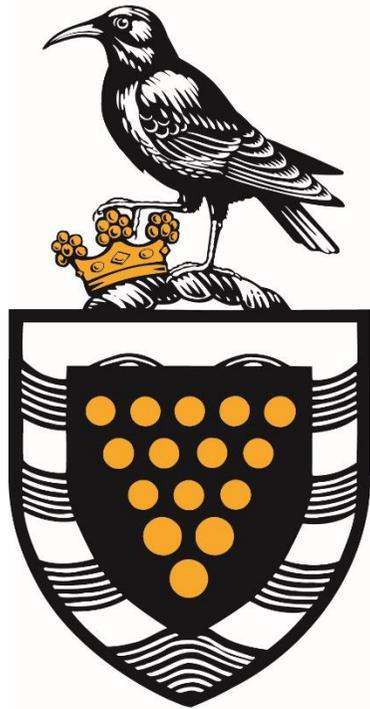




Cornish Pilot Gig Association Business Strategy 2021/2 to 2025/6

Kevin Brownridge (Perfect Moment) and Claire Tripp

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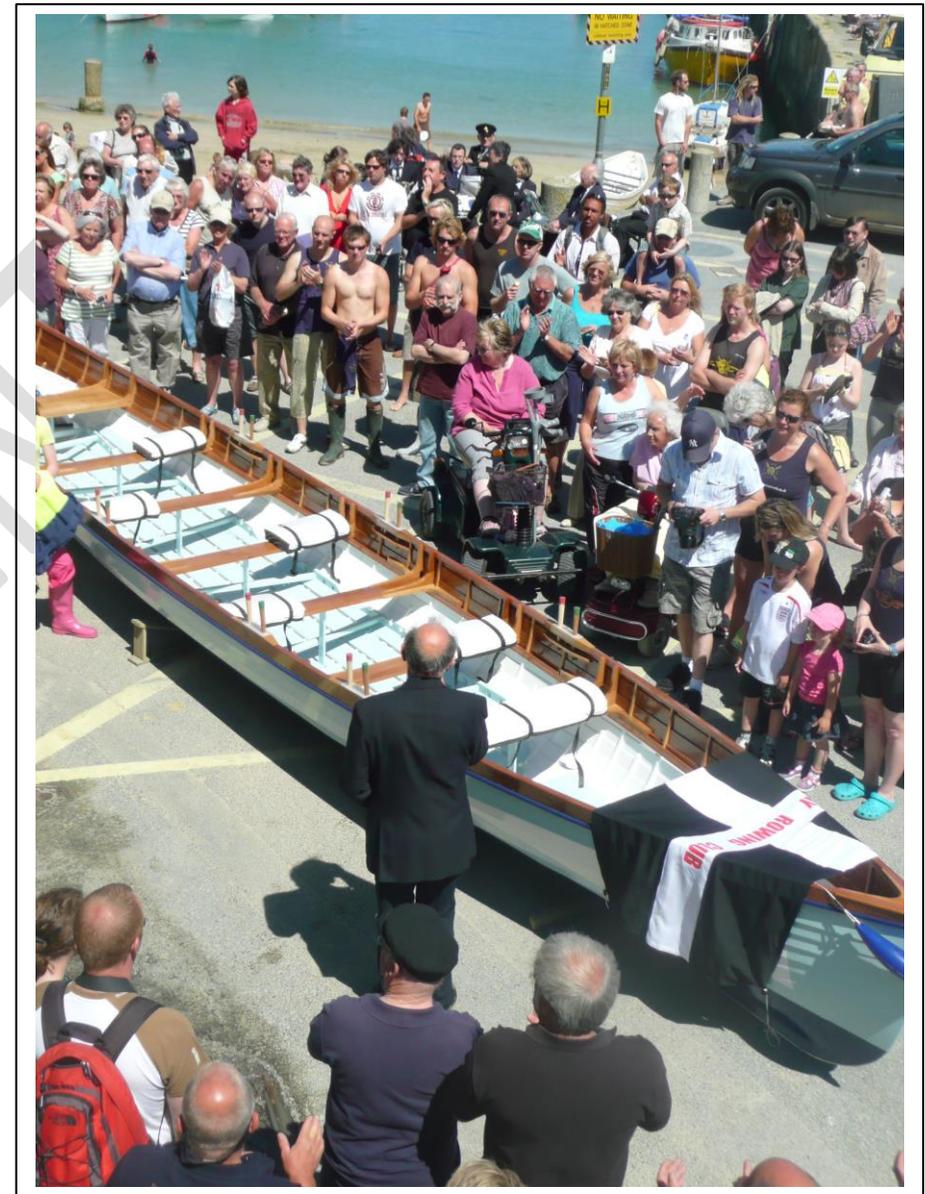
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1 Introduction



Statement from the Chair of the Cornish Pilot Gig Association

It has been a privilege to have led the sport through such an incredible time of growth. However, this growth has brought with it challenges which we urgently need to address. Whilst Covid-19 has decimated our sporting activity it has given the Trustees the opportunity to reflect and undertake some much-needed planning for the long-term future of the sport. The CPGA recognises that it must respond to the pace of growth plus the needs of clubs and individuals. This means grasping the reins and making changes in its structure and in its capacity to support and manage the sport.

This strategy presents a vision of the development of the sport over the next five years and outlines the financial model that will secure a sustainable future. The considerable changes proposed have been designed in response to the needs and wishes expressed by club representatives and members of the rowing community through extensive consultation activities. I have been really struck by the passion and enthusiasm of those contributing to this work and I thank them most sincerely.

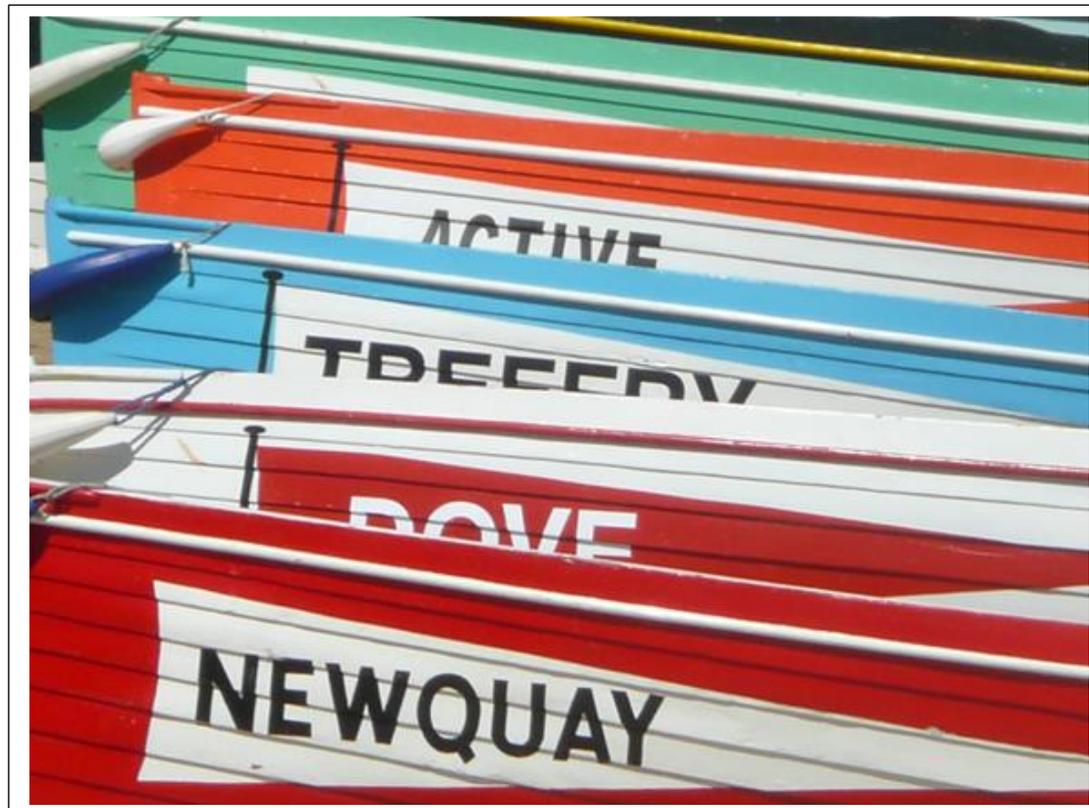
This ambitious strategy proposes improvements at every level of gig rowing: - from the governing body, through to club operations and individual participation, including the expansion of our junior sections. To achieve this, the strategy introduces new elements including professional staff, regional structures and new activities and partnerships.

It is clear that with the help of the committed people running this sport that we have incomparable energy and skills at our disposal. One thing that we certainly learnt during 2020 is that navigating challenges together is the key ingredient to making things work. The recent delivery of our heritage project showed that 'Pulling Together' is what we do best.

Whilst this strategy outlines considerable change, we must remain clear in our vision to secure and maintain the spirit of the sport. The successful delivery of this strategy will lead to more of the elements that we value; more friendships, more adventures, more camaraderie and more competition.

It is my hope that this strategy will leave the sport bigger, stronger and even more colourful than when I was lucky enough to discover it!

Shane Sullivan, Chair of the CPGA



“Cornish Pilot Gig rowing, the Duchy’s most famous indigenous sport is continuing to grow both nationally and internationally. The sport is so accessible to people of all ages and abilities that many more every year are taking it up to compete or to row socially with friends in countless coastal and riverside communities. The CPGA is taking steps to make sure that the sport can continue this growth in the future and to provide more support for clubs and members. This will mean that more people can enjoy the exercise and being on the water or even helping maintain and move the gigs, benefitting their physical and mental health and building a sense of community across all our age groups in many, many places. The LEP wishes them every success taking this Cornish sport across the UK and beyond.”

Mark Duddridge – Chair, Cornwall and Isles of Scilly LEP

1.1 Summary

The purpose of this Business Strategy is twofold. Firstly, this document will be used internally to support the planned development of the Cornish Pilot Gig Association. Secondly, the document will be shared externally to inform stakeholders about our vision for the sport of Cornish Pilot Gig rowing. In sharing our vision, we hope to work alongside partners, rowers and our wider communities to maximise the many benefits that gig rowing brings to our communities and places.

The Business Strategy has been developed based on quantitative and qualitative data collected through a survey of clubs, one-to-one interviews, focus groups and consultation meetings. They have involved a range of participants including trustees, club committee members, stakeholders and partners and past and present volunteers. The result of this consultation, analysis and research is a bold but eminently achievable five-year business strategy which will transform the development of the sport in the next five years.

1.1.1 Growth in the Sport

Cornish Pilot Gig rowing has been expanding at a significant rate (8 new clubs in 2019 alone) and there are currently 5,360 registered rowers across 82 clubs and an estimated 2,500 other social participants who support their clubs and/or row very occasionally.

Gig rowing has expanded from its Cornish beginnings, throughout the South West, along the south coast and onwards to the east coast. There are clubs across 12 counties with more clubs outside of Cornwall than inside. As well as informal racing between neighbouring clubs there are over 40 significant regattas held each season in addition to eight championship events, plus the National County Championships and the World Championships on the Isles of Scilly.

There is a need to regulate regional leagues and formalise their relationship with the Cornish Pilot Gig Association.

Internationally, there is a large gig rowing community in the Netherlands where 10 clubs and an estimated 1,250 rowers are represented by the Dutch Pilot Gig Association. There are also clubs in Ireland, Bermuda, France and the U.S.A.

There is a need to formalise the relationship between the UK based Cornish Pilot Gig Association and non-UK associations.

1.1.2 The Clubs

Clubs are at the heart of the sport. Many of the clubs are based in small coastal settlements and are a key to contributing to the sense of place and social capital of their areas. The sector is well established with 67% of clubs having been in existence for 10 years or more.

Most clubs do not own their premises but hold on average £120,000 of assets to include boats, trailers, and exercise and safety equipment. The majority of clubs have between 1 and 3 wooden gigs and between 1 and 3 fibreglass gigs for training. Most are financially viable (67% reported increase in income over the last five years) but few are completely financially secure. Individual membership fees are the most important sources of income, with clubs also developing income from their regatta and some local sponsorships. Fundraising campaigns are run when there is a need for a new boat (up to £35k) or when there is a need for a significant boat refurbishment.

Whereas many amateur sports enjoy paid staff this is not the case with gig rowing. Volunteers run club committees, deliver coaching and officiate at events.

There is a need to provide support to help clubs generate more income and attract more rowers.

1.1.3 Participants

Competitive rowing is split into various sections by gender and age. The sport attracts a high proportion of female rowers (54%) and there are more rowers over 50 than under. Only 7% of the rowing community are juniors (under 16) compared with 19% of young people taking part in competitive sport.

There is much to be done to support clubs to recruit and retain young participants.

According to a survey in 2016, 78% of registered rowers row at least once a week with elite rowers training on and off the water 6 times a week throughout the year.

Rowers are motivated to take part in the sport for a number of reasons including affordability, fitness, health and wellbeing, enjoying the natural environment, community and friendship, traditions and heritage.

1.1.4 The Governing Body

The Cornish Pilot Gig Association (CPGA) was established in 1986 and in 2016 became a Charitable Incorporated Organisation. Clubs are the voting membership of the CPGA – each with one vote and Trustees are elected at the AGM for a three-year term. There is a minimum of 5 Trustees who have usually been drawn from clubs in Cornwall.

With now more than 50% of clubs being located outside of Cornwall, there is a need to undertake a full review of governance structures including increasing the number of Trustees, ensuring they represent a wider geographical constituency and developing regional committees.

Communication with membership is through two websites www.cpga.co.uk and www.gigrower.co.uk which attracts around 250,000 views annually. All club secretaries receive a weekly update every Sunday evening via email. The majority of clubs forward this to their membership and it reaches a significant proportion of the rowing community.

Websites need significant improvements to functionality.

There are currently no paid officers and the day-to-day running of the organisation is carried out by Trustees with some volunteer support. These tasks are primarily linked to managing, websites, social media and events. There is insufficient capacity to further develop the sport and the Trustees recognise that there is a real danger that they lack the capacity to manage the ongoing growth of the sport.

1.1.5 Resourcing the development of the sport

In order to develop the sport to best meet the needs of all participants and their clubs, the Trustees have identified that there is a requirement employ a staff team who have the capacity and expertise to:

- increase the profile of the sport, attracting more participants and investment
- support the sustained expansion of current and the development of new clubs increasing their sustainability and their contribution to their communities
- increase the numbers of junior rowers
- improve the quality of the regattas and championships, attracting more participants and spectators
- develop pathways for all participants including elite rowers
- generate more income for the governing body and for clubs.

The staff team for the next five years will consist of:

- Chief Executive Officer (full time start July 2021)
- Administrator/Finance Officer (full time start June 2021)
- Marketing Officer (0.6 start November 2021)
- Club Development Officer (0.6 start April 2022 – move to full time in April 2024)
- Event Support Officer (0.5 start April 2022)
- Merchandise Officer (0.4 start April 2022)

There is a need to employ a professional staff team to deliver a wider range of services to individual members and clubs.

1.1.6 Increasing the budget

To employ the staff team, provide them with resources and budgets they need and build up sufficient reserves, overall income will need to rise from £75k in 2019/20 to £155k in 2021/22 and up to £350k by 2025/26. This will require a step-change in the finances of the CPGA.

Major increase in income will derive from the introduction of an individual membership fee on all competitive and social rowers. Fees will start at £30 rising by £1 per year to £34 in 2025/26. There will be no membership fees for juniors. Membership fee income will be £103,194 in 2021/22 (based on 84 clubs with an average of 63 members and collection rate of 65%) rising to £250k in 2025/26 (based on 96 clubs with an average of 77 members).

Other areas of potential income increase include:

- profits from merchandising to be £10k by 2025/26
- club membership fees up from £16,800 in 2021 to £24,000 by 2025/26
- headline sponsorships increase from £8,000 - £12,500
- other fundraising secured - £8k per year
- income from Local Authorities £7k per year.

New budget structure relies upon introducing an individual membership fee of £30.

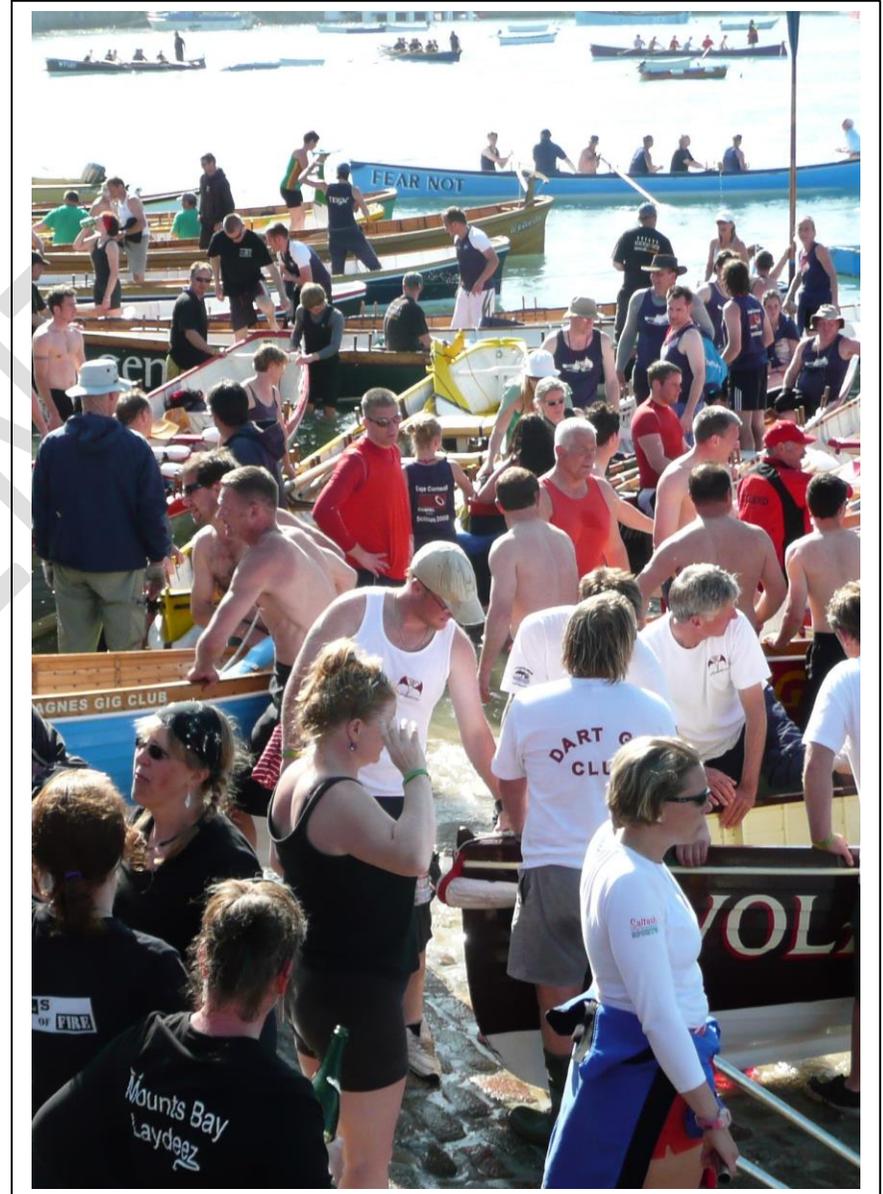
1.1.7 Need for investment

By 2025/26 the increase in fees, sponsorship and earnings will pay for the staff team and associated costs. In 2021/22 the balance of expenditure over income will be met out of reserves. Over the following 3 years there will be a need for an annual grant of £37,500 reducing to £32,500 and then £27,500 to employ the full staff team.

1.1.8 Risks

Every effort has been made to minimise risks with further expenditure (mainly on staffing) not made until there is proof of the requisite level of income. Should the required level of income not be forthcoming, then the levels of staffing, or other expenditure will be reduced accordingly. The impact of this will be to slow down progress but will not require abandoning the business strategy in the long term.

2 Where We Are Now



2.1 History of Cornish Pilot Gig Rowing

The Cornish Pilot Gig is a traditional wooden boat rowed with six oars and a coxswain at the rudder. It evolved from working gigs that were used for general harbour activities. By the 1700s, ships approaching the rocky coastline of Cornwall and the Isles of Scilly paid for local pilots to come aboard and navigate them safely to shore. Crews and their pilots required fast and seaworthy vessels to reach a visiting ship before any rival crews. The busy maritime waters of the 1800s proved lucrative for many pilots and their crews.

Cornish Pilot Gigs played an important role in lifesaving and recovering people or salvage from wrecked ships. Their speed and manoeuvrability also made them ideal for smuggling and outrunning customs officials. Cornish Pilot Gigs were raced at local regattas, often for considerable sums of prize money. During the 1900s, technological advances in navigation and motorisation meant that the use of gigs declined.

In 1953, members of Newquay Rowing Club visited the Isles of Scilly and purchased some of the islands' last remaining gigs. They repaired them and began racing them alongside their own gigs, the oldest of which was built in 1812. This reignited interest in the boats and they were sold back to the islands in the 1970s, with regular competitions held once again.

During the 1980s, new Cornish gig clubs formed and launched brand new boats. By 1990, the Cornish Pilot Gig revival was well underway, with 19 boats entering the first ever World Pilot Gig Championships held on the Isles of Scilly. Thirty years on, gig clubs have sprung up around the coast

of southwest Britain and are now found all along the south coast and into the east of England. There are now more than 80 gig clubs in the UK who have registered between them over 5,000 competition and social rowers.

Internationally, there is a large gig rowing community in the Netherlands where 10 clubs and an estimated 1250 rowers are represented by the Dutch Pilot Gig Association. There are also clubs in Ireland, Bermuda, France and the U.S.A.

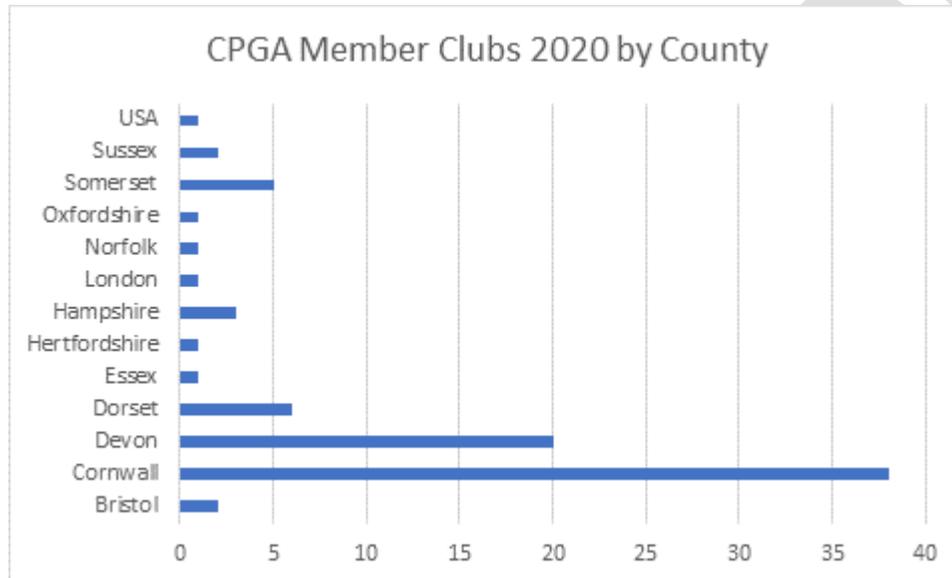
To date, over 215 registered gigs have been built to the specification upheld by the CPGA. All new Cornish Pilot Gigs are built on the lines of the 'Treffry', built by William Peters of Polvarth in 1838. They are 32 feet (9.8 metres) long with a beam (width) of not less than 4 feet 9 inches (1.4 metres). Cornish Pilot Gigs are made using a hardwood keel and planks of elm. They are measured three times by the Cornish Pilot Gig Association during construction to ensure fair racing



2.2 Analysis of Cornish Pilot Gig Rowing Clubs

Participation in gig rowing has risen dramatically in the UK since the creation of the CPGA in 1986. The vast majority of gig rowing activity takes place within the member clubs of the CPGA, although there are around 20 privately owned Cornish Pilot Gigs. To become a full member of the CPGA a club must own at least one wooden Cornish Pilot Gig which meets the CPGA specifications. As a stepping-stone towards full membership, clubs can become affiliate members for up to 2 years pending their ownership of a gig. The analysis carried out here is based upon data collected annually from CPGA member clubs and an extensive survey of the clubs (87% responded) carried out specifically for this study in 2020.

Figure 1



There are currently 82 member clubs across 12 counties and at least 20 local authorities, see Fig 1.

The revival in gig rowing began in the far south-west of the British Isles and Cornwall remains a stronghold of the sport. In recent times, the continuing spread of the sport has reached the East of England, with new clubs established annually in this area. There are now, for the first time, more clubs outside Cornwall than are based in Cornwall. The growth of the sport is expected to continue this trend of development outside of Cornwall.



The sector is well established with 67% of clubs having been in existence for 10 years or more, see Fig 2. In the last 10 years, 31 new clubs have been established with 8 new clubs in 2019, see Fig 3. Despite having few resources to support its development, this growth shows no imminent signs of abating. 82% of respondents felt positive about the future of the sport.

Over 70% of clubs are in coastal locations with the rest predominantly on rivers and 6% on lakes and reservoirs. Under 15% of clubs are in cities and many of the clubs in rural and semi-rural communities provide key and even the primary sports facilities for the community. Over a half of clubs surveyed considered themselves to be in tourism areas and over a quarter are located in designated Areas of Outstanding Natural Beauty.

According to survey respondents, over 50% of clubs were set up for non-sporting reasons with many clubs citing community development, and health and wellbeing, as their primary aim. Some new member clubs are existing organisations attempting to diversify their audiences and purposes, such as sailing clubs. There are currently no clubs based in universities.

Under 20% of clubs reported charitable status and just 5% are companies limited by guarantee. Therefore, most clubs do not afford limited liability protection to their committee members and the other benefits that formal identities can bring. 37% are Community Amateur Sports Clubs and receive tax concessions. All clubs are run by volunteers, through committee structures which average around 9-10 members. Committee members are responsible for governance, finance, welfare, safety, and the operation of on and off the water activities. Non-committee volunteers include coaches, coxswains, race officials and those driving

towing vehicles. Some volunteers have secured qualifications to support the delivery of their work, see Fig 4.



Figure 2

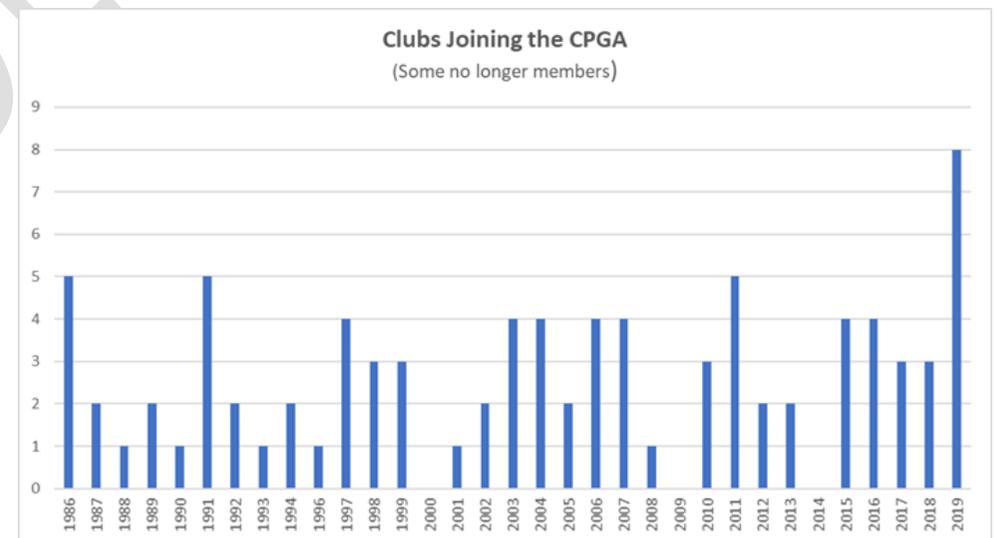


Figure 3

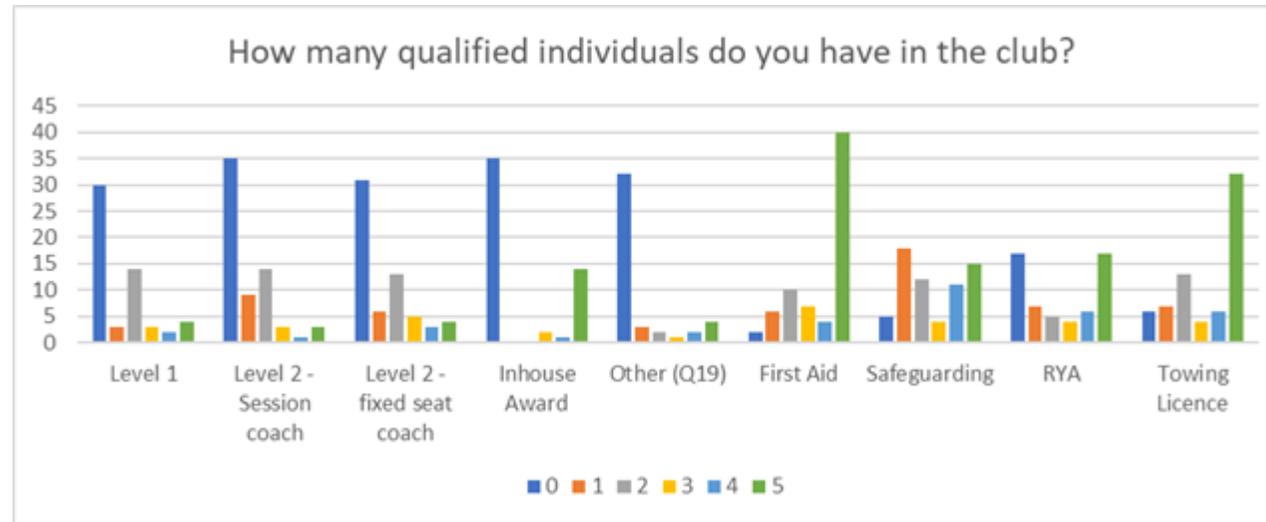


Figure 4

14 % of clubs own their own premises, 50% rent their facilities. 18% of clubs have no premises and store their vessels on trailers, often some distance from their launching location. The remaining 18% have shared or alternative premises arrangements.

Aside from premises, clubs hold an estimated average of £120,000 of assets to include boats, trailers, exercise, and safety equipment. The majority of clubs have between 1 and 3 wooden gigs and between 1 and 3 GRP (fibreglass) gigs. Around a third also owned other vessels.

Clubs have digital assets including websites and social media accounts. There is considerable variability in the online services both in terms of scale and quality. Facebook, WhatsApp and email provide the primary methods of internal communication.

Clubs are well connected to their communities and carry out activities in partnership with other organisations, see Fig 5.

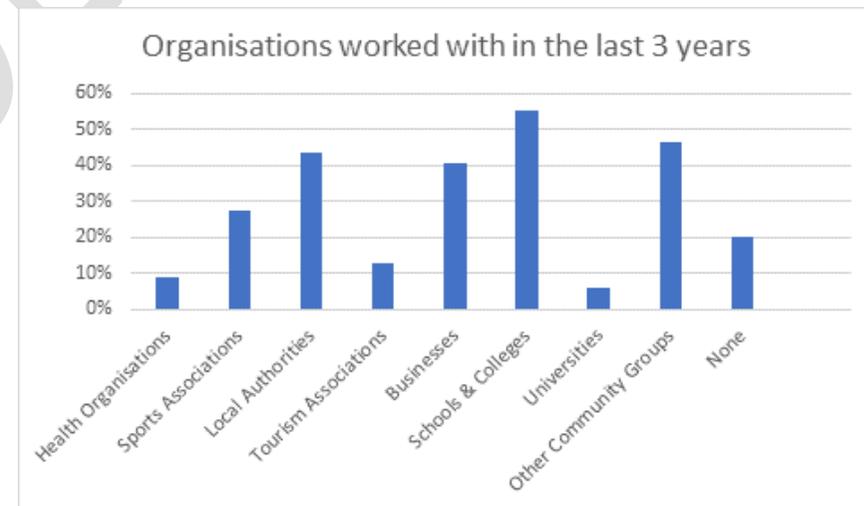


Figure 5

Club turnover over past five years

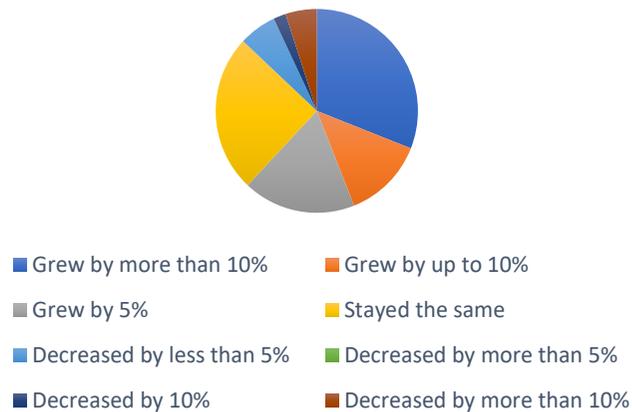


Figure 6

Just 12% of survey respondents had experienced a decrease in turnover in the past five years, with 62% increasing turnover by over 5%, see Fig 6.

Membership subscriptions are the single most significant source of income for most clubs with a subscription structure that typically includes the following levels of membership: senior, adult, student, junior, social. Some clubs also find fundraising, sponsorship, and events, lucrative.

Primary costs for clubs include maintenance, premises, launch fees and training courses. Whilst it is recommended that organisations keep financial reserves of at least 40% of turnover, over 50% of responding clubs confirmed that they have less than 20% reserves in place.

Survey respondents considered their clubs to be successful across a range of areas, particularly with regards to health and wellbeing. Challenges identified included attracting membership and sponsorship, see Fig 7.

Main Challenges

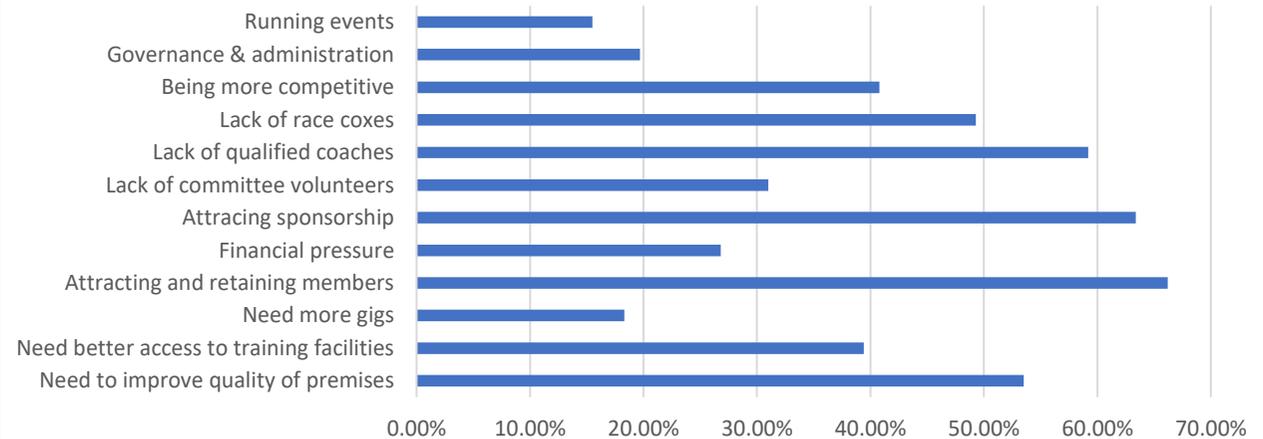


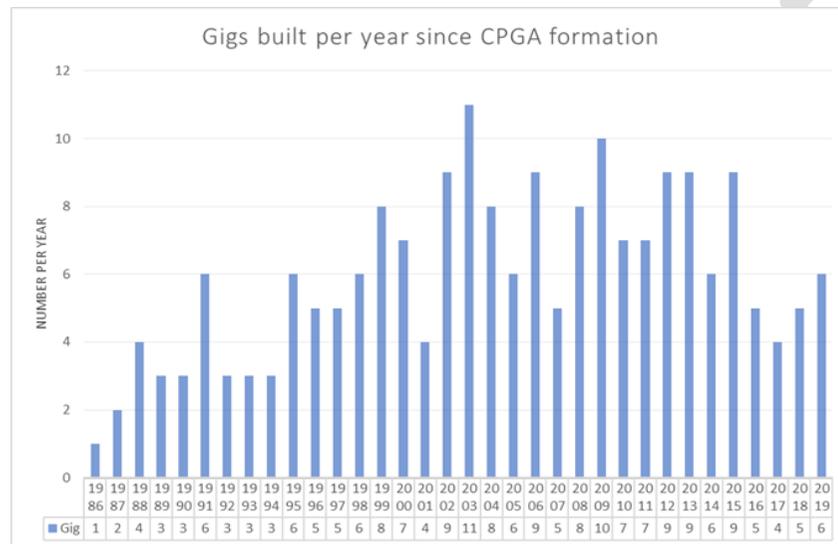
Figure 7

2.3 Analysis of Cornish Pilot Gigs

There are now more than 215 registered Cornish Pilot Gigs all of which bear a registration number plate (these do not include the heritage vessels, see Fig 8). Cornish Pilot Gigs compete mainly under oar but can be raced under sail also. Most of the registered gigs have not been kitted out to race under sail.

2.3.1 Cornish Pilot Gig Specification

Boat plans are held by CPGA and detail the measurements and material required within the specification of the Cornish Pilot Gig. Plans are used by boat builders who are registered with CPGA. The boat builders pay a license fee each time they commence construction of a new vessel and the CPGA carry out three inspections per build. Builders also document and submit any refurbishment or works on existing gigs.



2.3.2 Cornish Pilot Gig Builds and Builders

A new gig fully equipped can cost more than £30k and a typical build time is 5 months. The continuing market for gigs remains strong, at around 6 per year. Gig maintenance was cited as the most significant budget expenditure for many gig clubs after the cost of their premises. Some builders also make, mend and supply other equipment including oars, pins and leathers. There is a growing market for second-hand boats especially from new clubs and builders often survey these, assessing any issues or damage prior to purchase.

The combination of new builds, maintenance and associated equipment supports 10 active boat builders based in the UK who are currently registered with the CPGA. Builders also receive business from other fixed seat rowing sports, particularly the Cornwall Rowing Association skiffs and Bantry Bay Gigs (10 oar). Builds have also taken place in the Netherlands and USA with measuring duties carried out by nominated naval architects.

In 2016, the CPGA hosted the inaugural Boat Builders Conference. The annual forum provides the opportunity for discussion about and within the sector. Typical areas for discussion include traditional skills development, specification requirements and issues with material supply (particularly elm and oak).

2.3.3 GRP Gigs

There is also a strong market for GRP gigs which are used by clubs for training purposes. CPGA clubs own in excess of 200 GRP gigs. GRP gigs are not permitted to race alongside wooden gigs under CPGA rules due to the potential for critical damage to wooden vessels. There are 2 active

builders of GRP gigs and although robust, these also require maintenance and repair.

2.3.4 Other Equipment

The CPGA owns 3 GRP gigs as part of 'Club in a Box', a scheme which loans new and developing clubs a 'package' of a GRP gig and additional equipment. The 'package' includes everything a club needs to get rowers on the water enabling them to generate capacity, build their membership and ultimately secure their own wooden gig (see 2.6.2 for further details of Club in a Box scheme).

In addition to the boat, a range of additional equipment is required to row a gig. Existing businesses have diversified their activities to meet the needs of this market and new businesses have also been established in recent years. Oar makers, trailer manufacturers and suppliers of covers, cushions, leathers and pins are some of the businesses that help to get boats onto the water.

2.3.5 Assets

It is estimated that across the sport clubs have invested at least £8 million in boat and equipment assets. The annual investment in equipment is thought to be in excess of £300,000, supporting a number of small businesses and small traders, often based in coastal communities.

Item	Cost
Cornish Pilot Gig (wooden)	£25,000
GRP Gig	£10,000
Trailer	£3,500
Cover	£1,200
Set of Oars	£3,000
Set of cushions	£300

2.4 Analysis of Cornish Pilot Gig Rowers

Through its member clubs, currently 82, the CPGA represents around 5,360 (2020 data) registered rowers aged 10 years to 90+. It is estimated that there are a further 2,500 who are not listed on the racing register but are involved in non-competitive rowing, social activities and the running or supporting of clubs (based on an average between 40-45 people per club). There are 1,250 gig rowers in Holland and clubs in USA, Bermuda and Kuwait. Growth has been strong with numbers of registered rowers increasing by 53% between 2011 and 2019.

The analysis carried out here is based upon data collected annually from CPGA member clubs, supplemented by a consultation survey with 459 individuals in 2016 (via the GigRower website).

Survey responses (2016) suggest 78% of the rowing community row at least once a week. A proportion of rowers participate much more frequently, with some training on and off the water 6 times a week. Coaches develop training programmes to support the performance of highly competitive crews and clubs offer off-water training opportunities such as circuits, cross-fit and aerobics classes.

Survey responses showed that the community is well established with around a third of rowers having participated in the sport for over 10 years.

2.4.1 Analysis of Rowers

Ethnicity

Demographics relating to the ethnicity and identity of participants have yet to be fully compiled. However, with just under 50% of clubs based in Cornwall it is likely that a significant number of participants self-identify

¹ The Cornish were designated a national minority by the UK Government in 2014

as Cornish.¹ Clubs outside of Cornwall have often been founded by people identifying as Cornish. This is confirmed by survey respondents:

“Cornish rowing is in my blood”.

“I’m Cornish and it’s great to be part of something like gig rowing.”

Gender

The non-contact, team-based nature of the sport appeals to women, and 54% of registered competition rowers are female. This contrasts with findings from across the UK, where men (65%) are more likely to be active than women (61%).²

Elite Rowers

In their desire to excel at the sport many rowers attain excellent oarsmanship skills and also reach considerable athletic standards in strength, fitness and endurance. At present, the sport offers a varied calendar of competition events for Cornish Pilot Gigs. However, there are currently no calendar competition events in multiple rowing formats or in other disciplines, such as Iron Man or triathlon. Many rowers do engage in other sports and compete at a high level. Some gig rowers have secured qualifying times for GB squads in sports such as kayaking and triathlon whilst a few have represented Great Britain in sliding seat rowing formats.

No known formal scouting activities are undertaken within the gig rowing community to progress members into elite athlete pathways. Some gig rowers have secured success at indoor rowing championships. For

² Active Lives Survey November 2018.

example, a junior gig rower was recently invited to join the Talented Athletes Scheme after her performance at the [National School Games](#).

Older Rowers

Gig rowing particularly appeals to older people and participation figures run counter to UK sport trends. In 2020, the Super Veteran sector (50+) had the largest number of participants of all the categories (see Fig 9).

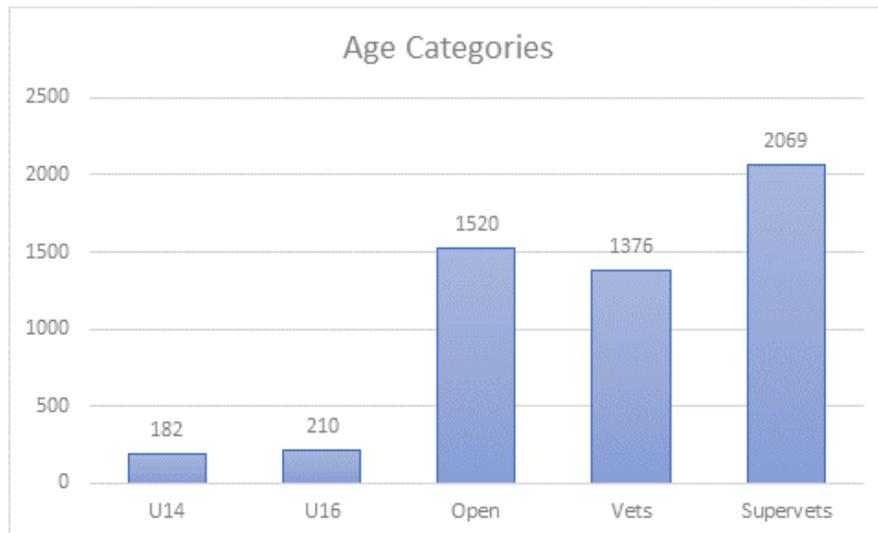


Figure 9

The sport is well-suited to this age group as demonstrated by the reasons cited by people for taking up gig rowing which offers non-contact and low impact opportunities to develop fitness, socialise and enjoy the natural environment.³

³ Data relating to older age specific groups e.g. over 70's has yet to be compiled

"...as well as being a sporty 52-year-old I wished to contribute to my wellbeing with the intention of learning to row and compete."

"Semi-retirement from work...a need to get fitter...both my daughter's rowed....and to become part of a great community of people."

"Fitness, social side and to replace running after hip replacement."

"Had a chance to try gig rowing and wished I had started many years before. Hope to continue for many years to come, even though I am 60+, a great way to keep fit."

The high proportion of older rowers participating in vigorous regular exercise compares with overall UK activity levels which fall as people age:

- 16-34 = 70%,
- 35-54 =66%,
- 55-74=61%
- 75+= 41%⁴

Junior Rowers

Relatively low numbers of young people participating (only around 7% of rowers are under 16 compared with 19% of overall population according to UK sport trends) is partly due to the absence of rowing in most school physical education programmes. Youth sections are apparently stronger in communities where the club provides key facilities and youth activities that would otherwise be lacking.

"The gig club started in our village when I was 14 so I just got involved."

⁴ Active Lives survey.

“I joined gigs in year 8, it... reaches so many people. If you aren't good at the more popular sports of football and rugby you can still be a good gig rower.”

The recruitment and retention of young people is often cited as an issue across the sport. The absence of competition age categories between 16 and 40 may have implications for this (younger people may struggle to compete for seats against experienced rowers and may miss rowing within their cohort).

Disabled Rowers

Gig rowing accommodates a range of abilities and needs.

Cornwall Rowing Association for the Blind (CRAB) have facilitated participation in the sport for blind rowers in partnership with Newquay Rowing Club for some years.

Some initiatives have resulted in the establishment of ongoing clubs designed to meet diverse needs. The ‘Great Big Cornish Gig Project’, core funded by the Armed Forces Community Covenant Grant scheme, saw wounded, injured and sick (WIS) serving and veteran forces personnel train in boatbuilding skills, build a gig and ultimately row their gig to the Scilly’s and compete in the 2016 World Pilot Gig Championships.

“We’re delighted to be part of this. To offer a recovery pathway to our personnel through this unique opportunity and to be part of something that can influence the gig rowing scene is quite exceptional.”

Jock Easton, Help For Heroes

2.4.2 Motivation

Gig rowing is an inclusive sport which attracts people of all ages and abilities. Survey respondents cite a diverse range of reasons for joining a rowing club, with fitness, health, well-being, community, family, friendship and appreciation of the environment their principal motivations.

Affordability

Survey responses inform us that gig rowers are from a range of backgrounds and many appreciate the affordability of the sport. With the decline of coastal towns many gig clubs are situated in or near to areas of severe deprivation, e.g. Penzance, St Austell, Newquay, Ilfracombe, Weymouth. The expense of many water-based activities typically excludes many people from enjoying experiences on the water despite being surrounded by it.

“It was a sport I could do instantly without buying fancy expensive kit”.

Fitness

The accessibility of the sport appeals to many people who may not already be participating in sports and fitness activities. A new or inexperienced rower can sit in a boat with others and feel it move irrespective of their ability. ‘Rowing’ in this way helps people to slowly build confidence and build fitness whilst working at their own level.

“To get fit and meet new people. I also need to row really hard so I can eat loads of cake and pasties whilst maintaining my curves.”

“To get fit after knee surgery, once I was told I should not play rugby.”

“To keep fit and involved in competitive sport after I retired from football.”

Health and wellbeing

The multiple benefits of rowing combine to support health and wellbeing. Survey respondents generally cited a combination of physical exercise, community connections, friendships, natural beauty and the meditative nature of rowing as factors in their wellbeing.

“Suffering from anxiety and depression, rowing helped me join a local group, get exercise, lose weight and be on the water.”

“Bereavement therapy following the death of my husband. I had a taster session, and it was the first time in many months when my mind was filled with thoughts other than sadness. Rowing helped me feel well again.”

“It was a great way to interact with others as I have Aspergers and find this difficult in daily life whereas rowing gives us all a common interest”.

Enjoying the natural environment

With many rowing communities located in areas of natural beauty many survey respondents appreciate how the sport levers them into a natural environment that they might otherwise not access. For instance, enjoying a sunset during a training row or visiting a neighbouring cove for a regatta. Despite living in coastal communities, many people struggle to access water environments and gig clubs provide the solution.

“I live near the coast, so it makes sense to do a sport on the water.”

“I love the sea, the outdoors and sport. Gig rowing has all the answers!”

“To visit lovely places when racing.”

“To be on the water in a beautiful part of the country, to be doing something unique.”

“Get to tour Cornwall’s best places and compete- amazing.”

Community and Friendship

Coastal communities have experienced much change through migration. Survey respondents cite community as one of the strongest benefits of gig clubs whether they were born in the area or have recently arrived there. ‘Being in the same boat’ and working together provides people with the opportunity to forge and maintain relationships, countering social isolation and building common ground.

“We moved to a new town, Exmouth and wanted to make new friends.”

“I love team sports and it is great that all types of people row. I’ve met so many great people since I started and have the best friends.”

“Because everyone in the village did it!”

“I grew up in Scilly and family always did so I did too!”

“I had recently moved to Cornwall from Kent. It proved a fantastic way to meet people, get involved in the local community and socialise.”

“Big part of the community. Great atmosphere.”

Traditions and heritage

Survey respondents cite the boats and the activity as providing them with a tangible and authentic link to the past. Gig rowing offers people the opportunity to participate in sporting cultural heritage. The sight of colourful, traditional wooden boats brings life and meaning to harbours

and ports. Off water activities are key elements of the rowing scene with the growing popularity of singing groups an example of this.

“Love the heritage and tradition side, really appreciate the boats.”

“For the same reasons that I learned to walk - it was just something that we were brought up doing.”

“To be part of a tradition, to be part of a crew.”



2.5 Rowing Activities - Social and Competition

Clubs provide a rich and varied offer on and off the water. Many clubs report that their boats are on the water every day of the week, running several sessions a day between March and October. Data suggests that large clubs are operating on-water activities for at least 40 hours per week whilst smaller clubs average around 15 hours per week (no data available for off-water social, fitness and operations related activities)

Some clubs prioritise competitive success on the water and activities which support athletic performance whilst other clubs see their primary purpose as providing community engagement through rowing activities. Most clubs try to meet the varied needs of their members and deliver a range of rowing opportunities such as rowing adventures in the natural environment, rowing to a social venue, rowing for novices, age specific rowing, coached sessions, crew training for competition, fun races within clubs or with neighbouring clubs. These fun races often take place without any event infrastructure and are a part of ongoing informal leagues. Additionally, some clubs offer opportunities for audiences beyond their membership including corporate team building activities, tourism related activities and rowing sessions catering for people with specific needs, see Fig 10.

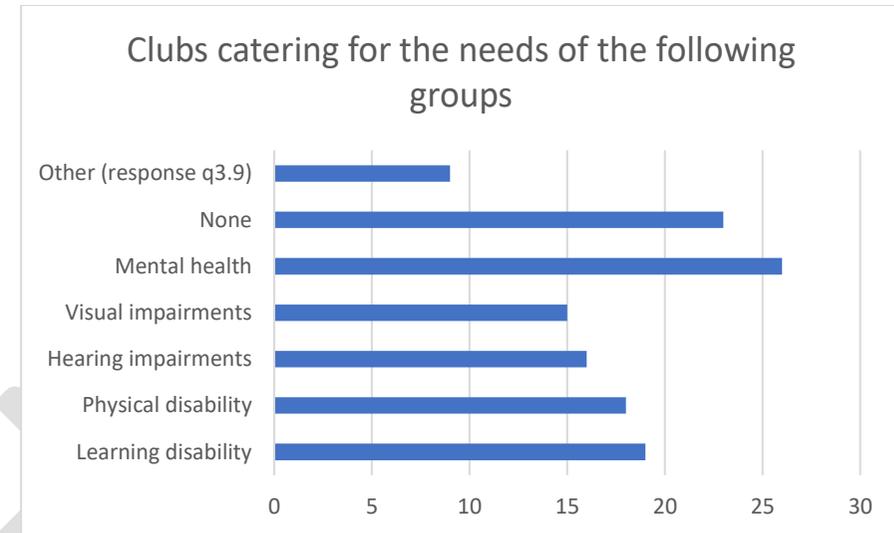


Figure 10

The Cornish Pilot Gig Association manages and publishes a calendar of events which include over 45 competition events. These competition events bring together clubs from their region and beyond. Events are an expression of the competition element of the sport and provide an important economic function in generating income for both clubs and their communities (hospitality, tourism, retail, car parks etc.).

Some clubs work closely with their communities to capitalise on the social and economic benefits, for instance the Mixed Championships hosted by Caradon Gig Club (attracting over 1,500 participants and spectators) is run alongside Saltash Regatta Waterside Festival which also features sailing, canoeing and wild swimming, with bands, street entertainers, children's rides, market and craft stalls, plus food vendors.

Over 30 CPGA clubs hold a regatta where boats typically race around a triangle or kite shaped course within standard categories including Men, Women, Mixed, Veteran and Junior races. The same boats are used by multiple crews within categories by the provision of A, B and C crew racing (thus 18 men might represent a club across three races within the Men's category). Mounts Bay Regatta is an example of a large event with 34 boats and between 1,500-2,500 participants in 2019, whilst smaller events like Boscastle Regatta have as few as 4 boats attending. Numbers at events are swelled by club supporters and tourist audiences e.g. Mounts Bay Regatta attracts an estimated 400 supporters and spectators.

Regional Leagues

The results of some events are drawn on to inform 6 regional league tables. Current leagues include:

- Jurassic League = Exmouth to Poole plus Langstone
- North Coast = Boscastle to Bristol
- Penwith and Kerrier = Cape Cornwall to Falmouth
- East Coast of England = London, Lewes, Newhaven, Rowhedge
- Avon/Somerset = Clevedon, Bristol, Clifton, Portishead, Burnham, Combwich, Porlock Weir
- Isles of Scilly = St Marys, Tresco/ Bryher, St Martins, St Agnes.

Championship Events

Key calendar events include 8 championship events:

- 1) World Pilot Gig Championship – hosted by the WPGC Committee on the first bank holiday weekend in May on the Isles of Scilly. In 2019, more than 3,000 participants competed at the event including

- 163 open women's crews
- 160 open men's crews
- 48 women's vets
- 40 men's vets
- 39 women's super-vets
- 38 men's super-vets.

A victim of its own success, the World Pilot Gig Championships is due to limit boat numbers to 120 due to a lack of capacity for storing the gig trailers in public spaces on St Mary's over the weekend.

2. National County Championship – hosted by the CPGA at Mountbatten, Plymouth, Devon in October. Limited to a representative crew from each county (10). Each county side is scouted and convened by a selector.
3. Under 14 Championship – hosted by Hayle Gig Club in July (2019 - 24 crews).
4. Under 16 Championships – hosted by Newquay Rowing Club in July (2019 - 25 crews).
5. Men's and Women's County Championship – hosted by Newquay Rowing Club over two weekends in September (2019 122 women's crews and 104 men's crews).
6. Mixed Championships – hosted by Caradon Gig Club in June.
7. Veterans Championship – hosted by Brixham Gig Club (27 men's crews and 27 women's crews).
8. Super Veterans Championship – hosted by Swanage Gig Club in October.

In addition to water-based events there is also an annual Indoor Championships organised by the CPGA. Unusually, in 2020, this was held as a virtual event attracting the registration of 600 individual participants from the gig rowing community and beyond.

To hold a competition event, clubs require significant event equipment which they may own or hire. Whilst responding clubs did not see delivering events as a main challenge, the quality of competition management was identified as a priority for individuals consultation respondents. Training and professional support to deliver exemplary racing experiences is an essential aspect of the development of the sport.



2.6 Background to CPGA and Governance

The Cornish Pilot Gig Association (CPGA) was established in 1986 to uphold the specification of the Cornish Pilot Gig and standardise the building of new gigs to ensure fair racing.

Initially the CPGA was an unincorporated association run by a committee. In 2016, the CPGA became a Charitable Incorporated Organisation in order to better achieve its aims, limit liability and accommodate the needs of its growing membership. In becoming a CIO, the CPGA reviewed the objects of the organisation and the structure of the organisation was also amended.

Full member clubs are the voting membership of the CPGA – each with one vote. The members elect Trustees who serve a maximum three-year term before re-election or replacement at the AGM. There must be a minimum of five trustees. Trustees have usually been drawn from rowing clubs in Cornwall, which no longer represents the geographic stretch of the sport with more than 50% of clubs located outside of Cornwall.

The work of the CPGA is guided by a number of written protocols and policies including definition of membership, safety and welfare, safeguarding (see Appendix 3).

There are currently no paid officers and the day to day running of the organisation is carried out by Trustees with some volunteer support.

These tasks are primarily linked to managing websites, social media and events. A team of volunteers also assist in maintaining an archive of audio-visual heritage and documents relating to gig rowing, its history and more recent revival. During 2014-15 a conservatively estimated 1,200

hours were spent by a small number of volunteers facilitating the day to day running of the organisation and other more strategic activities.

Finance is managed by the Treasurer and overseen by the Trustees. An independent examiner audits the annual financial report and supports the trustees in making good financial decisions for the organisation. The income of the CPGA is primarily drawn from its membership subscriptions, boat plan licensing and sponsorship.

The CPGA CIO undertakes its charitable objectives within the UK. The gig rowing community is spread across the UK and overseas. Internationally, there is a large gig rowing community in the Netherlands and clubs in Ireland, Bermuda, France and the U.S.A. Although there are now gig clubs in other countries the relationships with international clubs and associations have not yet been fully formalised. The CPGA has however overseen the building of gigs overseas in order to ensure that fair international competition is possible.

The CPGA currently rents an office at Krowji – a business park for creative and cultural organisations in Redruth, Cornwall.

CPGA owns a modest amount of equipment e.g. radios to support events and host an archive including documentary heritage e.g. meeting minutes, regatta programmes, media publications and audio-visual heritage e.g. photographs, film, audio.

2.6.1 Communication with membership

The CPGA hosts a formal website – www.cpga.co.uk which communicates the purpose of the organisation and shares information including policies, news and the calendar. It attracts over 30,000 page views per year. There are Twitter and Instagram accounts associated with this identity which

deliver formal announcements such as competition results, event information and updates relating to the sport.

The CPGA also runs a more informal website designed to engage and support the gig rowing community – www.gigrower.co.uk. The GigRower website has a magazine style format providing wider interest articles about traditions, technique, and featured clubs/individuals. It attracts typically over 250,000 page views annually. The website is complemented by a Facebook page which generates significant traffic with over 6,700 followers.

Both websites require updating, in particular GigRower which has some functionality issues.

All club secretaries receive a weekly update every Sunday evening via email. The majority of clubs forward this to their membership and it reaches a significant proportion of the rowing community. The weekly update is supplemented by other announcements and one-off communications.

2.6.2 Projects

The CPGA has recently undertaken three significant projects. The success of these initiatives despite limited organisational capacity is testament to the commitment of volunteers.

1. Club In A Box

In 2017, the CPGA secured funding of £30,000 (Sport England/British Rowing) to support new and developing gig clubs. The CPGA created two Club In A Box 'packages', each including a GRP gig, trailer, set of oars, cover, cushions and pins. The scheme was introduced to get fledgling clubs up and running at minimum expense so that they can:

- get people out on the water rowing
- grow their membership

- raise funds for their own Cornish Pilot Gig and therefore be able to race and become full members of the CPGA.

5 clubs have benefitted so far (over at least 12-month loan periods). All clubs have gone on to purchase a Cornish Pilot Gig and are now all full members of the CPGA. The success of the scheme has led to the creation of a third 'package' due to be on loan in 2021. Aside from benefits to the clubs, the scheme also generates visibility for the sport as it spreads to new geographical regions.

2. Pulling Together the Past

Between 2018-2020 the CPGA delivered a £82,000 heritage project supported by Heritage Lottery Fund and other funders. The CPGA successfully managed an employee, contractors, volunteers, and a new digital and physical archive. The project initiated continuing benefits to the organisation including skills, equipment and resources.

3. Energy 2

The 'Energy' was built in 1985 by students of Falmouth Marine School (FMS) under the supervision of Ted Pentecost and Ralph Bird. She was the first Cornish Pilot Gig to be built in mainland Cornwall for well over 100 years and her success ushered in the revival of gig building in subsequent years. To celebrate the 35th anniversary the CPGA commissioned the students of FMS to build a new gig with a view to supporting the development of traditional boat-building skills. The build has been interrupted due to the Covid pandemic but the gig will be launched during 2021 by a new club based in Cornwall which has been established to support the health and wellbeing of service veterans.

2.7 Economic Benefit

The sport generates significant economic benefits for its communities.

2.8.1 Direct spend

Annual investment in new wooden Cornish Pilot Gigs, GRP and equipment is estimated to be in excess of £300,000. The average club develops assets worth in excess of £120k (estimated total sport assets in excess of £10 million). As a result, the sport currently supports the employment of 10 traditional boat-builders plus numerous oar-makers, trailer manufacturers and accessory providers.

Additional (not yet measured) sector spend includes insurance, clothing (leisure clothing, general sports clothing, branded kits) rowing accessories such as foot-straps and associated themed merchandise such as jewellery, artwork, stationery. Most of sector suppliers are small-scale or sole traders and many are based in coastal or gig rowing communities.

2.8.2 Events and tourism

There are 45 + regattas and championships which can attract up to 1,500 competitors and spectators. These events generate considerable income for clubs (some of the larger events in excess of £2,000). In addition, the events more broadly generate trade for the tourism, retail and catering businesses in the wider community. For instance, it has been estimated that the World Championships on the Isles of Scilly generates £3.5million annually for the local economy. The proposed employment of an Events Support Officer will help clubs and communities maximise the economic benefit of these events for their communities.

In recent times rowing tourism agencies have contacted the CPGA looking for partnership opportunities to generate tourism packages linked to the sport. This has not progressed due to the Covid pandemic.

2.8.3 Export opportunities

The growth of the sport continues to open up markets in new regions. The proposed employment of a Club Development Officer will help identify potential regions for expansion and support the development of new clubs. This will bring further benefits to the sector. Gig rowing is well-established overseas, with an estimated 1,250 gig rowers in Holland alone. Exporting the boats, associated products, services and culture provides a real opportunity for further economic benefit.

2.7.4 Third sector

Perhaps one of the more surprising economic benefits of gig rowing has proven to be the significant contribution that the gig rowing community has made to charities.

As well as fundraising for their own purposes many clubs support charities through additional fundraising activities, see Fig 11.

For example, Charlestown Gig Club have so far donated in excess of £30,000 to charities since their inception.

The 'Cornish Barbarians' is an initiative which unites rowers across clubs to support charities. Their recent marathon challenge raised over £12,000 for 'Man Down', a mental health charity.

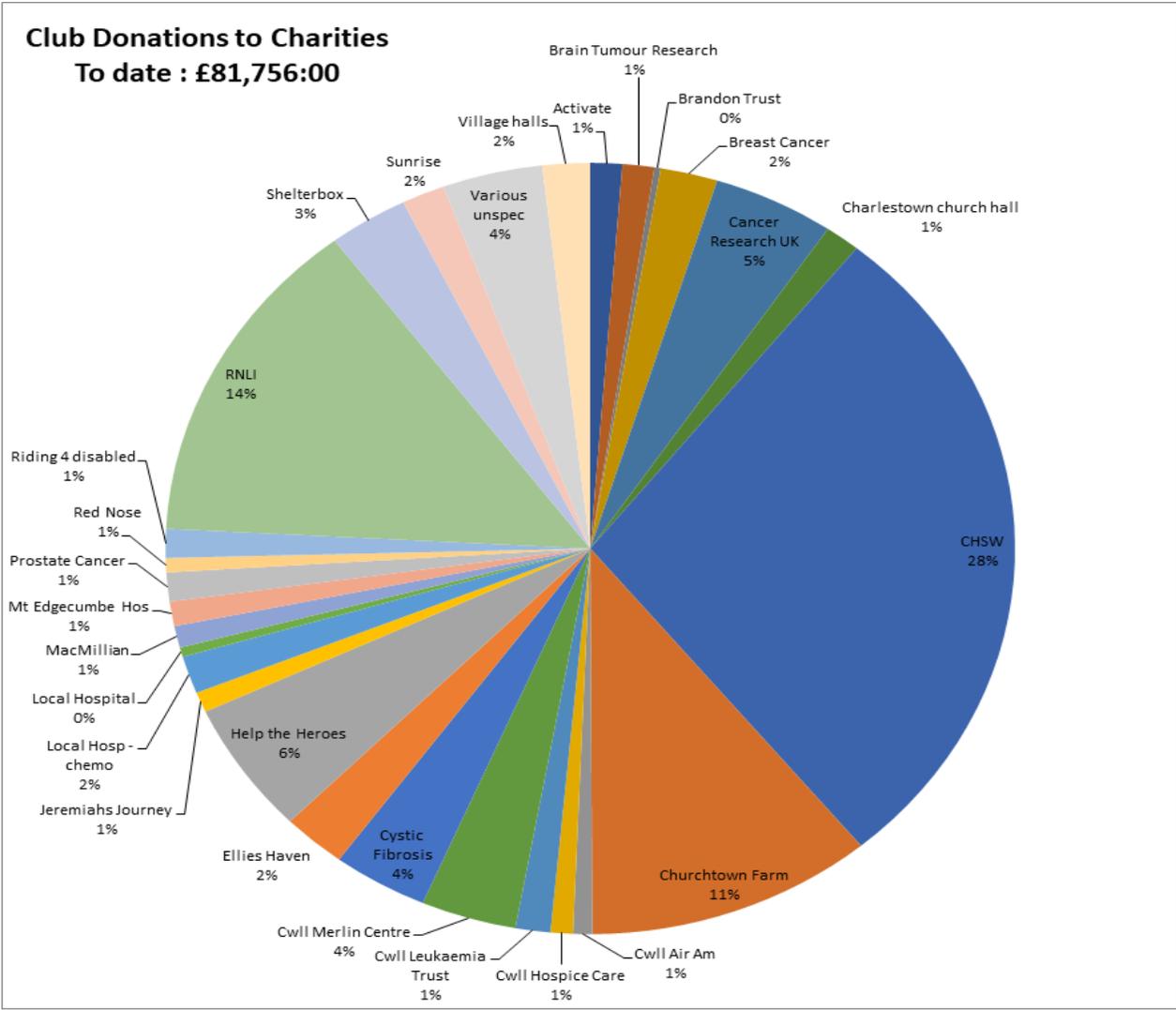
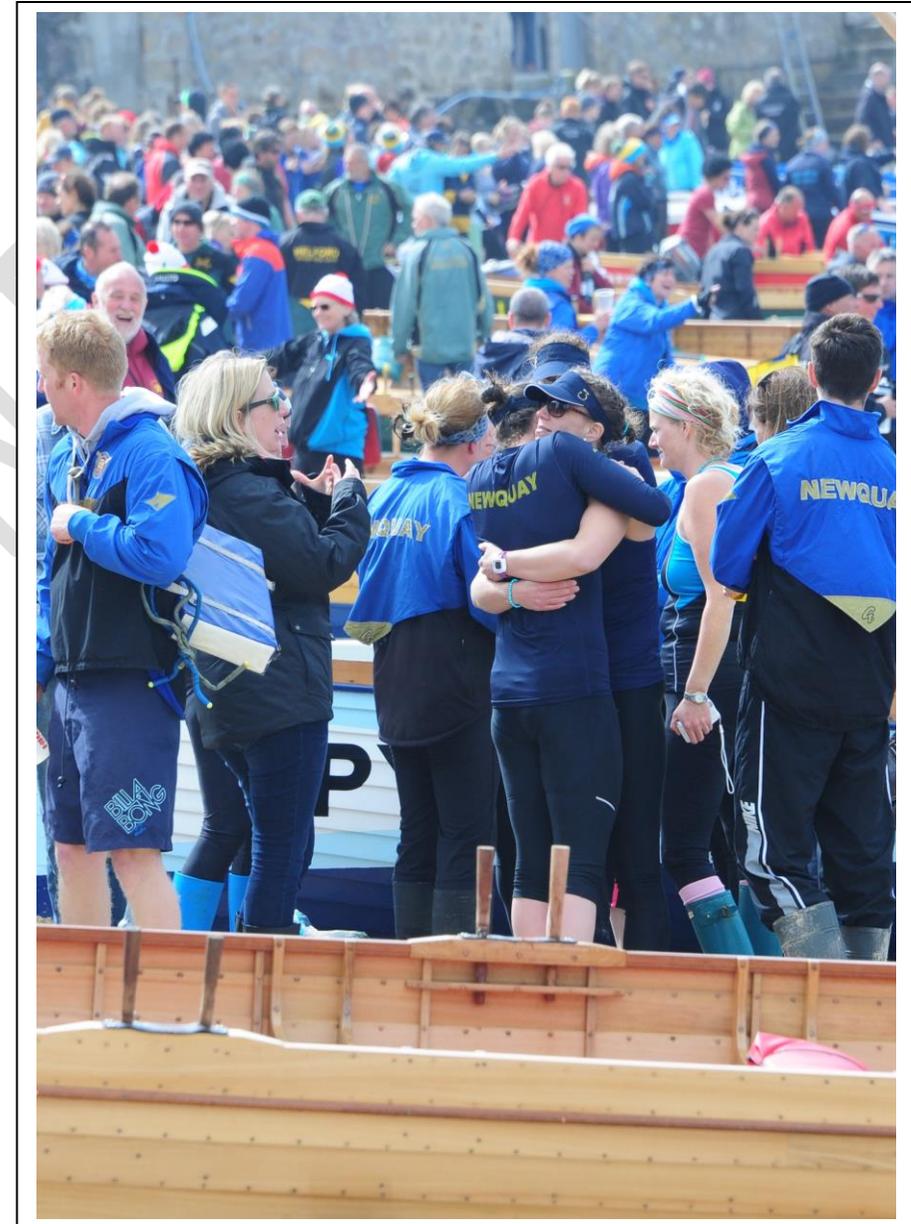


Figure 11

3 Strategic Context



3.1 Sport

3.1.1 Fixed Seat Rowing

Cornish Pilot Gig rowing sits within a wider tradition of fixed seat rowing to be found in coastal and water-based communities worldwide. In recent times, there has been a revival in the rowing of traditional vessels indigenous to the British Isles. As a result, there has been a surge in the establishment and growth of rowing associations which support a variety of fixed seat specifications. In January 2020, CPGA representatives attended and presented at the inaugural Fixed Seat Conference in Glasgow, where associations met to build understanding with a view to potential collaboration in the future.

Attendees included 10 associations representing at least 15 traditional specifications:

- Scottish Coastal Rowing Association
- Cornwall Rowing Association
- Shetland Yoal Rowing Association
- Welsh Sea Rowing
- Jolly Boats
- St Ayles Skiff International
- Cornish Pilot Gig Association
- North East Skiff Association/ Alnmouth
- Teifi Skiffs
- Irish Coastal Rowing Federation

In 2016, British Rowing commissioned the *Fixed Seat and Coastal Rowing Report* which identified 270 fixed seat clubs across 8 open associations (non-open associations not included). The report evidenced that fixed seat rowing constitutes at least 50% of rowing in the UK and it explores the growth of sport, opportunities and challenges, for instance the

disparity in cost between average adult membership of sliding seat clubs at £224 versus fixed seat clubs at £86.

Contribution of the CPGA:

- *To take a leading role in bringing together the fixed seat associations for mutual benefit. The CPGA is currently exploring hosting the first international festival of fixed seat rowing in Cornwall.*

3.1.2 British Rowing

In 2001, the CPGA affiliated to the Amateur Rowing Association through a service level agreement (SLA) which was renewed in 2007. Under this agreement the CPGA paid £80 to the ARA for each member club. In 2009, ARA was renamed British Rowing, the governing body of rowing. It continued to be *'responsible for participation and the development of rowing and indoor rowing in England and for the training and selection of individual rowers and crews representing Great Britain'*.

After incorporation in 2016, the CPGA alerted British Rowing that the SLA had become defunct. Since then, the CPGA and British Rowing have been in negotiations regarding the nature of their relationship. No resolution has been forthcoming to date.

Contribution of the CPGA:

- *To represent the sport at a national level.*

3.1.3 Sport England

Sport England is an arms-length body of government responsible for growing and developing grassroots sport and getting more people active across England.

A Sport England officer met with CPGA representatives in January 2019 to explore how the sport could develop a direct relationship with Sport England. Since then, Sport England has participated in negotiations between British Rowing and the CPGA. No resolution has been forthcoming to date.

Sport England are launching a new 10-year strategy in 2021. The strategy, which has tackling inequalities at its core, will focus on these major themes, all of which are directly relevant to the identified priorities of the CPGA.

- **Recover and reinvent**

Recovering from the biggest shock to the status quo in a lifetime, Covid-19, and reinventing as a vibrant and sustainable network of organisations providing sport and physical activity opportunities that meet the needs of different people.

Contribution of the CPGA:

- To develop a more structured and sustainable network of clubs.

- **An active life for a healthy life**

Strengthening the connection between sport and physical activity and health and wellbeing, to enable more people to live an active life so they can live and age well. The *Sporting Future* strategy of 2015 states that: *'The impact that sport has on physical and mental health,shows the*

power to transform people's wellbeing and create a fitter, healthier and happier nation This has never been more important, when we are battling with growing levels of obesity and diabetes, mental health problems and other conditions associated with inactivity that costs the nation £7.4bn each year'.

Contribution of the CPGA:

- To build on the benefits of the sport for older people by exploring partnership working with health organisations.
- To further enhance the impact on health and wellbeing of targeted groups including those experiencing mental health problems.

- **Positive experiences for children and young people**

Unrelenting focus on positive experiences as the foundations for an active life.

Contribution of the CPGA:

- To do more to support engagement with young people and to develop a strategy to recruit and retain more young people within the sport.

- **Strengthening Communities**

Focusing on the ability of sport and physical activity to create greater community development and social integration.

Contribution of the CPGA:

- To support the development of social capital in communities through fostering pride in place (especially in small communities), engaging volunteers and generating social networks.

- Active environments

Creating the places and spaces that make it easier for people to be active.

The recent Sport England and Outdoor Industries Association report, *Getting Active Outdoors*, identified the important role which the environment plays as an alternative way for people to engage in sport and physical activity. Unfortunately, there were no references to the value of water-based activities.

Contribution of the CPGA:

- To create access to sea, estuaries, reservoirs and rivers which constitute large spaces that are currently underestimated as resources to support active communities.
- To play a role in correcting the lack of recognition of water-based environments in sports policy and strategic planning.

Sport England run campaigns, provides funding through a number of open funding programmes and supports recognised national governing bodies.

Contribution of the CPGA:

- To explore the feasibility of becoming a recognised National Governing Body (NGB.) If this is not successful it will explore potential project funding to support the strategic development of the sport.

3.1.4 Active Cornwall

Active Cornwall (previously Cornwall Sports Partnership) hosted by Cornwall Council has been key in supporting the development of the CPGA. Gig rowing is seen as important and growing sport with the potential to help deliver the aims of Active Cornwall.

“Our aim is to transform activity levels in Cornwall delivered by strong local partnerships, as no one organisation can solve the problem alone. Get it right and the benefits will be felt through improvements in physical, mental, social and economic health. Get it wrong and the costs of ill health and preventable deaths will continue to be measured not just in personal unhappiness but in very clear economic terms, inconsistent with the longer-term aspirations for Cornwall. Never has the need to reduce inactivity levels in Cornwall been more urgent.”

Mike Thomas, Director of Cornwall Sports Partnership

Contribution of the CPGA:

- To continue developing a strong working relationship with Active Cornwall and to seek to build similar relationships with the Active Partnership organisations across gig rowing regions.

3.2 Health and Wellbeing

Public Health England⁵ Strategy 2020 – 25

This important document recognises that how much we exercise is one of the most important choices we make, impacting on our long-term health.

Priorities in this wide-ranging strategy include healthier weight, better mental health and cardiovascular disease prevention – for all of which, gig rowing plays a role in addressing.

Since 2013, many councils have taken the opportunity to integrate physical activity into public health policy as part of a wider shift from a system that treats ill-health to one that promotes wellbeing. In many areas, local health and wellbeing strategies have highlighted physical inactivity as an issue that needs to be tackled and formulated approaches to addressing it.

The Department for Culture, Media and Sport (DCMS) and Department of Health (DH) will work with the National Health Service (NHS), Public Health England (PHE), the Local Government Association (LGA) and others to promote the integration of sport and physical activity into care pathways and maximise the potential of advice, prescribing and referral interventions by health and social care professionals⁶.

Contribution of the CPGA:

- To support clubs to deliver against local health and wellbeing strategies including social prescribing.

⁵https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/831562/PHE_Strategy_2020-25.pdf

Physical Wellbeing

The physical benefits of sport and physical activity are well documented and provide the main rationale for current government investment in increasing sport participation. Being active can reduce the risk of developing type 2 diabetes by 30-40% and can reduce the risk of a range of medical conditions, including cancer, dementia, strokes, heart disease and depression. Public Health England estimates that low levels of physical activity could be the cause of up to 36,815 premature deaths in England, between the ages of 40 and 79. Only 56% of adults are physically active for the 150 minutes each week recommended by the UK's Chief Medical Officers. The figures are lower still for children.⁷

Contribution of Gig Rowing

- Engagement in team sport increases regularity of participation.
- Supports the importance of muscle strengthening activities particularly with females and older males.
- Weight-bearing exercise strengthens your bones reduces chances of developing osteoporosis.
- Provides rigorous and sustainable exercise over time.
- Encourages engagement from older people

Mental Wellbeing

The advantages of improved physical activity go well beyond physical health and wellbeing. The association with psychological wellbeing is now well established and the potential for physical activity to play its part in managing the growing challenge of mental ill health is significant. Physical

⁶ Sporting Future: A New Strategy for an Active Nation

⁷ Sporting Future: A New Strategy for an Active Nation

activity can enhance psychological well-being, by improving self-perception and self-esteem, mood and sleep quality, and by reducing levels of anxiety and fatigue. Physical activity can also reduce the risk of depression⁸.

Studies have looked at middle-aged people and the effects of physical exercise on their thinking and memory in later life. Combining the results of 11 studies shows that regular exercise can significantly reduce the risk of developing dementia by about 30%. For Alzheimer's disease specifically, the risk was reduced by 45%.⁹

Women who participate in these club sports enjoy better mental health and life satisfaction than women who exercise at a gym or walk alone, even though there were no differences in physical health between the groups.¹⁰

Some people find that joining a sport programme helps reduce the stigma attached to their mental health problem. Getting involved in local projects with other people who share a common interest can be a great way to break down barriers and challenge discrimination¹¹.

Findings of recent studies have highlighted the significant impact of time spent in nature on mental health. The natural world experienced by gig rowers provides complex sensory stimulus, sightings of numerous wildlife species and mindfulness provoking experiences such as a sunrise.

Contribution of Gig Rowing

- Provides good exercise in a supportive team environment.
- Helps with connection to local community.
- Has strong take up by over 50's which contributes to combating dementia.
- Supports connection to nature.

Individual Development

We know through work already funded by Government and through responses to our consultation how powerfully sport can affect an individual's development. Evidence shows that taking part in sport improves educational behaviour and attainment through greater self-esteem, confidence and direct cognitive benefits. Participation in sport can also have a positive impact on employment can have a positive role in tackling the problems of those who are not in employment, education or training (NEETS).¹²

Contribution of Gig Rowing

- The CPGA will help clubs to develop strategies to support unemployed to take part in the sport.

3.2.1 Social and Community Development

Effective local delivery means starting with that community and designing and delivering sporting activity according to its specific need. The members of a community are the most valuable resource in shaping successful local programmes. We will harness their knowledge of the environment, history, culture and challenges of the places where they live or work. Building partnerships with them and their trusted organisations will be the key to success.

As well as developing individuals, sport can help build stronger communities by bringing people together, often from different backgrounds, to make them feel better about where they live, improve

¹¹ www.mind.org.uk/information-support/tips-for-everyday-living/physical-activity-sport-and-exercise/health-benefits/#.XH5iFbjLiUk and <https://www.mind.org.uk/information-support/tips-for-everyday-living/nature-and-mental-health/how-nature-benefits-mental-health/>

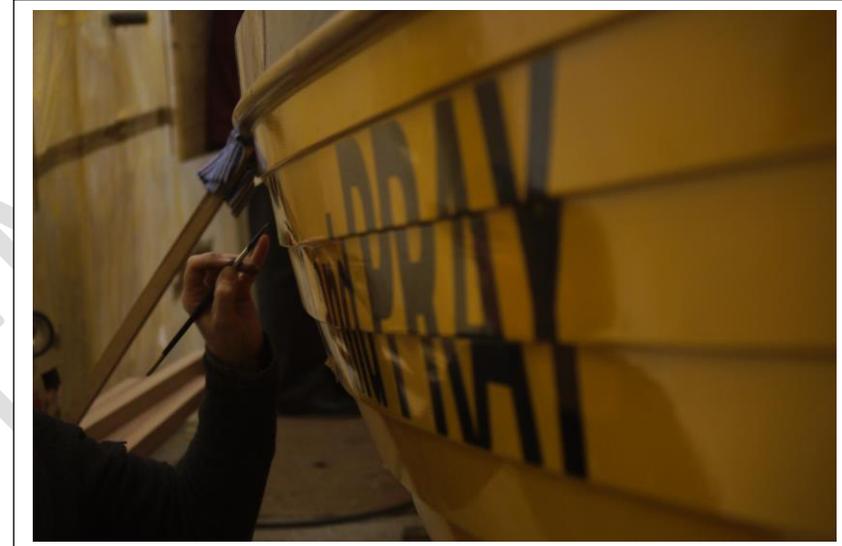
¹² Sporting Future: A New Strategy for an Active Nation

community links, cohesion and build social capital. For example, we know that people who volunteer in sport are more likely to feel a sense of belonging to their community and people who take part in sport are likely

to enjoy stronger social links with other people. There are many aspects to measuring social capital, but the success of gig rowing can be evidenced by the high level of social trust within its communities¹³.

Contribution of Gig Rowing

- Has a long and rich heritage which is particularly resonant with coastal communities in Cornwall.
- Clubs tend to have a strong social aspect.
- Clubs represent small coastal communities and contribute to local pride and identity.
- Clubs are not expensive to join and do not have the barriers to entry which other rowing sports are perceived to have.
- Events engage with wide audiences and are key features of community calendars.



¹³ Sporting Future: A New Strategy for an Active Nation

3.3 Economic Development

3.3.1 Health and Wellbeing

Reducing the burden on our health services is a significant economic outcome. It is estimated that the primary and secondary care costs of the top five conditions attributable to physical inactivity amount to nearly £1bn per year in England¹⁴ and that overall physical inactivity costs the UK an estimated £7.4bn each year. However, increasing levels of physical activity has the potential to deliver economic impact beyond these important cost savings.

NICE guidelines suggest that investing in the health of employees can bring business benefits such as improved productivity, reduced sickness absence, increased loyalty and better staff retention. Physical activity programmes at work have been found to reduce absenteeism by up to 20% (physically active workers take 27% fewer sick days than inactive workers) and staff turnover by 10-25% with cost savings estimated at around £20,000 for a business with 100 employees on minimum wage.¹⁵

“Gig rowing seems to be so obviously a part of the community that it can easily be taken for granted. That would be a mistake. Scratch beneath the surface and here is an activity that is not only growing in popularity, but its clubs are also communities in their own right, making them particularly attractive to women and doing a great job as well in keeping older people active. If gig rowing did not exist you be hard pushed to find anything that created such value for the communities they serve.”

Mike Thomas – Director, Active Cornwall

Contribution of Gig Rowing:

- Improved health and well-being bring benefits to the budgets of public and private sectors
- Is good value for money. Substantial health and wellbeing for individuals and communities result from low investment.
- Creates access to a ‘free’ (or low cost) resource. Unlike a sports pitch, sea environments are not costly to establish or maintain.

¹⁴ Sport England commissioned research from British Heart Foundation Health Promotion Research Group.

¹⁵ The Cornwall and Isles of Scilly Physical Activity Strategy

3.3.2 Marine Industries

Cornwall and Isles of Scilly Local Enterprise Partnership has identified 'Marine' as one of its 10 opportunities in its emerging industrial strategy¹⁶. The sector contributes £500m to Cornwall's GDP and employs 1,700 people. Whilst the LEP's focus is on marine technology, it should not be overlooked that gig rowing is estimated to be directly responsible for at least £4m of direct turnover on boat building equipment and associated direct spend in coastal communities. The growth of sport can continue to contribute to the growth of the marine sector in Cornwall, strengthening the economy and creating more employment.

The infrastructure that has developed in Cornwall has enabled the sector to take advantage of the revival in other fixed seat communities, e.g the Bantry Bay gigs of Ireland are built in Cornwall.

The Cornish Pilot Gig Association can build on its existing relationship with Falmouth Marine School to support the development of wooden boat building skills.

Contribution of Gig Rowing:

- The sport is responsible for a swathe of economic and community benefits in coastal communities including supporting the industry of boat-building and related products and services.
- Supports the unemployed or on low pay to gain skills and training including apprenticeships in boat building.
- 41 new gigs built in Cornwall between 2011 and 2019 at a cost of between £25k and £30k = £1.03 - £1.23m.
- Is well-established overseas, with an estimated 1,250 gig rowers in Holland alone. Exporting the boats, associated products, services and culture provides a real opportunity for exponential business growth.

¹⁶ <https://www.cioslep.com/vision/local-industrial-strategy>

3.3.3 Tourism

Many gig clubs are located in popular tourist destinations. The sport already supplements the tourism offer by enhancing the experiences of visitors and providing rowing sessions for tourists or other groups, such as corporate team building events for businesses and stag parties.

The CPGA can develop these activities further by formalising relationships with tourism agencies/providers and supporting clubs in their tourism market engagement activities. The CPGA has built a relationship with Visit Cornwall in order to better understand the needs of the tourism industry. Similar relationships can be established with tourism bodies in other regions.

Post-pandemic people will be looking for exercise and healthy activities. Sports tourism is a growing area with 48% of UK holiday makers looking for health and fitness as a major part of their holiday. Developing packages, possibly in partnership with other adventure sports, will enhance the offer of tourism providers e.g. hotels and holiday parks.

The existing rowing community is also a tourism audience in its own right looking for new opportunities to extend their rowing experiences in diverse places and through varied formats.

These activities fit with the tourism opportunity identified within the LEP's emerging industrial strategy which seeks to maintain existing markets and build new ones capitalising on the growth of the tourism industry.

“During a very recent strategic review of Cornish tourism gig rowing was identified as one of the strengths of Cornwall, but also an opportunity for growth and having a positive impact on the visitor economy, particularly as it adds to the distinctiveness of our wonderful region. On a less parochial note, rowing is a growing area of active leisure and tourism, the communal aspect of gig rowing is good for people's wider well-being.

Visit Cornwall fully supports the wise and sustainable growth of gig rowing and I look forward to working with the association to assist in meeting its aspiration for the future. Malcolm Bell – CEO, Visit Cornwall

Contribution of Gig Rowing:

- Supports tourism all year round, including during the off-seasons. Spring, in particular, is currently considered the 'hungry gap'.
- Builds on local cultural identity (especially in Cornwall).
- Supports local community life.
- Engages people looking for activities on holiday – the opportunity to row rather than just watch.
- Engages people looking for authentic experiences – the opportunity to engage in activities with cultural values and traditions, such as shanty singing.
- Delivers 48 competitions which generates interest for visitors. The events constitute rowing tourism within the sport. Rower attendance stimulates significant economic impact, for example, the World Pilot Gig Championship in the Isles of Scilly estimated to stimulate £3.5m of economic activity annually.

3.3.4 Media

Media contracts and broadcasting rights are a key income strand for many sports. Streamed gig racing has previously proven popular with online audiences and offers the opportunity to showcase the sport to wider audiences. It also offers opportunities for Cornwall based sponsoring businesses to reach a wider market.

Broadcasting of larger gig racing events such as the World Championships, has the potential to promote Cornwall as a visitor destination to national and international audiences.

Greater coverage of the sport can only serve to boost interest in the sport and support its continued expansion.

The DCMS have identified issues with the diversity and lack of regional representation within programming by broadcasters¹⁷. This provides an opportunity for traditional sports to gain coverage and greater exposure.

'Across the nations and regions of the UK we know that the public want us to do more to portray the full diversity of life across the UK throughout our programmes and services. The UK is changing and it is not straightforward to represent or portray every aspect of British life across all of our services. However, the BBC has a major role to play here, and in the next Charter we will evolve our programmes and services to meet these changing audience demands.'

British, Bold, Creative, BBC, p.46

The CPGA has prepared for this outcome by establishing and maintaining an audio-visual archive. This archive has already supplied material to broadcasters, for example BBC CountryFile. The CPGA has also partnered with BBC Radio Cornwall to engage members of the public at Royal Cornwall Show and provided content for BBC Spotlight features.

Contribution of Gig Rowing:

- Provides a colourful and captivated spectacle suited to broadcasting programming.
- Creates broadcasters with access to an archive of rich cultural heritage of accessible and high quality.
- Generates content that reflects minority and regional diversity.

¹⁷ A BBC for the Future, DCMS, 2016

3.3.4 Environmental Growth

Cornish Pilot Gig rowing offers opportunities for people living in Cornwall to contribute towards the aims and objectives of Cornwall Council's *Environmental Growth Strategy 2015 – 2065*. Gig rowing allows participants to uniquely connect with their natural marine environment. This meets the aims of the Environmental Growth Strategy which asks "What can you do?":

"Every person who cares about Cornwall has a role to play to deliver this 50 year Strategy for Cornwall. To help create a healthy and prosperous Cornwall, simply we invite you to: Spend time outdoors (there are significant physical and mental wellbeing benefits). Learn about Cornwall's unique natural history and notice how our environment is still changing. Support and create environmental growth at every opportunity."

The CPGA has already worked in partnership with the Duchy of Cornwall to engage people in understanding the construction of the Cornish Pilot Gig from tree to sea at the Royal Cornwall Show.

The CPGA continue to support the sector to access wood from local and sustainable sources. This has led to continuing conversations with

agencies such as Cornwall Council, Cormac, National Trust and a campaign which has been featured in national and regional press.

Contribution of Gig Rowing:

- Realises the natural environment as an asset without negative environmental consequences.
- Plays a role in helping people to access, understand, respect and protect environments, particularly issues relating to sea and rivers.
- Provides opportunities to link forestry and woodland management initiatives with community outcomes, for instance, planting or harvesting trees that can be incorporated into boat builds in the future.



4 Strategic Approach

4.1 Vision

A thriving traditional sport which facilitates enjoyment, well-being and performance to individuals of all abilities and ages within our vibrant rowing community.

4.2 Mission

To support the growth and success of Cornish Pilot Gig rowing by helping clubs to provide rowing safe and varied opportunities, enhancing the sporting experiences of individuals and upholding the specification of the Cornish Pilot Gig.

4.3 Values

The work of the staff, trustees and volunteers of the Cornish Pilot Gigs Association will be driven by the following values:

Authentic – A rich cultural heritage is expressed through living traditions throughout our rowing community.

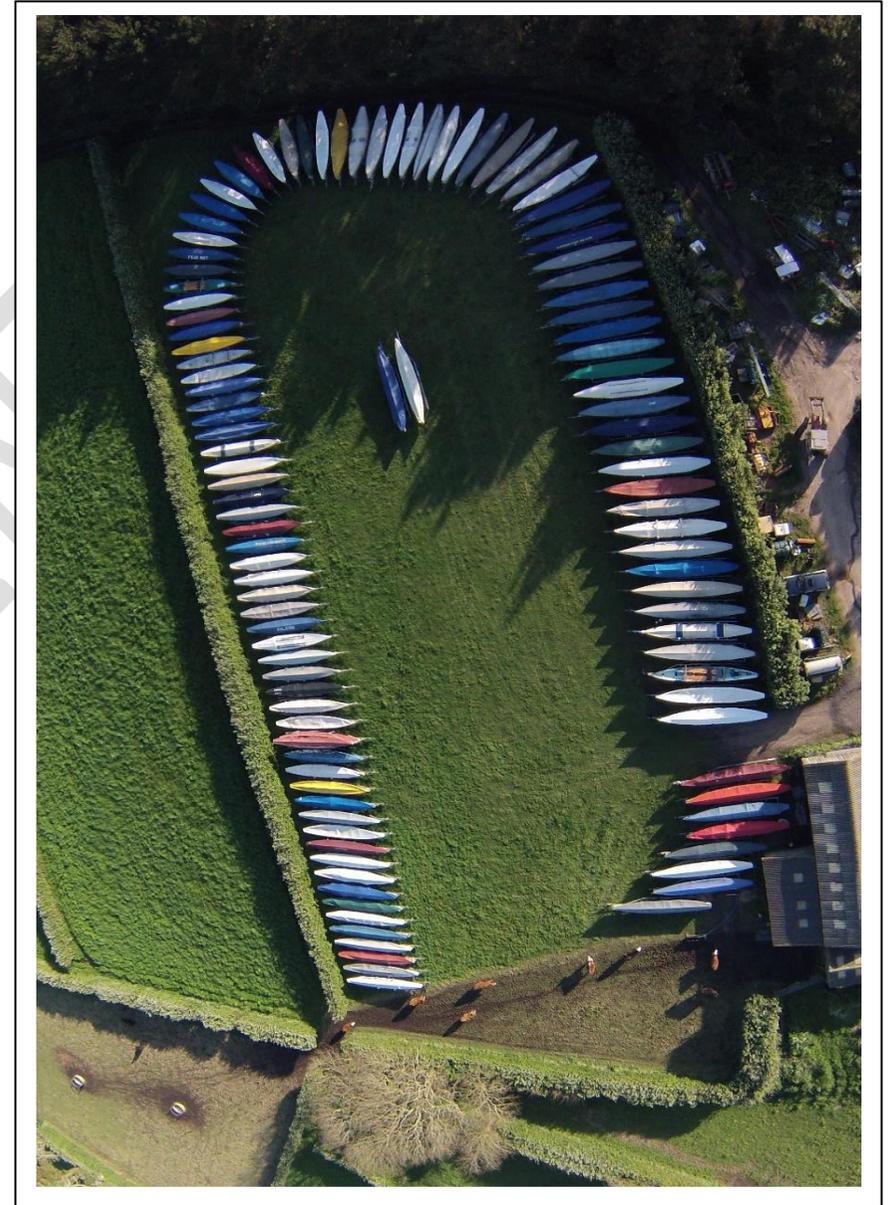
Inclusive – A warm and welcoming ethos brings people together.

Excellence – Commitment to the highest standards in safety, welfare and every aspect of the sport.

Transparent – We will be transparent about how and why we operate the way we do.

Integrity – We will act in a fair and consistent manner and conduct ourselves in all their dealings in a way that confers and earns respect.

5 Strategic Priorities



5.1 Strengths, Weaknesses, Opportunities and Threats

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ● Strong rowing community engaging in diverse rowing experiences from casual social rowing to elite competition ● Accessible to all ages and adaptive rowing approaches available for those with additional physical needs ● Strong growth over past 10 years ● Expanding geographic reach – more clubs outside Cornwall than within ● Many clubs have good local profile and recognised as a valuable resource ● Lively racing scene with established calendar of over 40 events ● Significant group of committed athletes pushing up performance standards ● Strong heritage ● An affordable sport ● High numbers of over 50s participating ● High percentage of female rowers ● Shared standards across health and safety and welfare – and minimum standards regarding governance ● Creates access to nature and natural resources without substantial environmental impact 	<ul style="list-style-type: none"> ● Insufficient resources to support development of the sport ● Insufficient income to CPGA to fund further development of sport ● Too much responsibility carried by small number of core trustees and Executive Officers ● Lack of regional structures to support increased geographic reach of the sport ● Poor direct communication between governing body and individual members ● Lack of support available for new clubs ● Low numbers of participation at junior level ● Lack of training available to support development and running of clubs ● Some clubs are led by enthusiasm of individual founders and lack capacity or succession strategy ● Lack of data on clubs and members ● No elite pathways, including through to Olympic Sports ● No structured support for volunteer recruitment and retention ● Insufficient numbers of coaches, umpires and other officials and insufficient support for them ● No strong national brand – outside of sport ● Lack of national representation within the sport of rowing. ● Lack of national media coverage.

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ● Growth of sport across UK and beyond ● Development of stronger junior participation ● Development of University Clubs ● Recognition of Sport as National Governing Body by Sport England ● Develop higher national profile leading to increased sponsorship opportunities ● Support clubs, through training and mentoring to be more sustainable and deliver stronger benefits to their members and communities ● Develop local leagues ● Generate increased income from individual membership ● Generate earned income from merchandise ● Host high-profile national fixed-seat rowing festival ● Secure three-year development funds ● Relationships with other fixed seat communities for cultural exchange and growth in new regions ● Growth in related industry sectors e.g. traditional skills development and work for boat builders ● Increase diversity in rowing calendar ● Improve standards of championship competition provision ● Explore establishing new 'traditional' specifications 	<ul style="list-style-type: none"> ● Not enough individual members pay fees and not enough income raised to support staff required to implement development plan ● CPGA not able to manage expansion of sport, leading to split in governance on a regional basis ● CPGA not recognised as a National Governing Body by Sport England ● Clubs not able to manage expansion of membership ● Other organisations moving into the market area

5.2 Aims and Actions

The following aims and actions have been developed to build on the strengths, address the weaknesses, grasp the opportunities, and overcome the threats.

Aim 1:	Develop CPGA to meet demands of expansion	Lead	Notes	Targets
1.1	Review competitive rowing structures to include regional leagues.	Chief Executive	Establish structures which support rowing at all levels of ability.	All clubs able to compete in local leagues by 2022.
1.2	Review CPGA Trustee structure to include inclusive geographical representation and wider diversity.	Trustees	Independent support will be engaged to carry out a thorough governance review.	New constitution presented at AGM in 2021.
1.3	Monitor financial model to support the engagement of a professional team to deliver new services.	Chief Executive and Trustees	Financial monitoring report for trustees every month for first 18 months. Then reviewed to consider bi-monthly or quarterly reporting.	Trustees have sufficient financial information to make decisions re expanding staff team.
1.4	Extend data collection practices to inform development of the sport.	All staff supported by Admin Officer	Chief Executive and trustees to agree on core data to be collected and collection of data made part of agreements between clubs and CPGA.	Data collection successfully carried out by CPGA and member clubs including yearly survey of clubs and membership to commence in 2021.
1.5	Resolve international affiliation models.	Chief Executive and Trustees	Approaches to international affiliation may benefit from scoping international models within other sport.	By 2022 constitution adopted regarding international affiliated associations.

Aim 2:	Support development of existing and new clubs	Lead	Notes	Targets
2.1	Develop strategy to support the establishment of new clubs.	Club Dev Officer Event Officer	<ul style="list-style-type: none"> Develop on-line materials to support development of new clubs. Deliver live training events for new clubs. Set up mentoring support network. Marketing strategy in place to set up new clubs 	Minimum of 12 new clubs established by 2025/26.
2.2	Generate strategies to help existing clubs with key issues e.g. funding, finance, community liaison, recruitment, running events.	Club Dev Officer Event Officer	Provide guidance, training, and qualifications to club volunteers both in person and online.	96 clubs in existence by 2025/26 with 90% reporting being financially secure.
2.3	Develop CPGA kite mark scheme.	Club Dev Officer Event Support Officer	The kite mark concept will require further consultation with clubs (in the light of the withdrawal of the Clubmark accreditation scheme).	Kite mark system in place by end of 2022/23 with 30% of clubs reaching gold standard by 2025/26.
Aim 3:	Improve competition at all levels	Lead	Notes	Targets
3.1	All clubs able to take part in league competitions.	Chief Executive	All clubs to enter at least one junior, one adult male/female/mixed crews and one vets crew in their local league.	All clubs to enter at least 10 league events.
3.2	Develop regional leagues (including league champions event).	Events Support Officer	Regional structures/representatives will be required to support regional league provision.	Competitive regional league racing, sanctioned by the CPGA, to be established in all current regions by 2022 summer season .

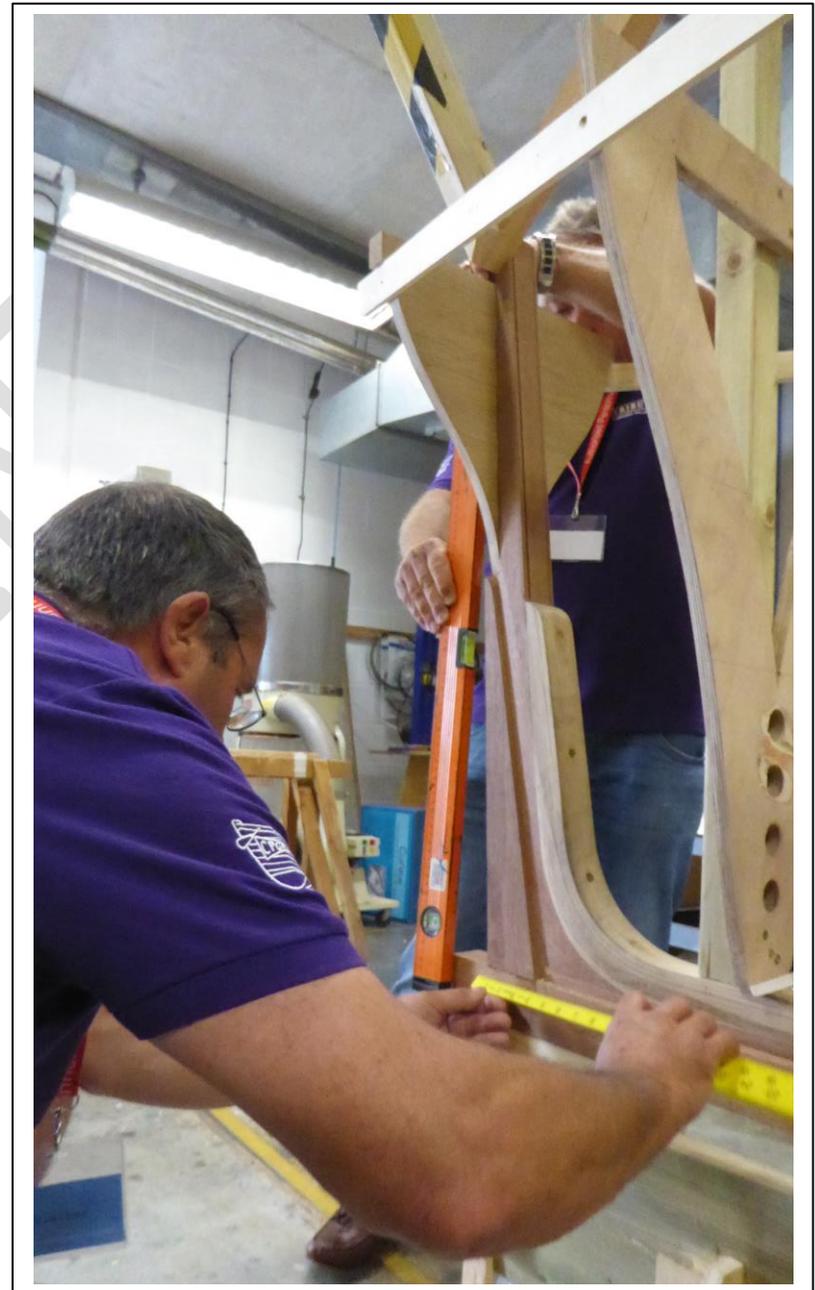
				League champions competition to take place Autumn 2022.
	Support championships provision.	Event Support Officer	Needs to agree a set of criteria against which clubs can bid for running championship events. Need to agree what the CPGA will provide to support championship events.	3-year contracts with championships providers to be put in place for 2023 season.
3.3	Develop strategies to support quality of racing and standards of event provision.	Event Support Officer	Agree minimum standards. Provide appropriate training to clubs. Provide appropriate support in terms of equipment and officials etc to support improvement of standards at regattas and racing events. Explore how the CPGA could support World Pilot Gig Championships, IOS.	All championship events to be delivered by clubs who have achieved Gold Standard Kite mark by 2023. All league events to achieve 75% high satisfaction rating by participating clubs by 2024/25.
3.4	Support athlete progression through improved pathways and coaching provision.	Club Dev Officer	Liaison with other sports bodies required to scope and access athlete pathways.	80% of clubs to have qualified coaches by 2025/26. Established elite athlete progression routes to Olympic Sports established by 2025/26.

Aim 4:	Support individual engagement with sport	Who	Notes	
4.1	Support club recruitment strategies (including addressing diversity).	Club Dev Officer	Training materials developed to support best practice in recruitment.	Average numbers of adult rowers per club to reach 77 by 2025/26. Diversity monitoring forms to be filled in bi-annually by 2022.
4.2	Develop and deliver strategies for clubs to recruit and retain junior rowers.	Event Support Officer Club Dev Officer	Junior programme will require new age categories to be set up – under 14's under 16s and under 18s. All clubs supported to set up junior sections – grant aid researched for Junior Rowing Development Officer.	New junior racing categories put in place for 2022 season. 75% of clubs to have at least one junior rowing section. 50% of clubs to have at least two junior rowing sections.
4.3	Review and implement volunteer strategy for the CPGA.	Chief Executive	Research best practice in recruiting, retaining and rewarding volunteers in sports associations.	80% of clubs have volunteer strategy by 2024/25. Develop pool of 20 mentors to support new clubs and development of best practice. Develop pool of 20 volunteers for CPGA activity by 2023/24.

4.4	Provide training and qualifications for club officers, coaches, and race officials.	Chief Executive	Need to develop training strategy to maximise potential of on-line and face-to-face training courses.	80% of clubs to meet silver Kite Mark standard by 2024/25, supported by attending training courses.
4.5	Improve rower experience through improved communications, individual member benefits and community building.	Admin Officer	Online membership facility should be accessible to both clubs and individuals.	75% of Individual rowers report high levels of satisfaction with the sport in annual survey by 2023/24.
Aim 5:	Promote sport and maximise impact	Who	Notes	
5.1	Develop brand and raise national profile of the sport.	Marketing Officer Consultants	Brand agency to be commissioned by end of 2021/22.	New brand developed and implemented by Summer 2022. Relationship between the CPGA and GigRower brands reviewed and resolved by summer 2022. Number of registered rowers to increase by minimum of 50% by 2025/26.
5.2	Develop and implement PR strategy.	Marketing Officer	Consider role of Club in A Box in terms of PR in new geographical areas.	Annual PR strategy, including targets developed by January 2023.

			National high-profile campaign run each year to promote participation in the sport.	
	Develop awareness of heritage, traditions and culture of gig rowing.	Trustees	The existing gig rowing archive is a significant resource to support PR work but should be adequately maintained and added to over time to document the continuing development of the sport.	Ongoing strategy for maintaining heritage adopted by January 2022. Pool of volunteers recruited Spring 2022.
5.3	Develop national/international fixed seat event.	Chief Executive and Trustees Consultants	Build on existing relationships with other members of the fixed seat community in order to enrich events and cultural exchange opportunities. Initial strategy for delivering festival in place by April 2021.	First fixed seat rowing festival delivered in Cornwall by summer 2023.
5.4	Create and further strategic relations with other bodies (sport, health, wellbeing, community, business, tourism, media etc).	Chief Executive and Club Dev Officer Trustees	Identify key organisations and regional and national level to work with (ongoing). Establish media partners and seek sports coverage. Seek to resolve relationship with British Rowing by March 2021.	Secure at least 6 sources of funding to support partnership activity at either club, regional or national level, by end of 2022/23. To include at least one major award to enable employment of Club and Event Support Officers by end of 2021/22.

6 Financial Plan



6.1 Rationale of the Financial Plan

In order to manage the expansion of the sport and support clubs to deliver the greatest possible benefits to their membership and to their communities there is a need to employ a staff team. Employing a staff team and providing them with the budget required to achieve the priorities outlined in the previous section will require increasing income from £75k in 2021 to £155k in 2021/2 and up to £350k by 2025/25.

Increase in income will be mainly achieved through the CPGA charging an initial £30 individual membership fee, increasing by £1 per year and by achieving a 39% increase in membership over this time. The level of increase in membership is realistic, based on current pace of increase and on the support which staffing will provide to support individual clubs with recruitment and retention and to promoting the sport in general.

6.1.1 Income

Income from individual membership fees is based on 84 clubs with an average of 63 members in 2021/22 rising to 96 clubs with an average of 77 members by 2025/26.

Club fees will be £250 rising to £275 in 2024/25.

The CPGA will be looking for a three-year headline sponsorship deal in 2022/23 for at least £10k per year.

In 2022/23, the CPGA will be seeking to secure a three-year development grant to support the employment of the staff team. In 2021/22, staff team will be paid for out of existing funds and by 2025/26 there will be

sufficient income generated to support employment of staff team without need for grant.

Other fundraising targets are based on current performance.

Income for Local Authorities is based on securing £1k per year from at least six of the ten Local Authorities that have gig clubs in their area.

6.1.2 Staffing Costs

Over the next five years the CPGA needs to employ on behalf of the membership the following staff team¹⁸:

Chief Executive (full time) – responsible for strategic development, with a focus on funding, commercial development and liaison with stakeholder and partner organisations.

Events Support Officer (0.5 fte) – responsible for development of championship events and supporting clubs to deliver high quality regattas and other events. They will be supported at championship events by a freelance events crew who will act as race officials.

Club Development Officer (initially 0.6 fte fulltime in 2024/25) – supporting clubs to increase their sustainability and the quality of their overall delivery with a focus on; supporting establishment of new clubs, developing junior rowing sections, coaching and club governance.

Marketing Officer (0.6 fte) – marketing the sport at a national and regional level and providing training support for clubs in marketing for

¹⁸ See Appendix 2 for organisational structure

recruitment and for events. They will also have the responsibility for liaising with sponsors over day-to-day issues.

Merchandise Officer (0.4 fte) - responsible for fulfilment of online orders and coordinating sales at championship events.

Administrative Officer – (full time) – support all other staff and liaise with clubs and membership including collection of annual fees and coordinating membership offer.

6.1.3 External Support Costs

The staff team will be supported by a range of sub consultants bringing specialist skills including, brand consultancy, web designers, sponsorship

consultants, accountants and safeguarding and safety advisors. Costs will range from £12k to £45k.

6.1.4 Marketing Costs

Around £35k a year will be invested in a membership database and various marketing budgets.

6.1.5 Other Costs

Running costs and Expenses are commensurate with the staff numbers and based in part on previous expenditure.

Support costs are sundry costs including equipment and storage, membership insurance, budget for club support officer etc.

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6.2 Summary of Finance

Please note the information refers to Years 1 (2021-22), 2 (2022-23) and 5 (2025-26)

Major increase in expenditure is in staffing costs

2020-2021	2021-22	2022-23	2025-26
0	90,013	152,230	173,666
	Chief Executive Administrator Marketing Officer (p/t)	Chief Executive Administrator Marketing Officer (p/t) Club Support Officer (p/t) Events Support Officer (p/t) Merchandise Officer (p/t) Event Support Team	Chief Executive Administrator Marketing Officer (p/t) Club Support Officer (p/t) Events Support Officer (p/t) Merchandise Officer (p/t) Event Support Team

Major increase in income is membership fees

2020-2021	2021-22	2022-23	2025-26
0	103,194	178,407	249,947
	63 members from 87 clubs paying £30 £30 – Adults £0 – under 18s free Based on a conservative projection of 65% collected in Year 1 to allow for transition to new procedures	66 members from 90 clubs paying £31	76.5 members from 96 clubs paying £34

Income – Years 1, 2 and 5

	2021-22	2022-23	2025-26	Notes
Core Income				
Club Membership	16,800	19,575	24,000	No of clubs rise to 96. Fees rise to £250
Individual Membership	103,194	178,407	249,947	Average registered rowers per club rise 63-77. Fees rise £30 - £34
Sub Total	119,994	197,882	273,947	
Grants				
Salaried Staff	8,500	37,500	7,500	3-year development grant £30k + £7.5 grant annually
Events Equipment	0	11,000	0	One off grant
Sub Total	8,500	48,500	7,500	
Sponsorship	11,500	14,500	18,490	
Services / Trading	15,025	35,848	52,289	Club in a Box, merchandising, training fees, advertising etc
Total Income	155,019	293,830	352,266	

Expenditure – Years 1, 2 and 5

	2021-22	2022-23	2025-26	Notes
Staff	90,013	152,230	173,666	2 fulltime, +4 part time + events crew + freelance admin
External Support	21,000	45,500	12,794	New website, new branding, support with consultancy, accountants, safeguarding and safety
Running Costs	15,963	14,903	14,721	Rent, rates, insurance etc
Marketing / Comms	12,126	30,148	36,420	Media, membership content, promotional mats
Expenses	13,270	20,838	23,629	Board, staff, volunteers, venues
Activity / Resources	20,500	38,862	43,164	Support budgets, training, storage
Sub Total	175,871	302,480	304,394	
4% Contingency	7,035	12,009	12,176	
Total	182,906	314,579	316,570	

Note: In order to deliver services whilst income is developing, the CPGA will invest £48k from reserves in first two years to realise £94k in next three + benefits of better resourced sport.

7 Risk Management



7.1 Risks to Income

- 1. Biggest risks are individual membership fees which account for between 61% (2022/23) and 71% (2025/26) of overall income.**

Risk mitigations

Clubs and membership sign up to 5-year strategy at AGM in Jan 2021 – if they do not then the business strategy needs seriously rescoping before there is any commitment to expenditure.

There could be fewer new clubs developed (increased to 96 from 84) – but projection is in line with recent expansion and in the business strategy the CPGA will have staff to promote the sport and to help set up new clubs.

There could be lower increase in numbers of members per club (average of 63 rising by 5% per year to 77) – but see comments re club development.

Risk Level – medium

Risk Impact - medium

Significant reduction in membership fees could be managed by reduction in expenditure and possibly addressed by increased grant income in short to medium term.

- 2. Club membership fees based on small increases in fees and growth of clubs from 84 in 2021/22 to 96 in 2025/26.**

Risk Mitigation

See above.

Risk level – low

Risk Impact - low – highly unlikely for there to be a dramatic drop in number of clubs.

- 3. Merchandise Income – based on £2.50 sales per head with gross profit of £1.**

Risk Mitigation

More research to be undertaken in 2021/22 – benchmark against other sport organisations + knowledge of previous private sector sales.

Good design and worldwide market.

Could go into partnership with established sportswear provider.

Very loyal membership who like to be identified as gig rowers.

Risk Level – medium/high.

Risk Impact – low – can pull out if there is significant underperformance.

- 4. Headline Sponsor – cannot find sponsor at projected level**

Risk Mitigation

Key role for CPGA Chief Executive to secure sponsorship.

Allowance for some consultancy to support development of new sponsorship package.

New major companies projected to begin to operate in Cornwall.

Risk Level – medium/high

Risk Impact – medium/high - especially if fail to land any sponsorship.

5. Grants to core activity – unable to secure grants at near to target figure.

Risk Mitigation

Uncouple CPGA from British Rowing. Start negotiations early with Sport England re possible funding.

Without grant the mitigation is not to employ Event Support and Club Development Officers.

Still able to employ Chief Executive, Marketing Officer and Admin Officer in 2021 without this level of grant.

Risk level – medium/high

Risk Impact – high– not able to employ Event Support and Club Development Officers which could have knock-on effect on the projected increase in numbers of clubs and numbers of members.

6. Grants to event equipment – funds not secured.

Risk Mitigation

Funds raised over longer period.

No funding – no purchasing of equipment.

Risk level – low – lots of sources for small capital items.

Risk Impact – medium – lack of resources to enhance regattas and championships.

7. Other Fundraising – funds not secured.

Risk Mitigation

Funds raised over longer period.

No funding – cut back on other expenditure.

Risk level – low – lots of sources and figure is same as is currently raised by volunteers.

Risk Impact – low – spread cuts to expenditure over several items to lessen impact.

8. Income from Local Authorities – funds not secured.

Risk Mitigation

12 Local Authorities have gig clubs.

No funding – cut back on other expenditure.

Risk level – high– Local Authorities might not want to invest in national organisations rather than local clubs and associations.

Risk Impact – low – spread cuts to expenditure over several items to lessen impact.

7.2 Risks to Expenditure

Risk across all expenditure is overspend.

Risk Mitigation

Expenditure is closely pegged to income. Income is secured first – without income – there is no expenditure.

Employ high quality CEO who has experience of managing budgets of this size.

Monthly financial reports to board.

5% contingency to cover any short falls.

Risk Level – low – reduced income, reduced expenditure. All costs in budget have been carefully researched. Potential to increase income across several income streams.

Risk Impact – low to medium – highly unlikely to have high level of overspend. Low/medium levels of overspend covered by contingency and reducing reserves.

Budget shows reserves growing to £97k. The CPGA would still be viable concern with reserves of £70k after 5 years which would allow for reduced income of 8.5% in year 5.

7.3 Risk to Delivering Aims

1. Failure to develop CPGA to meet demands of expansion.

Risk Mitigation

Initial major task of CEO is to review governance, develop regional structure and overall effectiveness of board of trustees. New procedures etc to be adopted at 2022 AGM.

Funding available to employ consultants to work with trustees if required.

Number of board members and better representations from all areas to be adopted at 2021 AGM.

Create regional structure to support clubs and develop local leagues.

Risk Level – low - current trustees have committed to review.

Risk Impact - high – widely recognised by Trustees that the CPGA needs to move forward to meet the demands of an expanding sport.

2. Failure to support development of individual clubs.

Risk Mitigation

Paying competitive salary to employ a part-time Club Development Officer, increasing to fulltime in 2024/25.

Paying competitive salary for CEO to support /supervise Club Development Officer and monitor agreed Key Performance Indicators.

Club Development Officer has reasonable budget to use to support their work.

Implementation of training strategy to support clubs.

Risk Level – low

Risk Impact medium/high – failure to properly support clubs would have significant negative impact on relationship between individual clubs and CPGA.

3. Failure to improve competition at all levels.

Risk Mitigation

Employment of Events Support Officer and Club Development Officers will support improvement of delivery of events and quality of competition.

Commitment to recruit more juniors and introduce new age category racing at under 18 and possibly under 21. This will give junior rowers

more access to quality competition and a smoother transition into adult rowing.

Better organised regional leagues will provide more access to competition for all classes of rowers and improved championship events and county championships will provide better experiences for elite athletes.

Risk Level – low – employment of Events Support Officer and team of freelance officials should improve quality of competition events. Club Development Officer to organise training for coaches to improve performance and emphasis on recruitment should attract more high-quality athletes.

Risk Impact – low - although without some improvement there is a risk around recruiting and retaining higher quality athletes and failing to attract more juniors to participate would have a negative impact on the sport.

Failure to improve support to individual's engagement with sport.

Risk Mitigation

Club Development Officer to support clubs with recruitment and retention.

Better support and recognition for volunteers.

Better training provided for coaches, race officials and club committee members.

Risk Level – low – more central resources should help clubs achieve better results.

Risk Impact - low – without good support structures for their members some clubs could find recruitment and retention problematic. However, this issue is not currently a major problem across the sport.

Failure to adequately promote sport.

Risk Mitigation

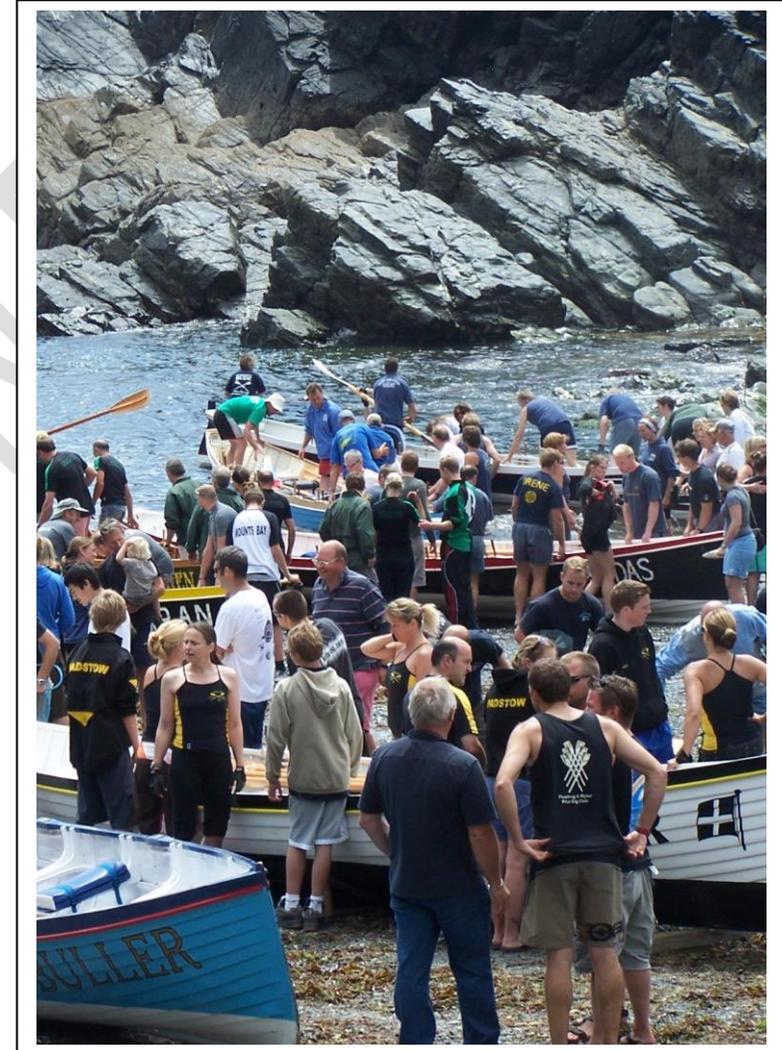
CEO to promote sport through developing partnerships, increased sponsorship and increased media coverage.

Marketing Officer in place to promote sport with budget to run campaigns.

Risk Level – low - gig rowing has many positive aspects which can be highlighted to promote the sport but currently lack of resources have prevented significant promotions.

Risk Impact - medium – failure to promote the sport will have impact on numbers participating and the establishment of new clubs. It could also have a significant impact on the value of headline sponsorship which the sport could attract.

8 Governance



The CPGA Board of Trustees are responsible for oversight of the sport, delivery of this proposed Business Strategy and accountable for the resulting impact on the sport. It is vital that the Board of Trustees is able and equipped to deliver this important role and that the governance of the organisation is in line with the requirements and continued expansion of the sport.

The rules governing the roles and responsibilities of the Trustees are embedded in the constitution.

8.1 Sports Council Code of Governance

Organisations seeking public funding for sport and physical activity must meet the new standards of the *Sports Council Code of Governance*. This sets out the levels of transparency, accountability and financial integrity that will be required from those who ask for funding.

Within the Code there are ‘Five Principles’:

1. Structure - Organisations shall have a clear and appropriate governance structure, led by a Board which is collectively responsible for the long-term success of the organisation and exclusively vested with the power to lead it. The Board shall be properly constituted and shall operate effectively.
2. People - Organisations shall recruit and engage people with appropriate diversity, independence, skills, experience, and knowledge to take effective decisions that further the organisation’s goals.
3. Communication - Organisations shall be transparent and accountable, engaging effectively with stakeholders and nurturing internal democracy.
4. Standards and Conduct - Organisations shall uphold high standards of integrity and engage in regular and effective evaluation to drive continuous improvement.

5. Policies and Processes - Organisations shall comply with all applicable laws and regulations, undertake responsible financial strategic planning, and have appropriate controls and risk management procedures.

Proportionate Application of the Code

As the type and size of investments being made will differ, Sport England and UK Sport adopt a proportionate approach through three tiers of investment. Each Tier has a different level of mandatory governance requirements. Application for one-off funds under £250,000 would sit in Tier 1 which represents the minimum level of governance standards required to access Open Programme funding. The CPGA currently meet Tier 1 requirements.

To be considered eligible for annual National Governing Body (NGB) funding the CPGA would need to become a recognised NGB or the Sports Council register. Proceeding with the Pre-Application and Full Application would entail addressing the Tier 2/3 requirements for governance.

Pre-Application	Full Application
Sporting Activity	Governance Structure
Organisational History	Uniqueness
Constitutional Structure	Vision and Development
Affiliation	Sporting Development
Influence	
Membership Numbers	

8.2 Key Governance Issues

Issues	Action
1. The number of Trustees has dwindled to the minimum requirement under the CPGA constitution.	<ul style="list-style-type: none"> • Increase the number of Trustees and the breadth of their skills to meet the challenges of a much-expanded organisation.
2. The diversity of the Trustees does not adequately reflect that of the rowing community (for instance none under the age of 30)	<ul style="list-style-type: none"> • Encourage more potential Trustees to stand who represent a wider diversity of the make-up of the membership.
3. All the existing trustees are linked to Cornish clubs.	<ul style="list-style-type: none"> • Appoint Trustees who represent a wider geographic constituency.
4. The governance structure does not reflect the regional growth of the sport.	<ul style="list-style-type: none"> • Explore regional governance structures – linked to regional leagues.
5. Some current Trustees are very much involved in the day to day running of the sport, whilst others are more arm's length.	<ul style="list-style-type: none"> • Explore giving Trustees specific roles and responsibilities redefining the roles and responsibilities of trustees

8.3 Governance Review

The Board of Trustees have committed to a root and branch governance review taking place in 2021. This will be supported by an independent specialist.

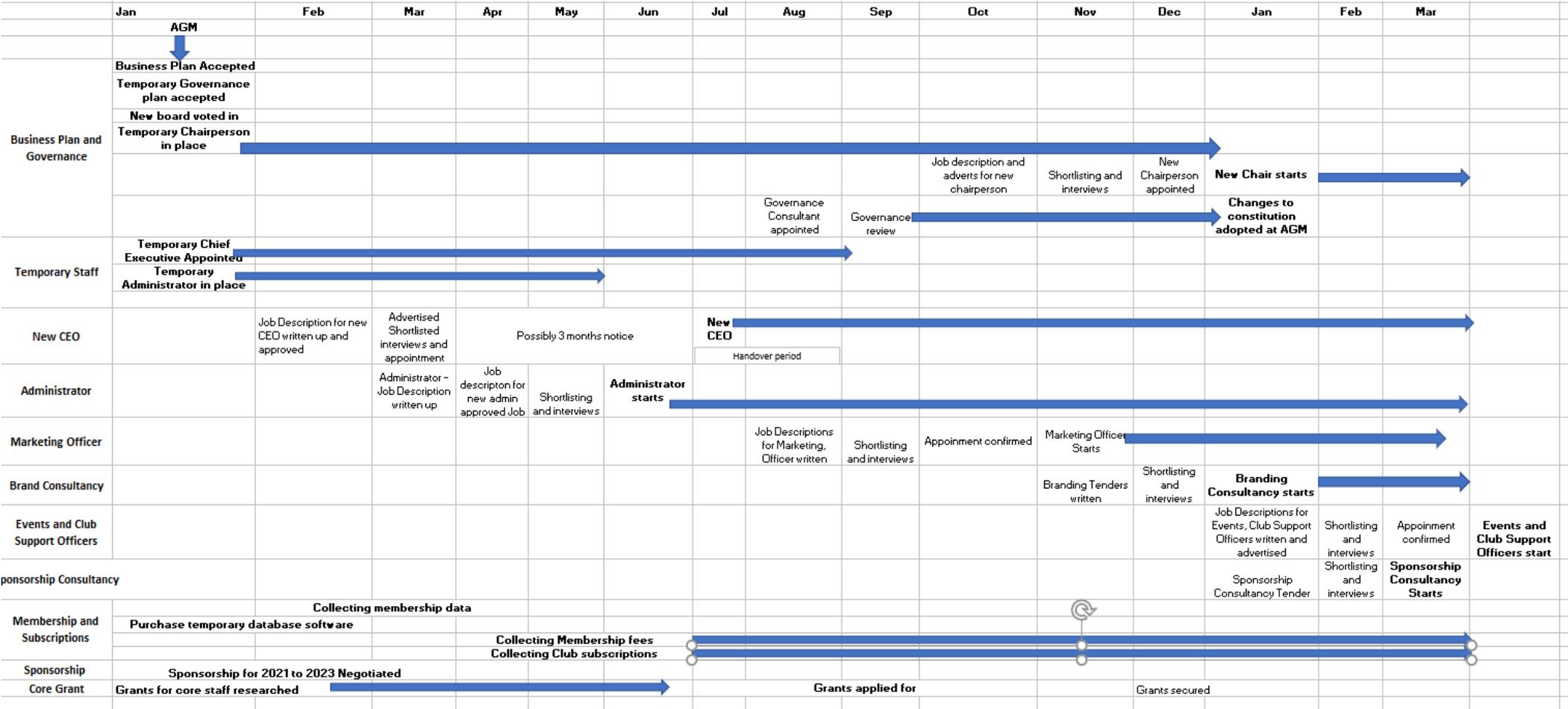
In the interim, a temporary chairperson will be elected for 12 months following the 2021 AGM. This person will oversee the governance review and the transition of the organisation. Immediate governance changes will take place at the 2021 AGM where the number of Trustees on the Board will be increased to at least 10. In electing new Trustees, it is intended to increase the skills set and diversity of the Board. This entails deliberately attracting representatives who are younger, representatives from beyond Cornwall and more women (ideally 50/50).

The 2022 AGM will enable the CPGA to introduce a new governance structure in the light of the governance review. By this time, the first Chief Executive of the CPGA will be in post to implement the recommendations of the review and a new Chair will be in place to oversee these changes.

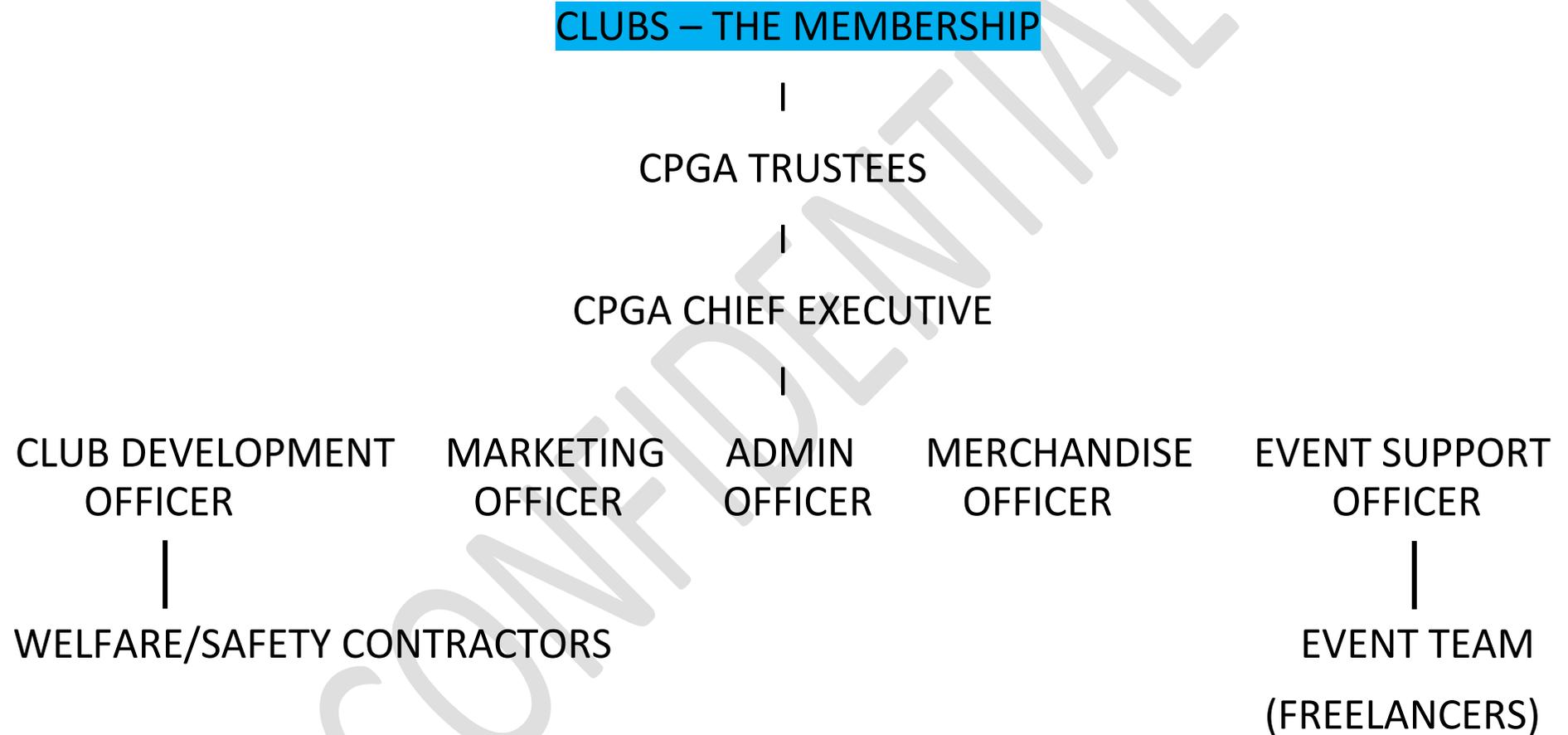


9 Appendices

Appendix 1 - Timescale for Staff Recruitment: Jan 2021 to March 2022



Appendix 2 - New Organisation Structure



Appendix 3 - Key Documents and Policies of the CPGA

Membership Policy

Safeguarding Policy Jan 2016

General Rules of the CPGA

Code of Conduct

Discipline Policy

RACING RULES OF THE CPGA CIO 2016

Row-Safe-April-2019

CPGA CIO Boat Repair form Feb 2020

CPGA CIO GDPR Notice

Club Welfare Officer Role Profile

Consent Form

Flow Chart for Reporting a Concern

Reporting Form for Reporting a Concern

Boat Builder Licensing Agreement

Archive License Agreement

Environmental Policy

Equality and Diversity Policy

Volunteer Policy

Volunteer Form

CPGA CIO Constitution

CONFIDENTIAL