

## CPGA Business Strategy 2021- 2026

This Business Strategy has been designed in response to the challenges facing the governing body, clubs and individuals within our gig rowing community. The resulting plan is bold but achievable.

### Why now?

- The CPGA has reached a tipping point and there is insufficient capacity within the existing volunteer team to further develop the sport, which now has 86 member clubs and over 5,300 rowers.
- The continued significant growth of the sport is placing the running of the sport in jeopardy.
- With more than 50% of clubs being located outside of Cornwall, there is a need to undertake a full review of governance structures to reflect the geographical spread of the sport.
- There is a need to regulate regional leagues and formalise the relationship between the UK based Cornish Pilot Gig Association and non-UK associations.
- There is a need to provide the services that clubs have asked for especially increasing their income, recruiting more members and delivering training for officials and volunteers.
- There is much to be done to improve the experiences of all individuals including competitors, volunteers, spectators, athletes, juniors and members of the gig rowing tribe.

### The proposed staff team for the next five years is:

- Chief Executive Officer (full-time from year 1)
- Administrator/Finance Officer full-time (from year 1)
- Marketing Officer (0.6 from year 1)
- Club Development Officer (0.6 from year 2 full-time by year 4)
- Event Support Officer (0.5 from year 2)
- Merchandise Officer (0.4 from year 2)

The staff team will secure and develop the sport. Their work will benefit the governing body, member clubs, individual members and our communities.

### The CPGA (governing body) will benefit by being able to deliver its charitable objects. It will:

- deliver the strategy
- oversee and deliver all elements of the sport (memberships, events, communications etc)
- promote the whole sport, stimulate new clubs and increase individual recruitment
- secure recognition for the sport (Sport England) and establish pathways for our athletes
- bring increased investment into the sport through sponsorships, donations and grant funding
- develop trading income to further invest in the sport
- maximise the benefits of the sport to individuals, clubs and communities once the sport is secured

### Services to clubs will include:

- improved safety and safeguarding services

- training for coxswains, coaches and umpires
- supporting clubs with guidance and training for their own governance and services
- helping clubs increase their income and their financial reserves with guidance, training and practical support on accessing grant funding, sponsorship, community fundraising, maximising event income
- helping clubs to develop and reward volunteers through a recognition scheme and general volunteering support services
- increasing member recruitment figures (and consequently club income) through club recruitment strategies and whole sport recruitment drives
- supporting junior rowing and recruitment within clubs plus developing junior programmes and competition opportunities at regional and national levels
- defined pathways for athletes plus more inclusive events and social opportunities for all
- sport will be secured and more responsive to club needs

**Services to individual members will include:**

- individual membership service benefits including personal liability insurance, discounts, member magazines and personal profile of rowing career, achievements and qualifications
- improved communications through websites and engaging content across platforms
- increased media coverage to include competition photography and droning
- new and more diverse rowing experiences including challenges, championships and community events (to include a range of inclusive 'open to all' events) with social off-water elements
- improved standards for championship race provision (trained officials)
- development of age/gender categories within the sport and defined pathways for athletes
- more opportunities to feel part of the gig rowing tribe through membership and new activities

**The budget:**

The delivery of the strategy will require a step-change in the finances of the CPGA.

The annual income will need to rise from £75k in 2019/20 to £350k by 2025/26.

The new budget structure relies upon introducing an individual membership fee of £30 (rising by £1 per year to £34 in 2025/26). This will generate £250k by 2025/26. U18 membership will be free.

This membership income will enable the staff team to lever additional funding and investment. By 2025/26 the increase in income will pay for the staff team and associated costs. In 2021/22 the balance of expenditure over income will be met out of reserves.

**Timeline:**

The introduction of the individual membership fee requires a constitutional change at an EGM. If the motion is passed, the strategy will be delivered over 5 years, between 2021-2026.

**Risks:** Every effort has been made to minimise risks by being cautious with projections for growth. Also, expenditure including on members of staff, will not be made until income is secure. This may slow down progress but will not require abandoning the business strategy in the long term.