do circuits and then stick around for food afterwards
Competitive mindset	It's a shame to see so many athletes work hard then leave to join another Tideway Club where they feel they have more chance of doing well. I don't know how PTRC can overcome this - we have good coaches, a great fleet & good equipment just don't attract the top level athletes.
Sociable	More cross squad social events would be helpful

Characteristics to improve	Free text response
Equipment (ergs, weights, etc); Changing facilities	Not a huge amount to add here - I think we are one of the best clubs in the country in this regard. Possibly the general feel of the changing rooms / gym / entrance areas could be a bit nicer; not to swish private gym levels but slightly refreshed, to give better early impressions
Welcoming and friendly	not sure any specific improvement is needed so i ticked as no choice to not ticked
Sociable; Allows me to reach my potential; Financially sustainable	PTRC should be proud to be a club making rowing accessible to many and not be intimidated by elite clubs around it. Real need for more community clubs
Sociable	Really good at getting people for L2R - open days are great. Retention to development squad and pathways forwards may benefit from review although I know this has been done and it's not the easiest to fit everyone in. More socials - Covid makes it hard but thought club night was nice although not often well attended. Would be nice to build on community feel - maybe events at weekend after squad sessions eg maintenance of club task and tea/coffee/toast hour when lots of people are already down. Not sure how well we interact with the local community?
Sociable; Coaching; Value for money	Social events that are extended to the locals
Competitive mindset; Allows me to reach my potential; Coaching	We have talent but are not turning out elite athletes because they get lumped in with all the weekend warrior types

Appendix 4: Further comments

Comment
at the catch :)
Build it and they will come - the lack of a gym was kind of not noticed before - now it is 'well(ish) used, and that is bound to make a difference to performance.
Club has been lucky to have had Geoff Adams as an inclusive leader/figure, supported by excellent committee members
Club needs to decide who it wants to be and is evolving into and go with it. Also needs to resist temptation to create rules which constrain and trust that its members can make good decisions without being dictated to. Avoid at all costs admin for sake of completeness. EG Logging boats out on an app when the paper system works much more practically Recently could not decide to close doors at night as app said 3 boats still out yet paper system more effective and simpler.
Don't forget land members - we have no voice at the club but contribute financially and as volunteers
Expansion of the gym and shower facilities could be considered given the club is operating near full capacity
Great club so far. Great coaches but you need more racks for singles & more care of your fleet. I'm concerned at to who knows how to set a boat up ie a new 8+, 4- or 2- to match and suit the crew. Without this we will will not win.
Guests also find the changing rooms dreadful. They let the side down massively. Cant move in there for bags everywhere, far too small for all the female club members, no bench space with bags piled high on top of each other (so kit gets lost/muddled), showers dirty & usually luke warm at best, floor is filthy, loos stink. PLEASE do something about them. Why are we building a balcony extension when we have horrible changing rooms?
I hope PTRC remains different from the other clubs along the Putney embankment.
I know there will always be some tension in between squads but I think the behavior of some Masters Women toward some of our members have caused them to rethink being at PTRC.
I think PTRC has an amazing group of varied people - all with skills and abilities that contribute to the culture of the club. We are quite lucky. We have also been able to remain a friendly club within the club and to external clubs. I appreciate that there are dedicated wonderful club members who dedicate so much time and effort to the success of the club - and I congratulate them and appreciate them and hope that I and others can continue to contribute more in the future to offload some of the work of the core group.
I think pure Performance as a goal can skew a club in terms of inclusion. We should aim to reach the best of our ability.
I thoroughly enjoy the club and appreciate the excellent effort of all the coaches and volunteers
I would say what draws people in and what puts them off are important. The first impressions are the other members and the facilities, including bar and changing rooms and whether it is value for money. What keeps them is if the club is able to meet their expectations, which are different depending on the individual. There is a dilemma because competitive people may aspire to be part of the performance squad but limitations including ability, physical fitness, time and commitment may say otherwise.

I've been looking to row recreationally without competing but with people who have experience of rowing and that does seem to be missing at PTRC (May not be something we want to create). If I find that elsewhere I would probably leave the club.
If we ever get back to using the changing rooms it would be great to improve and extend them - they are too small for the size of the membership
It is important to listen, fully understand a situation, before allowing ego to prevail
IT'S GREAT TO HAVE A RANGE OF MEMBERS, FROM THE SUPER COMPETITIVE TO THE SUPER IAX, AND IT IS IMPORTANT THAT ALL GROUPS APPRECIATE EACH OTHER AND DONT TRY AND DOMINATE THE OTHER GROUPS
Keep up the good work. Roll on 2022!
Let's make sure we don't just focus on building things we can touch.
Making every member feel valued and welcome, as a club we are only as strong as our members.
Masters Women squad is now a large and v competitive squad with mainly younger members. The coaching and co-ordinators do an excellent job. As an older member, I just hope I can keep up! Thank you
Not really. I think the management over the last 15 years has been very good
Not very happy with the set answers to this survey. Often I've not been able to express myself but have been forced into a box. Question 1 is particularly bad.
Nothing at this stage!
PTRC is a fantastic club, I'm looking forward to the social calendar starting up again (one day!)
PTRC is a great club. I really appreciate the effort people put in to make it like that. I just wish people would sign back in after signing out!!! It's amazing the number of boats out overnight!
Putney Town is a wonderful place to row and a great way to make friends. However, the club would benefit from becoming more well known and highly regarded on the tideway and broader rowing circuit. I feel committee can be quite clique-y and fractured at times, resulting in the club not having a long term view of what we need to achieve, as if committee members are at odds with each other, rather than colleagues. The fleet PTRC boasts is fantastic. The weights room is spot on. I do think we need to transition into a new era where we have higher-profile, salaried coaches who can bring more people in and call upon their existing network to enhance the senior side of things. Great survey!
Reduce the price of beer!
Stay as amazing as we are
Thanks for all your work during lockdown!
Thanks to the Committee for all their efforts in running and supporting the club, it is very much appreciated!
The club is very reliant on Geoff Adams for repair of boats. I think it would be helpful to have additional building/room for repairs - a lockable workshop. This could be used by volunteers but might be helpful if a boatman was every employed if Geoff was not available.
What I'd look for in a club has changed as my life has changed, if I were back in the same position as when I had initially looked for a club I think I would still choose PTRC
When I was active, the area I felt weakest was changing room and gym kit. I've left the area and maintained land membership only.
While retaining the welcoming and friendly atmosphere of the club, which seems to me to be its most distinctive and valuable characteristic, it would be great to see overall sharpening of competitive ambitions in the squads who are training hard & to have the

equipment, coaching club facilities to help with this. Doubtless this is already the ambition and easier said than delivered. At the same time, it seems important to me to allow space for those who - in a responsible way - just want to get some exercise and participate in social sculling / rowing.

with the new rise of covid cases specifically in London, is there any new measures taken at the PTRC for keep everyone safe and healthy?

Wonderful club, great leadership, responsible, intelligent, selfless, caring people. I wouldn't row anywhere else.

Appendix 5: Consultation summary



Development Plan 2020 Consultation

Putney Town Rowing Club

November 2020

Introduction

This document is a short summary of the draft Development Plan that is currently being prepared. This follows a thorough analysis of the current state of the club, a process which included a membership survey to which over 100 members responded. The results of this review is presented as a SWOT (strengths, weaknesses, opportunities and threats) analysis.

The Development Plan proposals focus on two key areas: rowing pathways and facilities. An outline of the proposals is included in this document, and members' opinions are being sought through this consultation. A second survey has been circulated, and members are urged to respond.

SWOT Analysis

The table below summarises the review of the current state of the club:

Strengths	Weaknesses
<ul style="list-style-type: none"> • Friendly and welcoming • Well attended club social calendar • Large membership, thanks to sustainable growth over many years • Successful learn to row courses • Strong finances, debt free • Diverse income stream (pre-Covid) • Good quality, large fleet • High quality indoor training equipment and spaces • Separate bar and kitchen spaces • Free car/trailer parking • Several qualified volunteer coaches • Two members competed at Rio 2016 • Brilliant volunteer culture 	<ul style="list-style-type: none"> • Coaching is typically siloed with high turnover • Lack of recent competitive success • Poor competitive mindset • Low visibility within rowing community • Reputation for not being competitive • Search engine optimisation is poor • Limited inter-squad socialising outside of the club social calendar • Temporary absence of social calendar due to Covid • Failing to attract new, experienced members, particularly younger rowers • Aging membership • Shortage of coxes
Opportunities	Threats
<ul style="list-style-type: none"> • Upcoming Centenary in 2022 provides a focus for change • Centenary will be a chance to bring old members back into the wider club community • Healthy savings established to kick-start future projects • External funding opportunities • Club and fleet underutilised weekdays • Limited interaction with alumni group • New focus on inclusion 	<ul style="list-style-type: none"> • Covid-19, through loss of external income, loss of bar revenue, loss of social opportunities, decline of membership • Loss of members • Departure of multiple coaches • Loss of boat storage compound (at end of lease) • Short boathouse lease restricts external funding and is an obstacle to development • Loss of volunteering core • Lack of commitment to a single solution

What do we want to be?

Rowing pathways

Every athlete should have the right to be in the best boat they can be in. Putney Town Rowing Club thrives on the diverse range and abilities of its members across all disciplines. Through encouragement and support of individual and group ambitions, we shall create a growth-minded environment that is safe, welcoming and friendly and attracts new members and talent.

The results of the survey indicated that there were two areas relating to rowing that we needed to address: a perceived lack of competitive mindset and the lack of ability for athletes to reach their potential.

To help us gain a perspective on what other clubs were doing, we held a number of interviews with coaches from clubs which we perceived to be accomplishing their aims. We noticed that a common theme was the importance placed on athletes balancing their training with other areas of their life be it work, studies or home, in order to achieve their potential in rowing. There was a strong belief that the rowing element should be fun and a further clarification that ‘fun’ could include training hard, developing skills, pushing boundaries and not being afraid to fail. An atmosphere where athletes challenged and supported each other in order to achieve their common goals was one that led success in all its forms.

These clubs demonstrated collaboration at every level from coaches, coxes, coordinators to athletes. The greater the communication and exchanges of expertise, ideas, current thinking and problem sharing, the greater the productivity in a more harmonious environment and the more positive their outcomes.

To this end, we shall be committing more time and energy to furthering the collaborative environment and development of our current and future coaches and coxes by providing evolvment pathways as well as educational and financial support through a cross-squad framework in coordination with the Vice-Captains and squad coordinators.

You have told us we are an inclusive and friendly community of rowers and we shall continue to be active and succeed at all levels of participation and competition including qualification and progression at HRR and HWR and continued success at HMR with a club-wide presence at local regattas, Head Races and other national events offering racing opportunities across the squads.

This strong representation requires a broad base from which to grow our squads. We shall continue to introduce new people to the sport and our community via Learn to Row/Scull Courses and Indoor Rowing initiatives. We aim to ensure that there are clear progression pathways for all members whether the intended outcome is a strong, healthy body and mind, an international regatta, a coaching launch or a Sunday scull.

This past year has brought home the importance of the active social scene the club enjoyed. The shared experiences and fostering of relationships brings all members together. Through collaborative play and work we shall encourage a unifying atmosphere that inspires our best performance as well as pride and support of all athletes representing the club.

Facilities and equipment

A current issue is the relatively short leases for the boathouse and, in particular, the compound. The primary aim is to secure a single, medium/long term lease for the site to provide longevity and confidence to enable investment. This work is already in progress and negotiations are underway.

A strong outcome of the survey was the quality of the fleet and training equipment. Investment in these assets will continue, and a fleet purchase/renewal plan has been developed over the past few years to plan this investment.

The building broadly meets the needs of members and the local community, but its fittings and fixtures are starting to tire. Dissatisfaction with the changing rooms was clear from the survey, and is certainly a cause for concern from potential hirees. The changing facilities and bar area could benefit from investment.

The expected outcomes of this investment are:

- Greater use of the club for both formal and informal socialising
- Independent (and thus simultaneous) use of the social and training spaces
- Increased non-member income

It is proposed a development project is taken forward to assess the options listed below, their costs and funding routes and, working with the membership, propose and develop a preferred option to progress to completion.

- Refurbishment and reconfiguration of the changing facilities and entrance area, including consideration of extending the building.
- An extension to the balcony to host socialising and outdoor training.
- Reconfiguration of the bar, store-room and kitchen areas to improve operations and maximise the potential of an extended balcony.
- Segregation of bar and hall, considering sound-proofing, and a bar toilet.
- Provision of lift access to improve inclusivity.
- A new operating model for the bar, allowing more frequent and regular use.

Management and organisation

In addition, the survey revealed some concerns with club management and organisation. This will be reviewed to ensure transparency and fairness, but also to ensure that the development plan proposals are implemented successfully.

In 2022, Putney Town will celebrate its Centenary and planning is underway on a calendar of events to mark this milestone. The Club will also seek to take advantage of the celebrations to re-establish connections with former members.

Next steps

It is hoped that the membership will reflect on this document, and provide feedback via a survey that will be shared with the document. Feedback will be considered by the team preparing the Development Plan, and the proposals updated accordingly. The final stage will be to develop action plans to implement and sustain the proposals outlined above.

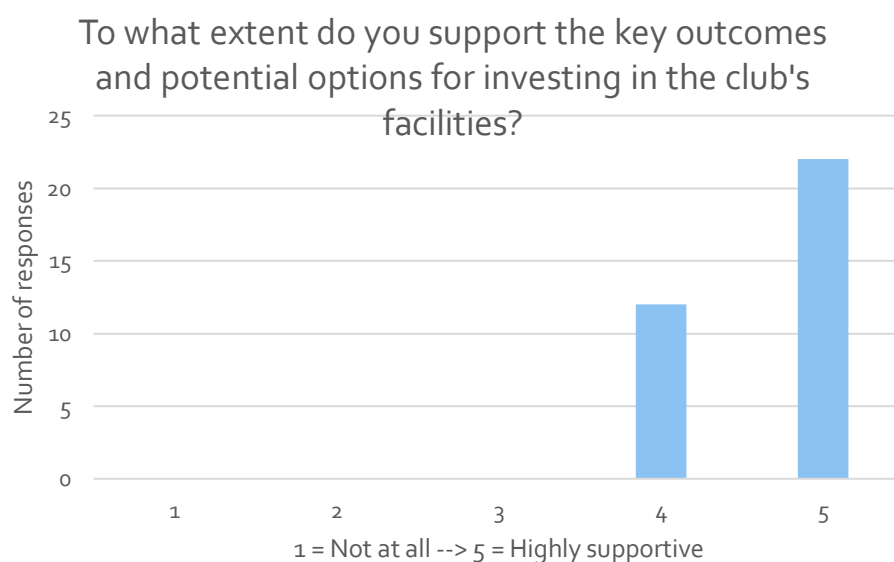
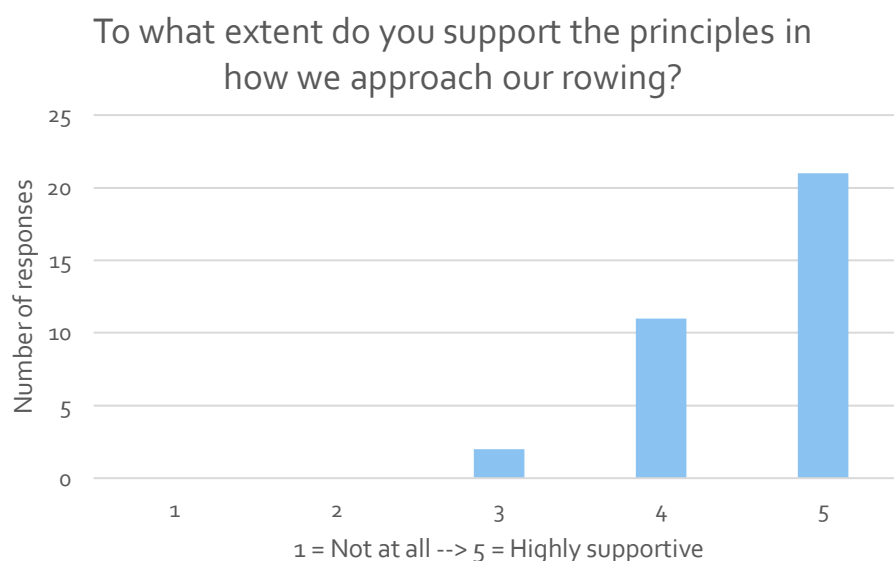
It is expected that a final version, endorsed by Committee, will be published early in 2021.

Appendix 6: Consultation survey results

The consultation survey was issued to members at the same time as the Membership survey results (see Appendix 4) and the Consultation summary document (see Appendix 5).

The survey was live from 21st November 2020 for two weeks, with the intention of capturing members' reaction to the consultation summary, to seek endorsement from the members of the proposals and to give members the opportunity to input to the proposals before publication of the development plan.

As a summary, the results of the two multiple choice questions are shown in graph form below:



The results of the survey are produced below, in full, for reference.

To assist in the presentation of the full results table, the questions are printed in full below, and referred to only by letter in the table.

A - To what extent do you support the principles in how we approach our rowing (1 – 5)

B - Do you have any further comments, suggestions or ideas?

C - To what extent do you support the key outcomes and potential options for investing in the club's facilities? (1 – 5)

D - Do you have any further comments, suggestions or ideas?

E - Please add any further thoughts on the Club's development here

Rowing proposals		Facilities investment proposals		Other comments
A	B	C	D	E
5	I am very excited about being a member at PTRC	5		
5		5		
4		4		
5		5		
5		5		
5		5		
5		4		
5		5		
3	Given that Social Scullers avowedly don't have a competitive mindset but strive for functional adequacy rather than fulfilling their full potential, I'm not sure what right I have to assess the general principles. As long as there is a place for us, the Club should go ahead all guns blazing.	4	Listen to people like Geoff who understand finance and what makes a club tick. (I don't.) And don't bite off more than you can chew.	Optimum v Optimism ...
4		4	I support the direction of travel. I would like to see security of tenure prioritised. Whilst it is not apparent day to day, like the changing rooms, it is a serious risk to the future of the club. I would like to understand what options are being discussed with regard to funding for the lease - does operating as present get us to secure tenure or are significant changes needed?	

Rowing proposals		Facilities investment proposals		Other comments
A	B	C	D	E
			Thank you to the team for the hard work!	
4		4		
4		5		
5	Impressed with the work that has gone into this survey and agree with the approach going forward, specifically collaboration and the potential for a lead coach.	5		
4	The aims and ambitions of the two thirds of the Club who did not respond to the orig. survey may be different from the aims and ambitions of the one third that did.	4	Do the two thirds want more social involvement 'across the squads'? Does it matter to them if PTRC is known as 'competitive/successful'?	To understand the full membership's aims and ambitions, why not send a short email that does not require any 'opening' asking 4 or 5 basic questions. For example : Did you complete the survey? Why/why not. Do you want to spend more, less or the same amount of time at the Club? (M/L/S) more, less or the same amount of involvement? (M/L/S) Would you want/be prepared to pay increased membership or donate time/support to reconfigure the bar, changing rooms etc (Yes/No) In order of significance (time allocated/basis of social life) prioritise in rank order: Family, Church, PTRC, Other. (1,2,3,4) (I completed one of these New Surveys yesterday but have been thinking about the community as a whole. One third driving and two thirds riding may be normal/wholesome without reflecting badly on

Rowing proposals		Facilities investment proposals		Other comments
A	B	C	D	E
				the two thirds. Good to know the market.
5		5	An extension and refurb of the changing facilities would be advantageous as noted in the plan. Having only occasionally visited over the past few years (I'm "alumni") the size compared to the now size of the club is disproportionate. Not that much that can be done within the existing framework of the building though. A bar toilet to allow segregation of use, as well as a lift for access would be a benefit, although costly to install (the main reason many rowing clubs across the country haven't installed them).	Great to see passion and enthusiasm to continue to grow the club. Watching from a far, it's impressive what has been achieved so far, much more than many other clubs. Whilst it's important to keeping striving for more, I would also encourage you to take stock of what has been achieved over the past few decades, and the progress that has been made. Recognising your success and the foundation it has provided you to continue to build to greatness is important, Come on the Mighty Town. My question on the back of that is, do you know what you want to be, what is the vision? Are you aiming to be an elite high performance club, or strong performing community club, represented at Henley etc but maybe not with aspirations of regular wins? Does the club have a clear and succinct "Vision" statement? You'll be supported in whatever direction you take.
5	Cross squad training opportunities may offer synergies - rather than the current silos	4	The risk of losing the boatyard is concerning - glad to hear this is being resolved. Good idea to expand the balcony / terrace - Molesey have done this well. Agree we should split the hall from the bar so both may be used simultaneously.	
5	We should involve members more in the upkeep and maintenance of the	5	Updating the changing rooms and toilet facilities would help with obtaining more hiring of the club, also reconfigure the	With the new development across the river we need to be competitive both

Rowing proposals		Facilities investment proposals		Other comments
A	B	C	D	E
	club and equipment. Hopefully this would help with having pride and reduce everyday damage to equipment.		bar to make it more inviting to the members and maybe guests.	attracting new members, keeping our current members by maintaining our friendly welcoming club. When we had the bar downstairs in the summer it was very nice to see people passing by and stopping for a drink with our members. We have some good coaching compered to other clubs so we have to keep them so we can progress and be competitive on the water.
4		5		
4		4		
3	I feel we have a conflict with the learn to row courses and wanting to be more competitive. Both are admirable aims but I feel they conflict to an extent. Moving from the learn to row course though to senior squads is a clear pathway, but to then get up to being competitive at high level events is a huge leap and we won't attract high level towers from other clubs or unis with this approach. I feel we need an 'elite' section for the competitive side while maintaining the senior squad - this mostly relates to the men's squad...	5	I would not support installation of a lift. It would bring very limited additional income and being a landlord at a block of flats that now needs a new lift we face a 40k bill to replace it (for 4 floors). Unless it is a legal requirement I honestly would not bother.	
4		5		
5		5		
5	Alumni Portal so can direct people there. better method of	4		single lease most important

Rowing proposals		Facilities investment proposals		Other comments
A	B	C	D	E
	getting coaching lunches out			
5	While it can be difficult being all things to all people, the aim is a good one - but there also have to be ringfences around performance, participation, equipment and the like.	4	There are some key bottlenecks like the changing rooms. The development of those thought appears to be being driven by the wakes/bar lettings, rather than the primary focus being member/rowing facilities. Some thought as to how to increase community involvement is also important, and an overall strategy for the development of the building.	<p>There were some interesting comments about the lack of inter squad socialising - and the social aspect of the club is the lifeblood of the organisation. It has kept us together during covid and ideally training facilities would look at how to mix the squads through training and socialising.</p> <p>There were also comments on coaching structure - and the need for a more visible PTRC coaching structure - and possibly a rotation of coaches into other squads occasionally so there is some cross pollination?</p>
5		5		
4	More inter squad training options, e.g. options for dev men to train with senior/masters men/women on rotation, more open erg training session between squads resulting in more flexibility for group training sessions (assuming we ever get through COVID!)	5		More outreach from senior squads to dev for training. Also would be good to see a greater effort to get more people steer certified. In general, appreciate all the efforts of everyone in committee in making club the great club it is, so thank you.
4		5		
4	Whilst fun rowing can include hard training, developing skills etc.; fun rowing can also include just having fun. Potential doesn't just mean competitive improvement and realisation but can include being able to	4	With respect to refurbishment of changing rooms and reconfiguration - yes this will be good to do. This might need to be accompanied by a new policy as to how members use changing rooms given that the club is over 5 times the size that the changing rooms were built for - perhaps just to change	We've got two main developments, pathways and facilities. Without making it a third tier [because that will spread development effort too thin], could we spend some little development effort on other topics not counted amongst

Rowing proposals		Facilities investment proposals		Other comments
A	B	C	D	E
	<p>get out other than at the weekend [because one has the knowledge about looking after the club, and the recognition that one is a safe and competent person to be on the water at quiet times] or to have the training to transport club boats to other parts of the Thames in order to row in a different riverscape - maybe on an exchange visit with another club. Whilst we need to improve our ability to support the competitive ambitions and potential of members interested in taking competition seriously, this shouldn't be at the expense of losing the other less seriously competitive, or not yet competitive or even non-competitive members because they get no support to do what they like doing or decent equipment to use. We have lots of members who can't be super competitive because of work/family commitments and we want our competitive members to remain with us should they later take on work/family commitments in after a competitive beginning to rowing life. The Rowing Pathways</p>		<p>rather than a storage area for their belongings. [On the other hand if you can't store your belongings, you might just turn up for your outing and kit and go home again afterwards - not good for sociability]. The other physical development plans I can't find myself to support until we get a better lease as they are long term investments to realise and reap the benefits of. One thing that the club has lost in recent years is the ability to hang out at the club spontaneously. This I found in the past really encouraged sociability. There is always some outside booking nowadays [pre Covid] which means that members have to be booted out after their outings or when they return from racing. Is there some different way of using our facilities so that members can use them for their socialising. Most members have other interests concurrent with rowing and some of these interests might be helped by use of the club space and might be shared by some club members [not all club members so this would be the private event of some club members + guests not a club event for any interested club members]. I can't recall the club asking its members whether any of it members would like to do this to support some of their other interests - except with the wine tasting.</p>	<p>pathways and facilities. The membership survey seems to have thrown up a lot of things where improvement was wanted even if not the most urgent or important. But some of them might be easy and quick to do. And if such things were done then the benefits might be proportionally a better reward in return for [the minimal] effort compared to the main more important and necessary developments which will take time and serious effort. Also, it might nip potential future problems in the bud.</p>

Rowing proposals		Facilities investment proposals		Other comments
A	B	C	D	E
	development, although addressing a real need, seems to have been focused too tightly on just one type of club member who is assumed to always ever just have a single interest.			
5		5		
5	Encourage club night for (safely distanced) UT2 rowing.	5	Keep sharing any developments with the membership. Via email and visually on notice boards etc	N/a
5	This sounds like the sort of club I'd like to belong to - welcoming and inclusion, yet with a vision and a passion for sporting success at all levels.	4	The ideas sound excellent and, if all achievable, would make the clubhouse a fantastic venue for members and non-members. Have a slight concern on the cost and the impact on members - all I guess to be teased out in the next phase of the planning	
5	I like the aims of the club with it's 3 pillars. I know this is going to be hard to balance as in some ways the aims of one pillar can conflict with another. Getting the membership on board and having people with the willingness to put time into this is really important.	5	The redevelopment of the changing facilities is much needed. They're not the worst I've seen by a long shot but as the rest of the building is in beautiful shape, it is the obvious focus. The balcony is a beautiful idea just to have a relaxing space for the community to enjoy but we can also link it to the business of rowing as it is an outside space that can be used for erging, yoga, spin bikes etc.	Good job team development. Reminding people that this is members putting in the work on a voluntary basis can never be repeated enough
5		5		
5		5		