



WHOLE SPORT PLAN 2009 - 2013





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CREATING A WORLD CLASS COMMUNITY
SPORTS SYSTEM FOR ROWING



1 INTRODUCTION

British Rowing's Whole Sport Plan (WSP) for 2009 to 2013 will build on our success at Olympic and World level, our strong club base and a range of innovative participation programmes.

We have the exciting and challenging task of creating a strategy to develop rowing that will be relevant and successful in engaging with a new and growing participant base whilst ensuring we sustain and develop the club infrastructure which is so crucial in developing our sport in the community.

Rowing is still a sport delivered almost entirely by volunteers, and increasing and retaining them is critical to our success. They are supported by our dedicated team of staff, many of whom work in the field with our clubs and delivery partners, and their role is also important to the growth of the sport.

What has become increasingly evident is how important communication and marketing are to the future of rowing, be it highlighting rowing for fun and fitness or competing at the highest level of our sport.

We are particularly aware that with this Plan we have a 'once in a lifetime' opportunity with the publicity and profile that is being generated for sport through the staging of the London 2012 Olympic Games, to play our part in delivering a real and lasting legacy for future generations.

Partnerships play a key role in what we wish to deliver and in line with good corporate governance and best practice, policies will continue to be developed and will underpin all our activities.

Di Ellis, CBE
Chairman, British Rowing



“ Almost one third of those who have never participated in rowing say they would be likely to consider it „

Market Survey TNS Face to Face Omnibus March 2008

“ My coach has the ability to make the clubhouse and water a fun place to be, even if it is eight in the morning and it’s freezing cold! ”



2 THE VISION

The vision for our 2005-09 Whole Sport Plan remains entirely relevant to the next four years –

- more participants through new activities
- rowing for life through clubs with excellent facilities and well-supported volunteers
- inspiration through success on the world stage and at London 2012

3 VALUES AND PRINCIPLES

- Recognising that the development of the sport depends on the development of all British Rowing's member clubs, and therefore adopting policies that enable each of them to achieve their full potential
- Providing a welcoming environment and support for participants to enjoy the sport at whatever level they choose to participate
- Playing an active part in developing rowing as part of the broader sporting and social agenda, and to benefit local communities
- Playing our part in protecting and caring for the outdoor environment which is so important to all those participating in rowing
- Creating the opportunity for those with the desire and talent to achieve success to receive the support they need to fulfil their potential
- Providing equal opportunities to participate in rowing in accordance with the standards and best practice in sport
- Encouraging and developing safe practices in rowing and the culture of safety in general
- The welfare of both children and vulnerable adults will remain as fundamental principles of all our activities at every level in line with the standards and best practice in sport
- Valuing the work of volunteers and providing recognition, support and training
- Providing excellent career development opportunities and a caring, supporting environment for our staff
- Encouraging and developing good practice to provide a transparent and accountable organisation at national, regional and local level.



4 WORKING IN PARTNERSHIP

4.1 National partners in sport

Partnerships are crucial to our success and will be at the centre of our strategy. In particular we will work with -

- UKSport to develop our World Class programmes; in staging World class events in the UK; contributing to international development in sport; providing effective ethical policies, e.g. anti-doping and equity, and representation of British Rowing on international bodies
- Sport England to develop a world leading community sports system for rowing that will offer an attractive and quality experience to both potential and existing participants in our sport and nurture and develop talented individuals in clubs
- Youth Sport Trust to develop rowing and indoor rowing in schools
- SportsCoach UK to develop our coaching strategy and action plan
- British University and Colleges Sport (BUCS) in developing new opportunities to grow and sustain rowing in the HE sector, and to ensure talented individuals are encouraged and supported. We also wish to promote and develop partnership working with the FE sector.

We will continue to work closely with specialist national agencies who can provide advice and support in our work with targeted groups, i.e. EFDS, Skills Active, Sporting Equals, WSFF, Volunteering England, ISPAL etc.

At regional level we welcome the support of regional Sport England offices and the CSPs to ensure we are within local community and regional networks, LAs, LEAs, PCTs etc. to develop and promote the opportunities we are making available to local communities, and to gain funding and other support for our clubs.

We will work with a range of other partners and agencies, public sector, commercial and non-commercial agencies to provide the appropriate training, advice and information they require to deliver physical activity programmes, particularly for indoor rowing.

British Rowing represents both England and Great Britain on a range of national and international bodies, including the International Rowing Federation, FISA, the British Olympic Association (BOA), the British Paralympic Association (BPA) and the Central Council for Physical Recreation (CCPR). All are important partners in promoting and supporting rowing in the wider sporting context.

The Home Country National Associations, Scottish Rowing (SR) and the Welsh Amateur Rowing Association (WARA) are responsible for the governance of rowing in Scotland and Wales respectively.

4.2 Partnerships within the Rowing Family

We will continue to work with the partners who have made a significant contribution to our programmes, e.g. the Henley Stewards' Charitable Trust (HSCT). In particular the HSCT initiated and continue to support the highly successful scholarship scheme for junior community coaches, who provide extremely valued support for club junior programmes in Great Britain.

We continue to support the work of the River and Rowing Museum at Henley, in their excellent programme to provide education, information and an ongoing historic record of rowing as a sport and recreation.

We will continue to expand the range of services we offer to our affiliated organisations, particularly through coaching and development. These include the Cornish Pilot Gig Association, The UK Surf Rowing Association, the Cornish Rowing Association, and The Scout Association.

“Rowing is more balanced in terms of gender and age than other sports”

Market Survey TNS Face to Face Omnibus March 2008



5 BUILDING ON SUCCESS, FOCUSING ON WHAT HAS WORKED, FURTHER INNOVATION

5.1 Our record

British Rowing has developed robust and comprehensive programmes, widely considered to be among the best available in sport, to deliver club accreditation and development programmes, high quality coach education, volunteer training and support, competition, and rowing for young people through 'Project Oarsome' and indoor rowing. Fully integrated continuation programmes for 15-21 year olds such as Go-Race and Project Oarsome Xtra lead into our long-standing and successful competition programme.

We will continue to develop our World Class Performance and Start programmes, with ambitious targets to deliver success at World and Olympic level, and these have been detailed in our funding submissions to UKSport.

We will focus on what has worked by continuing to develop these successful programmes, by investing substantial resources in our coaching and development teams, investing in regional and club infrastructure both facilities and personnel, and by new and innovative schemes to broaden our participation base through new local competitions, time trials, personal challenges, recreational, coastal rowing and indoor rowing.

5.2 Research and marketing

We are currently undertaking a major piece of work which will inform the rationale and evidence for our targeted expansion. This has been made possible through the BOA's initiative for Olympic NGBs to receive support from FTSE100 companies to assist them in incorporating business principles into their work.

British Rowing is delighted to have been linked with the Marketing section of AstraZeneca with the objective of –

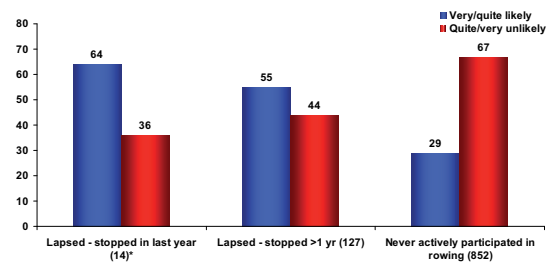
- Building on the success achieved to date in promoting rowing to a wider audience
- Adding to the high profile strength of the sport at Olympic level, by growing the brand of rowing through increased participation at the grass roots level and a more consistent media presence for the sport

To this end both qualitative and quantitative research was commissioned by AstraZeneca which has underpinned our funding application to Sport England, and which will drive the marketing plan for our new programmes.

Further exciting work on the rowing and ARA 'brand' with Astra Zeneca (AZ), and generous input from Brand(X), culminated in the agreement of the Amateur Rowing Association (ARA) to change its name to British Rowing. The partnership continues to provide opportunities for all levels of marketing staff at AZ to engage with British Rowing, as a successful sport at both world and community level, and with our desire to market and expand the sport even more effectively. Both organizations have found much synergy and common purpose in their joint objectives, and look forward to a close and productive relationship leading up to London 2012.

NON-ROWERS: LIKELIHOOD TO CONSIDER ROWING IN FUTURE

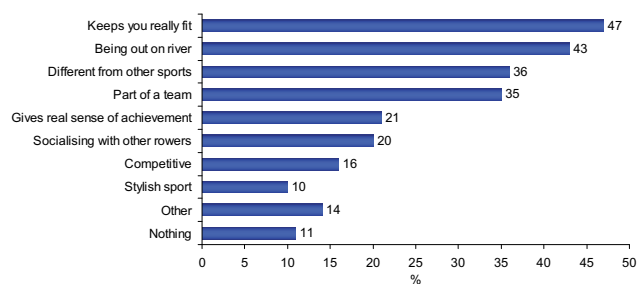
Almost one third of those who have never participated in rowing say they would be likely to consider it



*Caution – low base
Q1bii: Have you ever actively participated in rowing?

ASPECTS OF ROWING WHICH APPEAL

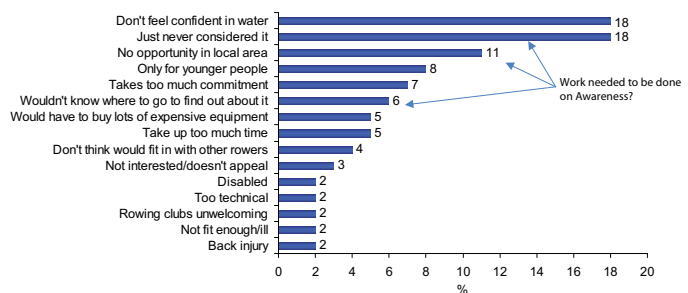
Keeping fit and being out on the river are the most appealing to non-rowers



Q7: Which, if any, of the following aspects of rowing do you think would appeal to you?

ASPECTS OF ROWING WHICH ARE DISCOURAGING

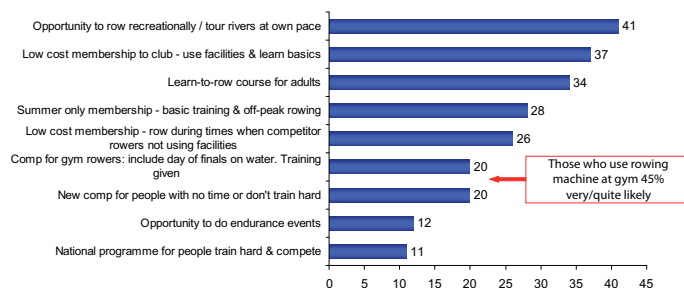
Confidence in water and the fact that it's just never been considered and perceived lack of availability are the main barriers



Q8: And which of the following reasons best explain what discourages you from trying rowing?

IDEAS WHICH WOULD ENCOURAGE TRIAL

Recreational rowing is the most appealing followed by a low cost membership to a club – softer positioning of the sport?



Q9: Show below are list of ideas to encourage people to consider trying rowing on the water. For each one please indicate how like it would be to encourage you to consider trying rowing on the water. Please bear in mind you will have qualified instructors to help you learn the ropes.

5.3 World Class Performance

Rowing continues to be one of Great Britain's most successful sports on the World Stage. In 2008 our athletes were overall winners of the FISA World Cup, and once again have been very successful at Olympic level, winning two gold, two silver and two bronze medals at the 2008 Beijing Olympic Games, where we were the top rowing nation, and made a significant contribution to TeamGB. For the first rowing was included in the Paralympic Games and Great Britain won the first ever rowing gold medal, followed by another gold and a silver.

We will continue to develop our World Class Performance and Start programmes, with ambitious targets to deliver success at World and Olympic level, and these have been detailed in our funding submissions to UKSport.

The 2000 metre elite rowing training facility at Caversham plays a vital role in providing a dedicated still-water training site for our High Performance athletes, and it is operating in excess of predicted levels of activity for the athletes on our World Class programmes. We continue to regard this facility as crucial to our success at world level.

5.4 Clubs

Clubs are at the centre of the sport of rowing, and are a key factor in both recruiting and retaining people of all ages in the sport. They provide a community identity for their members and, where appropriate levels of investment and support for both volunteers and facilities have been made, have proved to be highly successful in delivering sustainable, long-term participation in rowing.

Evidence emerging from Sport England's 'satisfaction' survey shows that in all areas of rowing, people are more satisfied with their experience if they are members of British Rowing affiliated clubs.

Clubs are also the base for developing our talented athletes to achieve their potential and we will continue to develop a strategic and systematic approach to increasing the breadth and depth of the talent pool.

Our aim will be to build the capacity of a substantial number of clubs, by supporting them in modernising and improving facilities and equipment, increasing the uptake of training and education, and forming lasting and mutually beneficial links with the local community, schools and universities.

Coaching will be an important ingredient of success at all levels, and our Coaching Action Plan, developed with SCUUK will drive the improvements needed to improve the experience of coaches and coaching at all levels.

We recognise the value of volunteers in delivering community sport, and it is crucially important for us to attract and retain more volunteers and to reduce the burden of bureaucracy that faces today's volunteer workforce and which can so easily detract from the satisfaction that volunteering brings to the individual.

5.5 Capital Investment

Buildings

The club capital investment programme (through CCDP and CIF) has been highly successful in providing modern, efficient and welcoming places for people taking part in rowing. In most cases volunteers are entirely responsible for the ownership and management of their clubs, producing substantial savings in the running costs of the sport. Rowing has not in the main benefited from Local Authority provision of sporting facilities, and British Rowing and its clubs have taken on the responsibility of providing community club facilities.

Despite the progress that has been made, there are still many clubs trying to operate from outdated and sub-standard facilities, which are totally inadequate to meet the needs of an expanding participation base, and the expectations of 21st century consumers, and we will continue to invest whenever and wherever funding support is available.

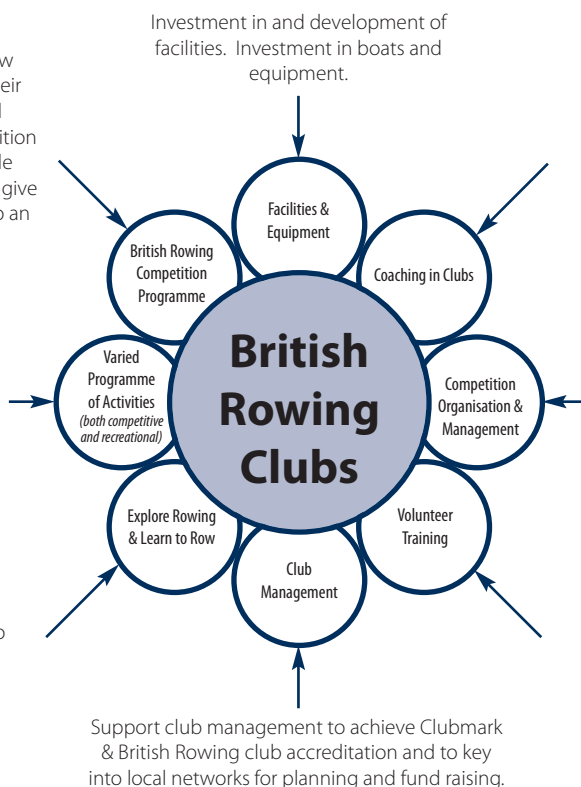
We will also continue to provide support to clubs for renewal of leases, tenures etc. This is a critical issue for many, where long term leases are expiring, and the water sites occupied are under increasing commercial pressure.

THE SUPPORT & DEVELOPMENT OF ROWING IN CLUBS

Align performance pathways to allow athletes to perform to the best of their abilities and to realise their potential through the British Rowing Competition Programme. Identify talented people early within their rowing career and give them the opportunity to progress to an elite level.

Retain rowers within the sport by supporting the development of events and activities to encourage participation at a local level

Ensure that participants coming into the sport have a quality experience and are able to fulfil their potential within sport.



TALENT POOL

64-128 athletes who have potential to reach GB selection. Those who do not will continue to be supported by the clubs to achieve their potential. 5 of the clubs will support a further 400 athletes from programme such as Sporting Giants, who would not otherwise have rowed.

Clubs identified by the British Rowing regions to benefit from the Club & Coach programme also can provide a HQE to support talented athletes.

Identify talented athletes through the National Adaptive Coach's work and work with the National Competition Committee to provide a competition pathway.

Only 12% of current L3 coaches are women. More are needed to provide role models and raise aspirations for girls and women to progress to and in the talent pool.



We will seek opportunities to develop new clubs where there is an existing water facility, as well as supporting proposals for sustainable new water and land-based facilities. There are particular challenges in developing new clubs in urban areas where large rowing programmes are developed in schools, and where there is an insufficient local club network to provide on-water opportunities for many who want to take up the sport. Here we will be seeking sufficient training water to provide local and accessible participation opportunities for the community.

We will seek every opportunity to work with regional agencies, including SE regional offices, CSPs, RDAs, as well as those with a national remit, e.g. Environment Agency, British Waterways, mineral extraction companies and any other agencies with responsibility for development and planning of both urban and rural water spaces.

Equipment

Boats and equipment are basic 'tools of the trade' on both water and land, and need to be appropriate for the needs of the participants. Clubs will always be looking to provide the best possible boats and equipment for the competition needs of their members, and we will support their efforts to find partnership funding for applications for Sportsmatch and small grants.

Our new adult participation programmes will be a key element of our WSP. At the core will be the provision of packages of boats that are more stable, light and adaptable for use by all participants, suitable for both competition and recreation.

5.6 Performance and talent pathways

Clubs have also played a vital role in providing a talent pathway through the performance continuum from the first experience of rowing in school or the community right through to representation at World and Olympic level. In England, the World Class programmes identify talented individuals who can be supported and nurtured to achieve excellence. Clubs will be supported and encouraged to develop talented individuals within the club environment to excel and to achieve their potential through high quality coaching. An enhanced programme of CPD, training and mentoring of club coaches will be a key element of our work. Better performance in the British Rowing competition structure will demonstrate success in this area.

5.7 Major rowing water sites

In the past four years the British Rowing has successfully staged World Class events at the 2012 Olympic regatta site at Dorney Lake, and the World Junior Championships will be held at Dorney in 2011. Dorney Lake also provides a venue for some of the larger club run multi-lane regattas, that now attract a big club entry.

The National Water Sports Centre at Holme Pierrepont, Nottingham, is the venue for the majority of our major national championship regattas, including the National Championships, National Schools Regatta, Junior Inter-regionals, National Schools Regatta, British Universities Regatta and the National Veterans Regatta, as well as providing the only 2,000m lake with on-site accommodation to support training camps for young athletes. We look forward to working closely with Nottingham County Council to develop rowing at the NWSC when they take over responsibility for its operation in 2009.

The London Regatta Centre (LRC) provides an important 2,000 metre regatta course, as well as being a base for participation and development schemes for young people in East London through London Youth Rowing (LYR). British Rowing works closely with LYR to support delivery of a wide range of indoor and on-water programmes for young people in London. LRC is also at the leading edge of development for adaptive rowing in the UK.



Dorney Lake

British Rowing works closely with colleagues from the Scottish Rowing and the Welsh ARA and their respective regatta courses at Strathclyde Park and Cardiff Bay, to provide both international and national regattas.

We also support the development of new regatta courses, including the development of a specific rowing lake at the Cotswold Water Park, where the first rowing event was organized by BUCS (previously BUSA) in 2008.

5.8 London 2012

London 2012 will provide an unprecedented opportunity to showcase our sport through our GB Team and to provide a lasting legacy for rowing for future generations. We will be developing programmes in the East London Olympic boroughs and in adjacent areas to the Dorney Lake Olympic regatta course where the profile will be highest, and will ensure that our clubs throughout the country benefit from the increased interest in sport in general and rowing in particular. Our new adult participation programme, 'Explore Rowing' will provide a country wide legacy of boats, trained volunteers, and new activities, to underpin sustainable growth for community rowing.

5.9 Competition

The core activity for many club members is British Rowing's annual calendar of competitions that are run throughout the country and throughout the year, with regattas in the summer months and head of the river races in the winter. The major competitions such as the National Championships, National Schools and Veterans regattas, the BUCS Championships, multi-lane regattas, and five Tideway Head of the River races attract many thousands of competitors and are run by a large contingent of volunteer organisers, umpires and officials. These are supplemented by many and varied traditional river events, that are part of the history and culture of our cities, towns and villages, and are very much valued and supported by their local communities.

We expect these events to flourish, and the recent review of competition status points aims to ensure that the structure encourages and enables rowers to progress, to gain satisfaction and rewards and to carry on competing. The system also underpins the athlete pathway for talented individuals to achieve their potential and reach regional, national and international representation.

We will ensure that we develop easy entry and exit pathways from the status competition structure, from and to other competitive and non-competitive rowing activities. Our new participation programmes will provide many more informal opportunities for competition.

The volunteers who work so hard to organise competitions are crucial in providing a highly trained and technically competent workforce to run all aspects of international rowing events in the UK. The 2006 World Rowing Championships (WRCs) at Dorney Lake was organized almost entirely by 600 volunteers who gave their time and expertise over the two weeks of the event. Our Junior Officials Awards initiated for the Championships will continue to be supported to develop young volunteers.

The WRCs was also successful in providing substantial economic impact, c. £2.5M to the South East. Capturing and developing the expertise developed as result of running these international events will be crucial to the success of future events in the UK, including the Olympic regatta in 2012.

5.10 Indoor Rowing

Indoor rowing has grown in popularity, with many participants in schools, rowing clubs and gyms using rowing machines to keep fit, for training for rowing and other sports, and for competition. British Rowing's Project Oarsome



scheme, launched in 1999, provided a systematic programme to link schools and clubs through indoor rowing in schools, and many schemes throughout the country have built on this success.

To date there has been no quality technical training for teaching and coaching indoor rowing, and this has led to many indoor rowers using bad technique. British Rowing has now launched a new United Kingdom Coaching Certificate (UKCC) endorsed Level 1 and Level 2 coaching qualification for indoor rowing coaches and fitness instructors. The qualifications will be made widely available through trainers in the fitness industry and gyms throughout the country. Additionally a new training course for teachers of indoor rowing, in line with the new PE curriculum – ‘Indoor Rowing in Secondary Schools’, was launched in July 2008.

British Rowing will continue to work with a wide range of partners, including ISPAL and EFDS to develop all aspects of indoor rowing.

5.11 Corporate Governance

Good corporate governance and effective good practice policies including Equality, Child Protection, Water Safety etc. will continue to be developed and are fundamental to all our activities.

British Rowing will be examining its professional and staff structure to ensure that our currently well regarded management structure, can respond to the challenges of our ambitious plans for the future, and in particular look to broadening our financial base.

We will also examine our volunteer and committee structure to ensure that we retain our ability to progress and implement our strategic plans in a timely and effective way, and to ensure that the views of our members, the clubs and competitions, and the individuals who participate at all levels of the sports are represented.

5.12 Central Administration

Our administrative offices in Hammersmith and Bedford will continue to provide support for our programmes, as well as service and support for our members, and committees.

We will continually review and develop systems and good practice in governance, finance, HR, IT, research, communications, PR, monitoring and evaluation, and partnership working.

5.13 Invest in more Success

British Rowing acknowledges the excellent support it has received from Sport England, UKSport and other partners, and believes that with appropriate investment, it can deliver ambitious targets to develop rowing and to make a significant contribution to the development of a world-leading community sport system for rowing and to a world-class system for success on the world stage.



Hammersmith Office



6 STRATEGIC PRIORITIES - CREATING A WORLD CLASS COMMUNITY SPORTS SYSTEM FOR ROWING

6.1 Outcome 1 – Grow

Five hour offer and junior rowing

The ARA's highly successful Project Oarsome scheme launched in 1999 was the model for many sports who have subsequently developed club/school link schemes. It provides a structured indoor and on-water rowing programme through community club links with local schools for 11-14 yr olds, and leads into junior rowing competition and training programmes through clubs and on the school campus.

We will continue to develop and support the PO scheme and junior rowing through PESSYP and through our Clubmark clubs by supporting paid and volunteer coaches through coaching awards and CPD, and by supporting funding applications for facilities, equipment, coaching and training.

We will measure our success by increasing the numbers of 11-19 year olds in rowing.

YOUNG PEOPLE / PESSYP PROGRAMME

Offering a safe and effective introduction to rowing activity in school and community settings

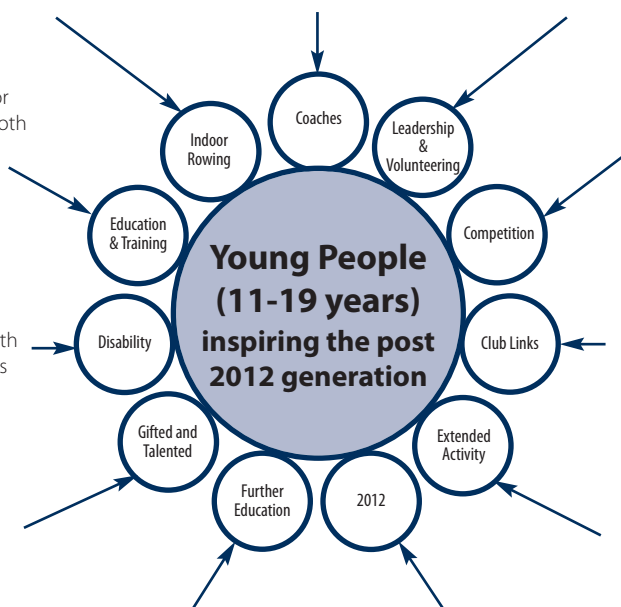
Delivering high quality courses for those supporting youth rowing both indoor and on the water

Helping to ensure access and integration to rowing for those with physical and learning impairments

Making sure those with talent make it into the GB system

Opening up opportunities for 16-19 year olds at College working with the FE sector

Providing access to the best possible qualified coaches across the country



Ensuring young people have the opportunity to take part in rowing activity beyond competition

Delivering safe and appropriate events for young people in standardised formats

Developing and expanding Clubmark Clubs, satellite schools and youth groups

Rowing clubs offering high quality after school activity for "semi-sporty" young people

Supporting the delivery of London 2012 and promoting the principles of Olympism through the British Olympic Foundation

Increasing regular participation in rowing

Many clubs now run adult learn-to-row courses. However this puts increasing demand on already stretched volunteers and we need to provide more coaching support to expand the programme. Some courses could be run out of traditional rowing hours, maximising use of club facilities.

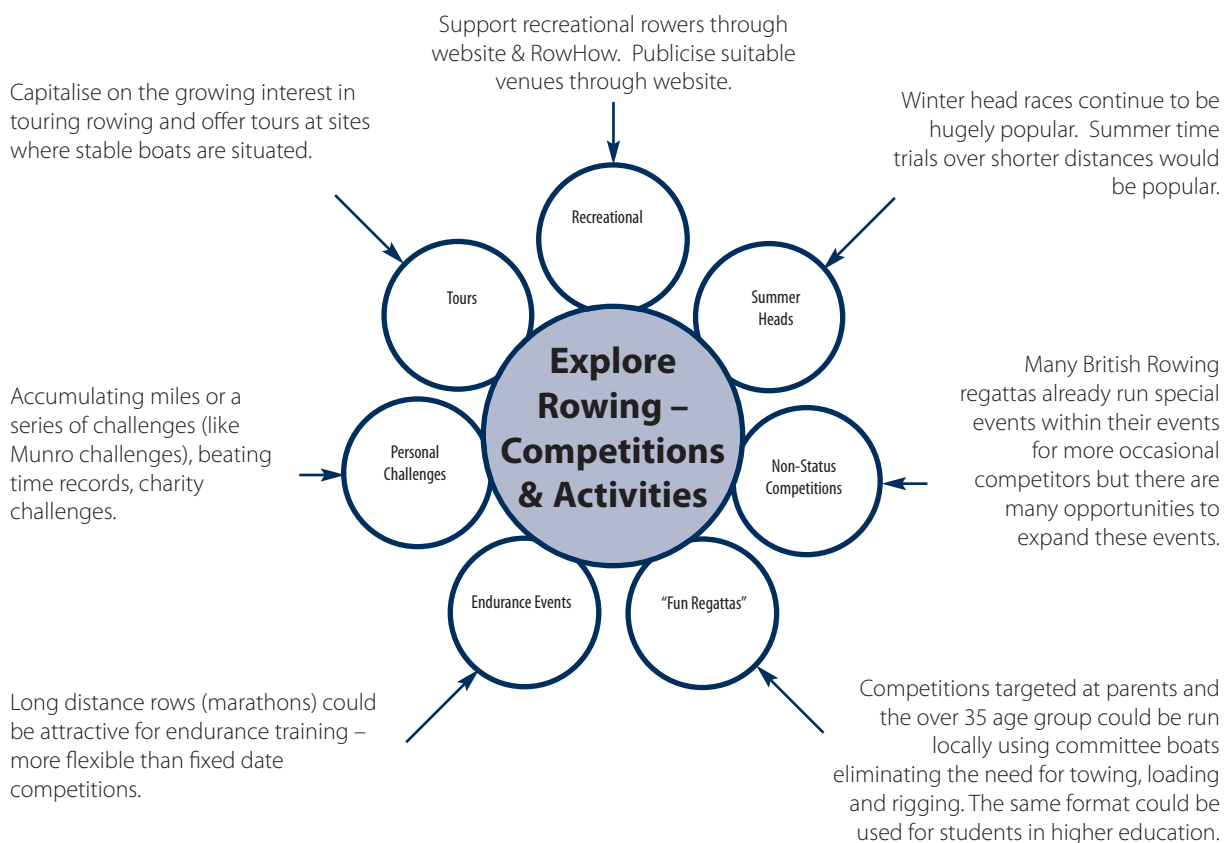
We also need to provide appropriate competitive and personal challenges for people completing their basic learn-to-row courses, encouraging progression to rowing weekly, twice weekly and three times weekly.

The new activity programme will also provide a wider range of opportunities for the many young people coming into the sport through club/school links and through our traditional club and rowing school programmes, thus encouraging retention in the 16+ segment.

This will require further investment in suitable boats and in coaching, and support for new volunteers from these groups. This programme will be a flagship scheme and branded to contribute to and celebrate the legacy for London 2012.



EXPLORE ROWING – COMPETITIONS & ACTIVITIES



6.2 Outcome 2 – Sustain

Our aim will be to increase the satisfaction of all who take part in the sport of rowing, at whatever level, whether as an active rower, a volunteer, race organiser or official, coach, parent or supporter. If this is to be successful clubs need to be well resourced and well organised, with the appropriate support and recognition for their work.

British Rowing's national regatta programme provides high quality competition for club members, ranging from novice to elite level, and this is organized and run entirely by large numbers of trained officials and volunteers, all providing their time as volunteers.

British Rowing's core membership has continued to grow at a steady rate in the past eight years. The support in recent years through investment in club facilities, coaching and volunteering has been crucial in achieving this. We need to continue this investment in facilities, equipment, coaching and volunteers to maintain services to our current members.

This will be supported through our Coaching and Development Team, with Team Leaders in every English region responsible for providing support, advice, training and development opportunities, and links to local and regional networks through regional sports councils, CSPs, LAs, LEAs and a whole range of other partners.

Research shows that we could do even better particularly in providing a wider range of competitive and non-competitive activities for a range of potential participants for whom our existing competition programme is too demanding in terms of training, time, commitment and cost. In particular we will target -

- Parents, friends, indoor rowers and others who are attracted to the sport but are discouraged by the demands of the existing competition programme.
- Lapsed rowers who enjoyed the sport but dropped out because of competing commitments for their time
- 35+ participants from other team sports, e.g. rugby, hockey, netball – research shows a substantial drop out from these sports starting at 35+ and which accelerates rapidly at 45+; these people enjoy sport and look for sporting and personal challenges that will fit in with a busy lifestyle and are low impact
- Higher education students

We will be developing proposals for a new series of more flexible non-status competitions and personal challenges, such as marathons, tours and other activities that will be more suited to individuals who do not wish to train intensively or travel substantial distances to competitions. The latter is increasingly important with increasing costs of travel.

Our new capital programme to provide stable boats, and encouragement to clubs willing to lend or hire boats to visiting rowers will be an important element of this programme

We will measure our success through the satisfaction of current members (SE Satisfaction survey), and by the number of additional people we retain in the sport.

We also believe that with sufficient volunteer and coaching support, many of whom will emerge from our new 'Explore Rowing' programme, we can improve use of existing club facilities at times not traditionally used for rowing, i.e. weekend afternoons, weekdays.

6.3 Outcome 3 – Excel

Increasing the breadth and depth of the talent pool

British Rowing has had notable success in the past with all of its world medal-winning athletes being developed through our affiliated clubs. We were however aware that some potentially talented individuals were being missed as they did not attend schools with a rowing programme, or did not go on to further or higher education institutions where rowing was offered.

The World Class Start and Potential programme has sought to address this by concentrating on identifying talented individuals through an extensive testing system for schools and through working closely with the HE sector. This strategy has proved

successful with a number of young athletes now coming through to compete as GB team members in international events, including the Beijing Olympic Games.

Clubs have been central to nurturing and supporting talented rowers. If we are to remain the top rowing nation, it is essential that we continue to find ways to assist clubs to widen both the breadth and the depth of the talent pool.

Coaches are critical to this process, and the new UKCC L3 and L4, together with tailored programmes of CPD and mentoring will be developed to support club competition coaches.

We will measure our success through the progress of rowers through British Rowing competition status points, and by narrowing the gap between the winning crews and other finalists at leading national regattas, i.e. National Championships, BUCS Championships, National Schools Regatta and other major multi-lane regattas.

We will be seeking to provide new competitions and opportunities for Adaptive rowers to realise their potential within the sport.

6.4 Overall Impact

- To support 10,000 additional participants over the period of the plan to either take part in the sport for the first time or to stay in the sport. This will include rowing on the water and indoor rowing participants.
- To increase the breadth and depth of the talent pool by supporting 1,200 competitors in high quality club environments to improve through competition, with 50% of this group moving up at least one status point.
- To increase the overall satisfaction of participants in the sport by 5%.



Success for J4- at the World Rowing Junior Championships in Brive, 2009



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