



BRITISHROWING

Whole Sport Plan

2013-17

Original submission: May 2012*

Updated: 20th November 2012 (Chloe Hole)

* Please note that this document has not been substantially rewritten, just amended, and therefore it still mostly reads as it did in May and so there are some chronological anomalies (e.g. the Olympic Games hasn't happened yet).

Contents

Executive Summary	3
Market Understanding & Track Record.....	8
Participation Programmes	25
Talent Programmes	42
Young People Overview	50
Infrastructure	52
Facilities	55
Core.....	57
Scale of Impact.....	58

Executive Summary

Our Vision

New participants through new partnerships

Rowing for life through well resourced clubs

Inspiration through success on the world stage

Our Values & Principles

Encouraging and developing good practice to provide transparent and accountable organisation at national, regional and local level.

Providing equal opportunities to participate in rowing.

Providing a welcoming and supportive environment for participants to enjoy the sport.

Creating clear and accessible pathways for talented individuals to achieve their potential.

Valuing the work of both volunteers and staff and providing recognition, support and training.

Role and Position of British Rowing within the Whole Sport

British Rowing is responsible for:

- representing rowing in England and the Home Countries (excluding Northern Ireland) as the voting member of the International Federation FISA.
- the organisation of international events in Great Britain.
- the preparation, training and entry of GB teams to European, Olympic and World competition.
- the organisation and development of rowing in England.
- competition in Great Britain for both English and British titled events.

The Rowing Family

Sliding Seat Rowing Clubs

Sliding seat rowing clubs in England are affiliated to British Rowing and are made up of around 550 open, university and school clubs. British Rowing has a close relationship with them, providing support, guidance and direct investment. These clubs have around 40,000 individual members. Of the 40,000 around 29,000 are also individual British Rowing members.

Coastal Rowing Associations

There are several independently constituted coastal rowing associations, both sliding seat and fixed seat, who organise their own governance and competition structure. However British Rowing has either long standing agreements, or more recently service agreements with these Associations to provide the full range of development, facility support, education and training programmes to their affiliated clubs (a further 70 or so clubs, with circa 7,000 members).

Alternative Delivery Partners

Over the past ten years, in a process much accelerated during our last WSP we have formed new working relationships with a number of new delivery partners. None of these were previously delivering rowing, or were only doing so as a small part of a wider activity programme. These are:

- watersport centres (commercial and local authority owned)
- uniformed youth organisations, e.g. Sea Cadets
- youth organisations, e.g. London Youth Rowing, Street Games.
- schools (indoor rowing curricular and non-curricular).
- gym chains (commercial & local authority owned)

Our Priorities and Objectives for 2013-2017

Our priority for 2013-17 is to capitalize on the 'Once in a Lifetime' opportunity to create a lasting legacy from the inspiration and success we expect from our Great Britain Rowing Team competing at London 2012.

Progress in delivering our 2009-2013 WSP has accelerated in the last year in particular, and this has given us much confidence that with our increased market understanding we are on track and ready to deliver our 2013-17 plan.

Our on water rowing participation is now showing particularly good progress and our excel targets have been achieved. However, indoor rowing figures have fluctuated a great deal, and we will concentrate on understanding this market better, and delivering programmes where we are confident we can directly influence outcomes.

The Explore Rowing programme introduced in our 2009-2013 WSP has been very successful and is now firmly embedded in the sport. Participation and retention numbers from Explore Clubs are consistent and increasing, and we have been able to use the principles of the scheme to extend to new delivery partners such as the Watersports Centres and Sea Cadets. The new informal type activities generated through Explore both water and indoor rowing will be a feature of our new plan.

Indoor Rowing is now established as part of the School Games with excellent feedback from the young people involved. Outreach work with partner organizations in delivering youth programmes is making rowing accessible to a far wider proportion of local communities, particularly in urban areas. We will ensure that pathways to further transitional rowing opportunities both indoor and on water are offered. Current WSP targets have already been achieved.

In the last year we have forged new relationships with leisure providers in the indoor rowing market through working with gym chains, both LA and commercial and these will be important partners for developing indoor rowing.

We have overcome issues that were causing concern to our partners around communicating our strategy, and we have re-structured the roles and responsibilities of staff to focus more clearly on individual targets for participation. We now have a good understanding with the Sport England Excel team on the links between the England and GB talent pathway, and the programmes needed to strengthen the English Club Talent Pathway.

We are confident that we have gained the insight we need through the research provided by a whole range of agencies including Sport England, market segmentation data from Active People, and surveys of our own members to offer programmes and interventions that will achieve our objectives.

Participation

We will **increase participation** by acquiring new participants and increasing retention through informal sport, and flexible, local easy to access indoor and water rowing. All our programmes are designed to provide clear transition pathways to a 'habit for life', some as immediate transition to the next stage, and others through an excellent first experience with signposts for re-joining the sport at a later date. Around 70% of our work will be directed at the 14-26 age group.

We aim to provide **more informal rowing opportunities in different environments** - watersport centres, water trails and tours, doorstep clubs for young people, group indoor rowing in gyms, pay as you play. Boat packages will be required in about 10 of these environments.

Our plan will **increase retention** through local informal competition in clubs, local leagues, group indoor rowing for Higher Education students and graduates with little time for training.

We have identified around 20 **strategic development areas** where there is high latent demand where we can deliver a number of linked and targeted participation programmes. We will work with potential local partners, CSPs, Heads of Leisure in LAs to refine these plans over the summer and autumn of 2012. Facility development is needed and will be prioritized in these places where necessary.

We will deliver sector specific schemes for **Young People** through the School Games, community schemes working in partnership with other organisations such as the YST, London Youth Rowing, the Sea Cadets, Street Games. HE and FE specific schemes will be an important feature across our programmes.

We will deliver steady incremental growth through major retention programmes delivering to our committed club rowing population of 40,000 who participate at least once a week by **investing in our infrastructure** –

- value for money membership services including supplier discounts
- websites, magazines, e-newsletters, at least 12+ per annum for the 29,000 individual members
- England wide competition programme, training for umpires and officials.
- Advice and support for governance, welfare, equity, safety, facilities
- Representation, governance, rules
- Education & Training for volunteers
- Club Accreditation
- Market segmentation, research and insight into developing new participation programmes.
- Support in developing new strategic relationships at local and regional levels.

Excel – England Talent Pathway

We will deliver two programmes to support the England talent pathway. Firstly we will select locations where we can support talented rowers on a twin-track programme to achieve 'The Best You can Be', with an ongoing legacy of new places where talent can flourish.

Secondly, we will establish a British Rowing Championships regatta, with a radical change in the style of racing, programmed to attract the best England rowers.

A focus on commercial strategy

The appointment of a CEO in June 2012 will allow us to focus on a strategy to maximise the potential for adding value to our programmes through new commercial and non-commercial partnerships, in particular from the spotlight of London 2012 and potentially successful bids for World Cup events in 2013 and 2015.

A robust and dynamic structure

We will implement our new committee structure with independent Board Directors, a slimmed down and regionally representative Council and a new Sport Committee.

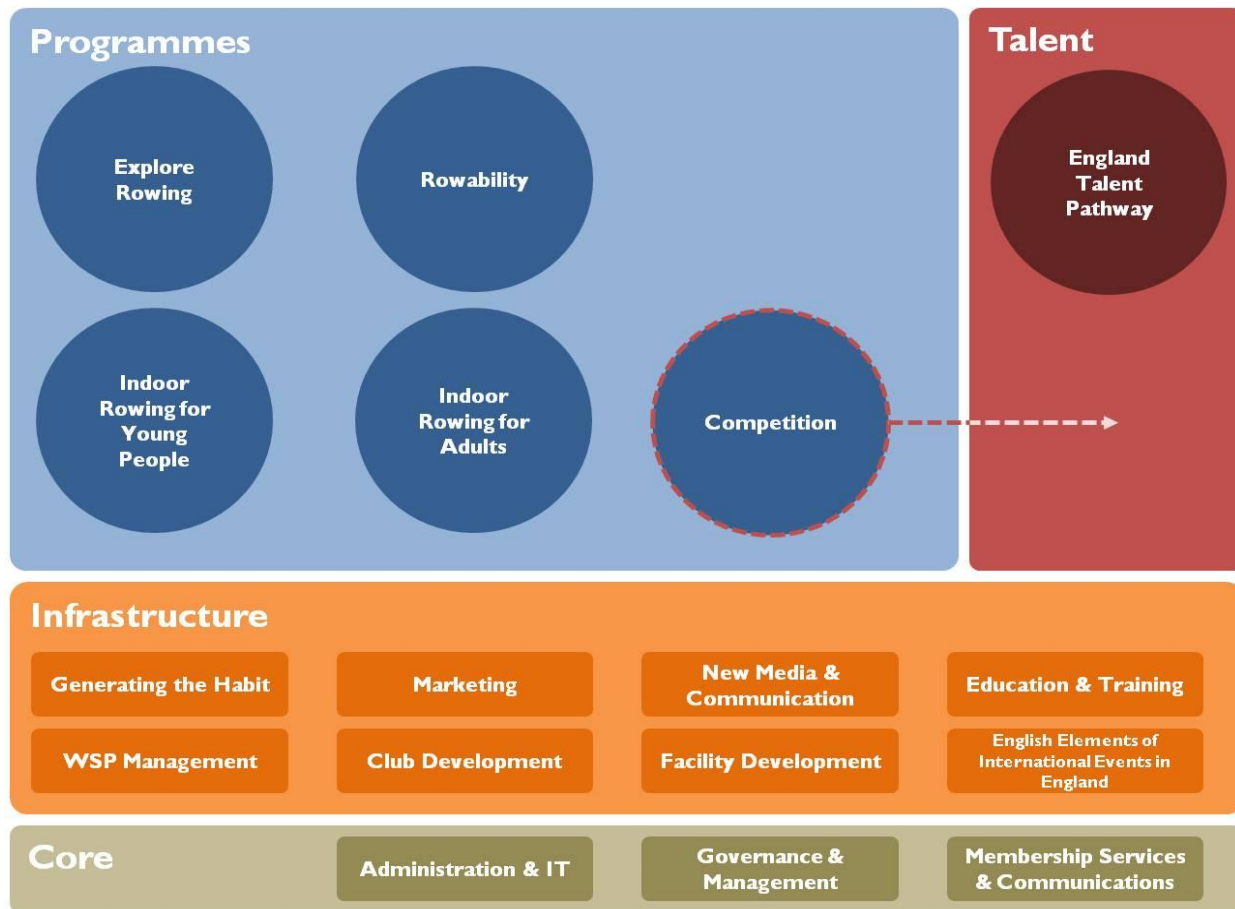


Figure I

Young People

The greatest impact of our programmes will be on increasing participation and supporting talent for young people. The infrastructure programme will provide support to our clubs currently delivering and developing programmes for young people. New participants will be supported through the School Games, Watersport Centres, uniformed youth groups, and community providers. We will also be targeting a range of ‘middle level’ universities, and starting to work with the FE sector. The entire talent programme is directed at the 17-22 year old group.

Disability Rowing

We will consider the needs of rowers with disabilities for each of our interventions, and will ensure that our delivery plans for all our interventions include targets for increasing the numbers accessing our programmes. We intend to re-brand ‘adaptive rowing’ with the new title ‘Rowability’ to ensure that our offer is understood and compatible with other watersports.

Rowing & Health

We recognise that the Public Health agenda runs in parallel with sports participation objectives. At a local level rowing has a strong record of working in partnership with Primary Care Trusts. Examples include the Heart of Birmingham Teaching PCT indoor rowing in schools programme and the NE Strategic Health Authority financial support for Explore Rowing in Durham.

Our Indoor Rowing for Young People, Indoor Rowing for Adults and Explore Rowing programmes are all designed to attract participants interested in physical activity (as well as those interested in a pathway to sport). The programmes have all had design input from health and physical activity and general health experts.

With Public Health resources shortly transferring into Local Authority management we feel we have an ideal opportunity to sustain and expand our health initiatives at local level.

Working with Partners

As a National Governing Body we recognise that the successful delivery of our outcomes will require significant support from local, regional and national level partners for example:

- Public Sector – Local Authorities, County Sports Partnerships, schools, colleges
- Private Sector – Contractors running gyms, watersport centres, personal trainers
- Voluntary Sector – Rowing clubs, community groups, other NGBs/sport organisations

Selecting the most effective partners who we can work with (or continue to work with) for genuine mutual benefit will be a key success factor for us. We have identified our key strategic and delivery national level partners and the main support we will require from them¹.

Working with other Sports

We have substantially developed our working relationship with other NGBs through ‘Team Watersports’, a group comprising rowing, canoeing and sailing (and liaising with water-ski and angling). The group has also worked with the respective SE Relationship managers. Through joint working we have agreed priority areas for co-operation, and a number of important legacy participation schemes will be developed during the 2013-17, e.g. the Olympic Park and at Slough/Dorney.

Scale of Impact

Through our Whole Sport Plan we aim to deliver moderate sustainable growth in water rowing, indoor rowing and disability rowing. In water rowing we hope to deliver an increase of 19% across four years in Young People and 11% in Adults with an increase of approximately 700 Young indoor rowing Participants and 300 Adult indoor rowing Participants. This will deliver an **overall increase of 7,000 participants** in once a week participation across water and indoor rowing. We also aim to increase the number of participants engaged in our Disability Rowing project by 10%.

Overall we are requesting £7.7m in revenue funding and £1.6m in capital funding.

Market Understanding & Track Record

The following section of our plan incorporates a description of the rowing market alongside an analysis of our track record.

The rowing market is made up of two main disciplines: water rowing and indoor rowing. British Rowing has significant reach in both of these disciplines but there are clearly some areas where our influence could be increased. We have split our analysis of the Rowing market into two sections **participants** and **environments**.

Rowing Participants

Water Rowing

On water participation: is split across two main disciplines: fixed seat and sliding seat. Sliding seat has a relatively even geographic spread, however, community based fixed seat rowing is generally focussed around the coast and in particular the South West (although the Sea Cadets and Scouts operate in fixed seat boats with a more even geographic spread).

General Growth: A good representation of on-water sliding seat rowing is provided by British Rowing membership. We have had our membership data coded with Sport England Market Segments allowing us to compare more closely with Active People data (the profiles of segments were nearly identical from our data compared to Active People data). Although the exact number of British Rowing members fluctuates month by month, taking a rolling 12 month sample demonstrates that the membership figure has been increasing steadily across the last five years.

Generating a Habit for Life: Of those members surveyed 45% first learn to row in a club but clearly a large group of participants are still generated through the education system, in particular at University. Although almost three quarters of students surveyed said that they did wish to continue rowing after University, it is clear from our participation figures that this transition is problematic (in particular, there appears to be dropout whilst at University not just after – our assumption is that this is related to academic work pressure) and presents a great opportunity where we have willing participants but need to provide the correct offer.

Once engaged in the sport there is a high proportion of rowers who are engaged for life with almost 65% of those members surveyed reporting that they had been involved in the sport for 10 years or more.

Churn: Both the Active People Survey and our own membership database suggest that we have a relatively high level of churn within the sport. Our own research also suggests that this dropout can be strongly related to 'burn-out' from the intensive nature of our competition structure. This suggests that alternative activity programmes such as those provided by Explore Rowing may help us retain people who are already pre-disposed to the sport.

Gender Breakdown: Unlike general participation in sport where female participation has decreased, rowing has seen an increase in both male and female participation. This demonstrates that rowing is still able to attract participants of both genders despite the general trend across all sports.

Age Breakdown: In terms of age, rowing participation is still dominated by the 14-20 age group; however, there are two main growth areas: young people, driven by the continued effect of our Project Oarsome programme and now growth in the older age groups of 40+ driven by the Explore Rowing programme.

Challenge of Younger Groups: Although generally membership has been increasing we have identified a group which in particular is decreasing. Competitive rowers appear to be decreasing and this seems to be particularly in the younger age groups. We have identified this through two sources: analysis of the market segments of our members and analysis of the overall number of members with a racing licence (Gold members). Both of these have shown a decline – this clearly identifies this group as an area to be addressed, as increased retention in this group could significantly impact on overall rowing participation.

Having identified this group we carried out a survey of some of the members who had dropped out of the sport. The results of this suggested that time commitments were the biggest barrier to continued participation for this group.

By examining this data alongside market segmentation profiles and our own market understanding we were able to identify two particular types of participant with the group. The first was a highly competitive group (largely dominated by the males of the group) who regardless of the time they were able to put into the sport still wanted to feel that they were participating in a competitive environment. A second group of participants were similar in age and other characteristics but dominated more by females who wanted a more individualistic approach.

Travel Time: According to our members' survey, currently 60% of British Rowing members have less than 20 minutes travel time to the location they participate on the water and 25% have less than 10 minutes. Those people participating 3+ times a week are much more likely to be within 10 minutes travel time of their rowing location than those who participate less frequently. This suggests that developing an offer incorporating less frequent but still once a week participation may help us expand the reach of our facilities.

Latent Demand: data from the Active People Survey suggests that there are up to 47,200 people interested in participating in rowing with the majority of this group interested in getting on the water. This shows that the sport has the potential for greater participation but there may be currently factors limiting the ability of this group to try rowing: such as distance from facilities or suitability of the current offer.

Growth of Masters Rowing: There has been a large increase in the number of people taking up Masters competition over the last four years. This growth whilst under our influence has happened with little intervention and continues to help maintain people as active in the sport once they have reached an age where previously they might have dropped out of regular participation.

Indoor Rowing

The Active People Survey is currently our main source of information for indoor rowing as the majority of indoor rowing participants are not current British Rowing members. This is an area where we are attempting to source new information and insight by engaging with gym chains and we also hope to have discussions with existing providers of gym based studio classes.

The indoor rowing market appears to be split into:

- People who participate in indoor rowing as a training tool for water rowing.
- People who participate in indoor rowing as an activity in its own right frequently (i.e. once a week)
- People who participate in indoor rowing as an activity in its own right infrequently (i.e. less than once a week)
- People who participate in indoor rowing as a warm up or part of a larger exercise routine (e.g. gym users)

Short Length Indoor Rowers: The Active People Survey data suggests that there is a large group of indoor rowers who are participating for less than thirty minutes (approximately 85,000). These clearly present an important opportunity to convert people into more regular participation. Although we do not have further data on this currently, we would suggest this is people using the indoor rower as a warm up or part of a larger gym workout. We believe there is a strong opportunity to develop an offer which would be attractive to these people and convert them to taking part regularly for longer than 30 minutes.

Challenging Latent Demand: The latent demand identified from the Active People Survey is relatively low compared to water rowing. This would suggest that the way indoor rowing is marketed could be improved and could help grow participation.

Indoor Rowing Outside of Education: There is a large spike in regular participation of less than 30 minutes in those outside of education (and those taking part regularly for less than 30 minutes) which would fit with the fact that there are currently very few opportunities for adults to engage in organised indoor rowing regularly (compared to those in education where regular competition is available in both schools and universities). This suggests that an organised activity outside of indoor rowing, such as crew classes, could help convert these participants to once a week participants.

Rowing Environments

Water Rowing

Clubs	
Type of Activity	<p>Traditionally the vast majority of rowing within the sport has been delivered by clubs. The clubs are generally split into either sliding seat rowing clubs or fixed seat rowing clubs (with a small minority offering both). There are around 220 open sliding seat clubs around the country and a minimum of 75 fixed seat rowing clubs.</p> <p>Most of these clubs will deliver a first experience of rowing, regular participation in rowing and talent development. Traditionally most sliding seat clubs have had a competitive focus, however, over the last four years Explore Rowing has started to take effect and more clubs are delivering a diverse range of activity.</p>
Potential for Growth	<p>There are a number of clubs which we have been able to identify as having potential for growth. These particularly relate to areas where we have identified a large potential local demand but limited provision such as Birmingham.</p> <p>However, there are limiting factors in terms of pace of growth as clubs are generally managed and run by volunteers.</p> <p>Our clubs have shown solid growth overall over the past few years, however, still retain capacity for expansion.</p>
Our Reach & Influence	<p>British Rowing's influence and reach is extremely strong within rowing clubs. Nearly every sliding seat rowing club in the country is affiliated to British Rowing and the majority of fixed seat clubs are linked to an organisation affiliated to British Rowing.</p> <p>There are a small number of Fixed Seat clubs cropping up outside of the larger groups of Fixed Seat clubs (in particular around the East Coast). These groups do not currently affiliate to British Rowing and most individuals do not become individual members of British Rowing.</p> <p>All rowers competing in sliding seat British Rowing competitions will be individual members of British Rowing and an increasing proportion of sliding seat rowers who do not compete are also members. A smaller proportion of rowers in the Fixed Seat rowing community are individual members of British Rowing.</p>
Universities	
Type of Activity	<p>University rowing has been a strong growing sector over recent years. In general University rowing clubs will deliver a first experience of rowing to a large group of beginners before taking a more select group through to competitive rowing (talent).</p> <p>A small number of Universities have embraced rowing at a Sports Department level and offer rowing as part of their recreation product.</p> <p>Due to the limited amount of financial support offered to University rowing, the vast majority of this has been focussed on competition as this is the only route to BUCS points.</p>
Potential for Growth	<p>The University rowing sector can be split into three groups of clubs:</p>

	<p>Traditional University Rowing Clubs with high and sustained levels of participation with limited capacity to expand.</p> <p>Institutions with a rowing club which varies in size depending on the quality of its volunteer leaders.</p> <p>Universities with no rowing club.</p> <p>The key opportunity we have identified in this sector is with those clubs who fluctuate in their membership as there is clearly the capacity to maintain them at a higher participation level.</p> <p>The groups of Colleges also offer a potential source for growth as both Oxford and Cambridge introduce approximately 1500 beginners to the sport each year with a relatively large proportion of these dropping out either after the first term or year.</p>
--	---

Our Reach & Influence	<p>British Rowing has a strong relationship with BUCS and has significantly improved its contact directly with University Clubs and Directors of Sport over the last Whole Sport Plan period.</p> <p>The majority of University Clubs are affiliated to British Rowing, however, only a proportion of student rowers will be individual members of British Rowing.</p> <p>There are also three groups of University Colleges who have large participation in rowing based at Oxford, Cambridge and Durham Universities. Again the majority of these clubs are affiliated to British Rowing; however, the direct reach to individuals is limited.</p>
-----------------------	--

Schools

Type of Activity	<p>Project Oarsome has increased the spread of rowing within schools with a large number of schools now offering rowing through a link to a rowing club.</p> <p>There are also a number of Independent Schools who have traditionally delivered rowing.</p>
Potential for Growth	<p>There are a large number of schools delivering indoor rowing who are not currently linked to rowing club which could be linked to clubs especially in some key areas such as Birmingham.</p>
Our Reach & Influence	<p>Schools delivering water rowing are generally either affiliated to British Rowing or alternatively linked to a British Rowing affiliated club.</p> <p>A large number of the clubs which have links with schools are Clubmarked and therefore we have a strong influence in this sector.</p>

Youth Organisations

Type of Activity	<p>There are a number of youth organisations delivering on water rowing. A lot of this is relatively informal activity providing both a first experience of rowing on the water as well as some of them offering regular participation opportunities. The main deliverers in this market are:</p> <ul style="list-style-type: none"> • London Youth Rowing
------------------	---

	<ul style="list-style-type: none"> • Sea Cadets • Scout Association • Plymouth Rowing Forum <p>A number of these organisations also provide indoor rowing.</p>
Potential for Growth	<p>Our work with the Sea Cadets over the last funding period has suggested there is the capability to convert infrequent rowing participants to regular rowing participants, whilst also creating better links to the rest of the sport, helping to generate a sporting habit for life.</p> <p>There appears to be potential for growth through organisations such as London Youth Rowing delivering on water rowing to young people involved in their indoor rowing programmes (although clearly some people keen on indoor rowing will have no desire to try on water rowing).</p>
Our Reach & Influence	<p>We have extremely strong links into organisations such as London Youth Rowing with a strong ability to influence their delivery.</p> <p>We have worked hard on our relationships with the Sea Cadets and Scouts over the period of the last plan. The work with the Sea Cadets has been extremely positive and we are able to influence their delivery and they now operate rowing in line with British Rowing advice.</p> <p>The Scout Association are harder to influence although we have been able to influence a section of the Scout Group.</p> <p>A new learn to row registration has allowed us to develop our links into the individuals participating and delivering rowing in these organisations.</p>

Watersport Centres

Type of Activity	<p>There are a limited number of Watersports centres we have worked with in recent years. These centres have delivered a first experience of rowing to participants as well as structured learn to row courses.</p> <p>Regular participation opportunities in this market are presented through informal pay and play sessions.</p>
Potential for Growth	<p>A large proportion of the population wish to participate in sport on an informal basis outside of a club environment and Sport England's insight suggests that lack of flexibility in clubs are a major reason for people dropping out of rowing. Watersports Centres offer the opportunity to row in a different environment.</p> <p>We have been conducting pilot projects with Watersports Centres and learnt some key lessons in working with this group.</p> <p>There are a number of Watersports centres who have extremely large customer bases which present a good opportunity for growth.</p> <p>Most Watersport centres already have the main infrastructure in place to promote/deliver rowing (water access, facilities, safety equipment and most importantly, staff). The weakness of centres is their lack of experience in delivering rowing and access to rowing specific equipment. Watersports centres also</p>

	present a structure to deliver rowing in areas where we have identified demand for rowing with no provision and no existing volunteers.
Our Reach & Influence	<p>The Watersports centres currently delivering rowing have nearly all started as the result of previous British Rowing intervention and as such we have a large degree of influence over these selected projects. However, generally our reach across watersports centres is currently relatively limited.</p> <p>Much of our influence with these centres is due to being able to offer funding to seed rowing in them. In the long term the plan is to establish rowing as a sustainable activity within the centres.</p> <p>We are working with our partners in Team Watersports to develop further reach and influence in this environment.</p>

Individuals

Type of Activity	<p>Unlike sports such as canoeing there are very few people rowing outside the delivery organisations listed above. Those that do are generally engaged in infrequent activity and include:</p> <ul style="list-style-type: none"> • Individuals owning private boats • Sailing clubs with access to some traditional rowing boats • Anglers using rowing boats • Casual hire on boating lakes
Potential Growth	<p>There is limited scope for growth in this area and would be hard for us to influence. Unlike sports such as canoeing and cycling, which have managed to bring their equipment to more of a mass market, the cost and logistics of a rowing boat is still prohibitive to this sort of activity.</p> <p>There could be an opportunity in the future within this sector should a suitable boat be brought to market.</p>
Our Reach & Influence	<p>As a governing body we do not currently engage directly with these groups but have strong relationships with their main governing body (where appropriate).</p> <p>Contact with individual rowers in these groups is limited and therefore our influence in this sector is currently very limited.</p>

Indoor Rowing

Indoor Rowing Clubs

Type of Activity	<p>There are a small number of indoor rowing only clubs which generally operate as virtual rowing leagues. Some clubs will meet occasionally to train but a large amount of their activity is related to logging results online.</p> <p>Currently much of this activity is conducted through the Concept2 US website.</p> <p>These virtual clubs do not introduce people to the sport but do help ensure regular participation and encourage talent development.</p>
------------------	--

Potential for Growth	Not enough is currently known about this group to assess the potential for growth.
Our Reach & Influence	<p>Our reach and influence with this group is currently fairly limited. Clubs are not currently required to affiliate to British Rowing.</p> <p>A small number of individuals may be members of British Rowing but these will mostly be those who also take part in rowing on the water.</p>

Rowing Clubs

Type of Activity	<p>Nearly all rowing clubs will own indoor rowing machines and use these as a training tool throughout the year and in particular over the winter period when time on the water is limited.</p> <p>Indoor rowing offered in rowing clubs generates regular participation although only to complement on water activity.</p>
Potential for Growth	There is not much scope for expanding the number of on water rowers also participating in indoor rowing; however, the facilities themselves do have potential for increased usage.
Our Reach & Influence	Our reach and influence over the rowing clubs is strong and as most of the on water rowers using the machines are likely to be competing, they are also likely to be individual members.

Universities

Type of Activity	<p>As with community rowing clubs, most university rowing clubs will have access to indoor rowing machines.</p> <p>There are specific competitions available to students in indoor rowing although these are currently marketed at existing rowers.</p> <p>Many universities now have gyms as part of their Sports Department and so will have indoor rowing machines. The participants using these rowing machines will generally use them as part of a workout routine.</p>
Potential for Growth	<p>The potential growth area lies in attracting members of other sports to use indoor rowing as a cross-training tool or for non-sports participants to use indoor rowing as a fitness tool. This is potentially a lucrative market given that this age group is traditionally more active than other age groups and the facilities already exist in many locations.</p> <p>Like with community rowing clubs, the scope for increasing the number of people from University Rowing Clubs taking part in indoor rowing is extremely limited.</p>
Our Reach & Influence	British Rowing has a strong relationship with BUCS and has significantly improved its contact directly with University Clubs and Directors of Sport over the last Whole Sport Plan period.

Our engagement with individuals in the University sector is limited due to many student rowers not being British Rowing members.

Working with the University Sports Departments has and can continue to help us reach a larger group of students not currently engaged in rowing.

Schools

Type of Activity

Many schools use indoor rowing as a curriculum activity with around 2000 schools reporting that they deliver indoor rowing.

There is a strong competition structure and currently 22 counties are delivering indoor rowing as part of the School Games.

Potential for Growth

They have suitable equipment but like gym instructors many teachers lack the confidence and competence to teach effective and sustainable rowing. The system weakness is convincing teachers and School Games Organisers of the opportunities to develop sustainable participation and Talent Pathways by taking part in rowing Continual Professional Development.

Our Reach & Influence

There are three types of school offering indoor rowing. Firstly schools where our staff or volunteers have helped establish indoor rowing and secondly schools that are using our School Games indoor rowing format. We have excellent/good reach or influence with these. Thirdly schools that offer indoor rowing as an activity in an ad-hoc fashion where we have little influence.

Youth Organisations

Type of Activity

There are three main organisations engaged in delivering indoor rowing to youth groups. These are London Youth Rowing, the Tony Blair Sports Foundation and the Plymouth Rowing Forum. These organisations generally assist with the delivery of some curriculum indoor rowing but also operate extra-curriculum indoor rowing groups.

The organisations offer the full spectrum from first experience to regular participation and talent.

Potential for Growth

There is certainly scope to take the London Youth Rowing model and adapt it for delivery in other locations in the country allowing us to have more linked interventions

Our engagement with the Sea Cadets has identified a potential to maintain Cadets activity throughout the year by using indoor rowing as a winter activity when they are unable to get on the water.

Our Reach & Influence

We have a strong relationship with London Youth Rowing, the Tony Blair Sports Foundation and Plymouth Rowing Forum.

The individuals participating in these events are not usually British Rowing members so we have limited direct contact other than through our influence over delivery of the activity.

Gyms & Leisure Centres

Type of Activity	<p>Nearly every gym in the country contains rowing machines although the quality of these machines varies.</p> <p>Instruction is available to provide participants with a first experience although, outside of British Rowing trained staff, this instruction is generally of poor quality.</p> <p>Many individuals will use the rowing machines in a gym as part of a larger workout routine.</p>
Potential for Growth	<p>There are a number of participants identified in the Active People Survey, participating regularly for less than 30 minutes a week. We would assume that these people are in gyms and there may be opportunities to provide an offer which converts these participants to once a week for 30 minutes participants.</p> <p>The greatest challenge remains gym instructors who have a lack of confidence and competence with teaching effective rowing or delivering group rowing classes. The system weakness is getting “Providers” to realise the financial and sport development opportunities of developing indoor rowing activity.</p>
Our Reach & Influence	<p>We have worked to develop relationships with a number of gym chains both at a national and local level. The main chains that we have established links with are:</p> <ul style="list-style-type: none"> • Serco • GLL • DC Leisure • SLM <p>We have limited contact with the individuals taking part in indoor rowing in gyms; we have been able to influence the delivery of the activity through our Education & Training infrastructure.</p> <p>Currently our reach in this sector is still relatively small but building in local areas where training has been delivered. Our new iPhone App, RowActiv is designed to increase reach in this area.</p>

Individuals

Type of Activity	There are a number of private owners of indoor rowing machines around the country who do not participate in virtual clubs.
Potential for Growth	There may be opportunities to generate further reach in this opportunity by partnering with some indoor rowing machine suppliers.
Our Reach & Influence	This is an area where we have limited influence and direct reach; however, our open resources such as the British Rowing website are available to these participants. The RowActiv App may help generate some increased reach in this area.

Track Record

We are optimistic that the acceleration in growth over the past year indicates that our programmes are now in line with expectations.

- **Explore Rowing** – this programme will be 94% operational by the start of the Olympic Games (ahead of schedule).
- **Young People** – data from the School Games shows that rowing is proving to be the 15th most popular Level 3 sport out of 56 (ahead of comparable non-curriculum sports).
- **Indoor Rowing** – we have launched a downloadable application for iPhones called ‘RowActiv’ (herein known as the ‘App’) and are working with six of the nine largest leisure operators and on track to train 1000 of their staff for indoor rowing and significantly increase our reach in this sector.
- **Coaching in Clubs** – this programme has helped develop talent across every region and increase regular participation in clubs. The programme is currently at 140% of its target.
- **Facilities** – with the main aim of sustaining participation we have helped secure 10 leases and develop 23 facilities leveraging £3.54m beyond the £2.36m investment from Sport England.
- **Club Support** – our ‘Development Team’ has now developed and is implementing clear and measurable ‘Participation Action Plans’ (PAPs) in every area across the country.
- **Education & Training** – Over 1000 people have taken part in UKCC Level awards with an ever increasing breadth and quality of participants. Formal training for coaches has been supplemented with a number of workshops covering a range of subjects from marketing to rigging.

Participation and Membership

Overall British Rowing membership amongst over-16 year olds has increased by 17% since April 2009, and growth has accelerated in the most recent six month period. This increase has been even more significant in Explore Rowing clubs with almost 75% of the overall over 16 growth having come from those Clubs, who also demonstrate a high rate of retention and new member acquisition. Membership amongst under-18 year olds has increased by 25% over the same period. The latest figures available from the Active People Survey showed a 4,400 increase in on-water rowing participation in the last quarter (unfortunately the data can’t be compared back to April 2009 due to changes in the survey methodology splitting indoor and water rowing). The apparent decrease in indoor rowing in the same period is disappointing and we plan to address this in the 2013-2017 Whole Sport Plan.

British Rowing membership figures provide a useful measure of performance for on-water rowing as we have such a firm reach into this sector. However, analysing our performance amongst indoor rowers is more challenging as we have significantly less insight and reach. The lack of an agreed baseline with regard to on-water/indoor rowing has caused some confusion.

A major issue inhibiting our overall growth has been the drop-off of competitive British Rowing members as highlighted in our analysis of the rowing market above. This has impacted on our overall participation figures and limited the overall effect of some of our other programmes. Whilst in the long-term, Explore Rowing offers these participants a way to stay in the sport it is important we do not

allow the competitive side of the sport to reduce significantly. Drop-off needs to be addressed not at the point of dropping out but before, so our work in Higher Education and Indoor Rowing aims to build a habit and retain these segments in the sport.

Indoor Rowing – School Games and Adults

Demand from School Games participants is strong with rowing placed 15th out of 56 sports in popularity². We have also exceeded the targeted number of counties taking rowing. We have appointed a staff member to lead on this work.

The programme to increase the number of adults completing a 1x30 minutes per week session of indoor rowing is now accelerating with over 200 gym staff now trained in delivering indoor rowing, and partnership relationships in place with four gym chains. Our 2013-17 plan will focus on developing a 'crew class' type programme targeted at 'Chloes', both graduates and those currently dropping out of rowing at university.

Working with Local Authorities

In many areas British Rowing has a good working relationship with Local Authorities. The majority of water based rowing facilities are freehold or long lease and clubs are not under the tenure of Local Authorities and receive no subsidy. We have experience working with Sport Development Staff, Heads of Service/Directors in Leisure/Planning/Education as well as elected members.

Examples of these relationships include Newham in East London and Cheshire West and Cheshire in the North West.

In **Newham**, with support from the CSP, we have been working in collaboration with the British Canoe Union, Marine Society and Sea Cadets and London Youth Rowing. Working with the elected Mayor and Service Director the aim has been to develop a post London 2012 plan to significantly increase participation in watersports.

In **Cheshire**, also supported by the CSP we have worked with canoeing, sailing, swimming, triathlon NGBs alongside the Authority Sports Development Team. The Authority has drawn up a long term watersports plan to sit with their existing strategies for Aquatics, Green Spaces and Leisure Stock.

Numerous other Authorities have been local partners in our Facilities programme helping access local funding, supporting sports development and granting planning permission. We see Local Authorities and CSPs as the most important local partners in our identified strategic areas going forward.

Improving our ability to deliver

Through our continual internal assessment programme and with excellent support from Sport England staff, we have been able to identify and address some weaknesses in delivery of our plan from 2009 to 2012.

Firstly there was a need to focus on better communication with our partners at regional and county level, so that there was clarity about our programmes, how they would deliver our targets, and how our staff were focused on delivery. We then implemented an Action Plan, with tough but achievable goals for all participation staff in line with our VVSP participation targets. To date (May 2012) we have achieved 88% of the 4-year targets, and our Sport England and CSP colleagues are satisfied we have conveyed and articulated our plans.

Secondly, we were advised that our England Talent Pathway had not been well articulated, and was not in line with the expectations of the Excel Team. We have worked hard to define the England Pathway, and to develop our Talent programme, using the twin-track approach advised by Sport England. There are now clear links and common benchmarking between the GB and England pathways. Our meetings with the Excel Team to discuss our plans for 2013-17 have been extremely productive, and we are now firmly on track deliver the Talent Programme.

Thirdly, we have, as planned, appointed a CEO who will take up her position in June 2012.

Further details of developments we have made to our working practices are summarised in the list below and detailed proceeding paragraphs.

² Sport England Survey of sports being offered at L3 School Games, Spring 2012

- Participation Action Plans – to focus Team Leader time resource on increasing participation
- Staff Structure – reallocation of staff into infrastructure and participation development
- Education and Training – ensuring our courses are more market led and accessible
- Market Insight – making better use of internal and external data to make decisions
- Watersports Centres – contracting out beyond our traditional club structures

Participation Action Plans – Working with Partners

In order to focus attention on increasing participation our Team of development officers have been renamed Participation Team Leaders. Each member of staff has worked with Sport England to develop a Participation Action Plan linked to demand to develop a closer working relationship with CSPs and new delivery partners (watersports centres, youth organisations and gyms). These new arrangements have contributed positively to our confidence to deliver, particularly to the more informal sport participation market. In the first 6 months of this new way of working we have achieved 90% of participation targets.

From our experience it became apparent that more support was required for delivery partners with a lack of experience with what they were trying to implement e.g. partners with no previous delivery of rowing, and rowing clubs targeting more informal participants which they were not used to doing. Strengthening our staff team with the appointment of a 'Watersports Centres Officer', together with market research data available to our clubs have improved this.

Other new partnerships developed in the last four years have been in the 14-16 year old sector and indoor rowing adult market. Our service agreement with the Sea Cadets is proving very successful, and their aim to increase the amount of time each cadet stays in the organisation from the current average of eighteen months sits well with our aims and objectives. We are also encouraged to learn that the demand for increased rowing activity is coming from the young people themselves.

Development of Staff Structure

We have begun a process of further separating out and defining the roles of staff and organisational delivery into two groups. Firstly, infrastructure delivery to support traditional club activity through Education and Training and Talent Development. And secondly, our participation team who are concentrating on new opportunities to grow and develop participation.

Education and Training

The Education and Training programme has delivered over 1,000 UKCC courses as planned, and a new programme of technical workshops was introduced to up-skill our volunteer workforce. This programme will be further refined and developed to support our talent pathway.

However, we have identified issues around the time, money and commitment required to train people, both paid and voluntary to teach basic skills. This has hampered our ability to scale up delivery of our successful 'Learn to Row' courses. We are currently developing a shorter British Rowing instructor course to teach basic skills. This will be suitable for young volunteers, and can be integrated with previous training for staff in multi-watersports environments. The indoor rowing training available to gyms has also been simplified into a shorter course, which will be more accessible for those with limited time, but with previous health/fitness training.

Market Insight

Over the course of the last four years we have significantly expanded our capacity to convert data (provided to us by both our own British Rowing membership database and other partners such as Sport England) into meaningful insight. We have successfully linked together our data to the Sport England data via Market Segmentation allowing us to better compare information coming from different sources. We have also developed the knowledge in-house to draw out useful conclusions and present insight in a simple to understand format for our clubs, partners and staff in a timely fashion.

Watersports Centres

During the development and piloting phase of the Explore Rowing programme we always felt it was important to source alternative delivery organisations for water based activity. In consultation with our Relationship Manager and Facilities Relationship Manager we identified the opportunity to increase the pace and scale of this part of the project. We have employed and deployed a Watersports Development Officer and will be placing a total of 12 packages in centres by the end of 2012.

Strengths & Weaknesses

The delivery of our 2009-13 has taught us a lot about the rowing market and where our strengths and weaknesses lie as a sport and organisation.

Strengths	Weaknesses
<p>Established club network An established network of clubs run by committed volunteers who maintain and manage their club premises and equipment and provide free coaching for their club members.</p> <p>Consistent historic membership growth Long-term consistent growth in membership year on year.</p> <p>Strong competition series An England-wide network of competition for all ages throughout the year which has strong support from participants and volunteers.</p> <p>Record of delivery Successful record of delivering innovative programmes such as Project Oarsome and Explore Rowing.</p> <p>Habit for life 64% of British Rowing members have been involved in rowing for more than ten years – a sport that can deliver a sporting habit for life.</p> <p>Great Britain is the top rowing nation A significant majority of the GB Rowing Team have come from English rowing clubs. Most of the remaining rowers have come through the Start programme but receive their on-going coaching at English rowing clubs.</p> <p>Skilled and committed staff workforce</p> <p>Accessibility Good spread of schools, universities and clubs offering rowing activity. The majority of counties in England have multiple clubs, schools and universities that offer a 'Learn to Row' and competition programme. The sport is now accessible at virtually any age group and personal fitness level, particularly through indoor rowing.</p>	<p>Continued NGB reliance on public funding Despite a significant increase in membership income the main High Performance and Development/Participation programmes developed by British Rowing are centrally funded by lottery/exchequer. The sport has had some success in attracting commercial sponsorship but has been unable to land a "sport-wide" sponsor. This will be a major objective of the new CEO.</p> <p>Reliance on us to directly manage and deliver Our traditional clubs have acted as our delivery partners and successfully increased participation; we have worked extremely closely with them. Whilst we have also worked with a range of other partners, many of these have been locally strategic rather than commissioning or contracted delivery relationships.</p> <p>Clubs with reduced reserves At a local level the majority of community clubs continue to bring in income through membership and running competitive events. Evidence from the Sports Club Survey indicates that the average club reserves have reduced significantly and we believe there is now an over-reliance on public funding to replace boats and refurbish facilities.</p> <p>Focus on traditional competition structures The majority of clubs have been proactive and sought more junior, female and disabled participants. However they have continued to rely on traditional competition pathways that are perhaps not ideally suited or appealing for all participants.</p> <p>Numbers of female athletes on High Performance pathway There are an insufficient number of women reaching the standards, or wishing to reach the standards required for success at GB trials. In smaller clubs in particular there is insufficient support for talented athletes, both female and male.</p>

Key Conclusions

Breakdown of the Rowing Market

The APS 5 (16+) has identified a potential rowing market place of 238,000 adults. However, this is not separated into water and indoor rowing, so these are our assumptions of where these participants fit into our rowing market.

Participation Category	Current Participation ³	Our Assumptions about Participation Group	Aims
Average once a week participation	71,500	<i>More likely to be:</i> Competitive Water Rowers (Young and Older) Indoor Rowers Training for Water Rowing Competitive Indoor Rowers Gym / Fitness Users	Retention Acquisition - promoting participants from the categories below into this group.
People playing no sport, but interested in yours	15,400	<i>Potential to be:</i> First Experience Informal or Non-Club Water Rowers	Acquisition – delivering an appropriate offer to “non-sporty” people interested in rowing.
Participants in another sport but interested in yours	31,800	<i>Potential to be:</i> First Experience Informal or Non-Club Water Rowers Competitive Water Rowers (Young and Older)	Acquisition – delivering an appropriate offer to “sporty” people interested in rowing.
“Occasional” participants	33,000	<i>More Likely to be:</i> Informal or Non-Club Water Rowers Indoor Rowers Training for Another Sport Gym / Fitness Users	Promotion – delivering an offer that will promote these participants from “occasional” to “once a week”.
Regular participation for less than 30 minutes a session	86,300	<i>More Likely to be:</i> Indoor Rowers Training for Another Sport Gym / Fitness Users	Promotion – delivering an offer that will promote these participants to 30 minutes activity once a week.
Average Total Marketplace	238,000		

³ Active People Survey 5 – October 2010 to October 2011

Water Rowing

The water rowing market can be summed up with five different participant groups (and lapsed rowers), each of which are catered for by a group of different environments as shown in Figure 2.

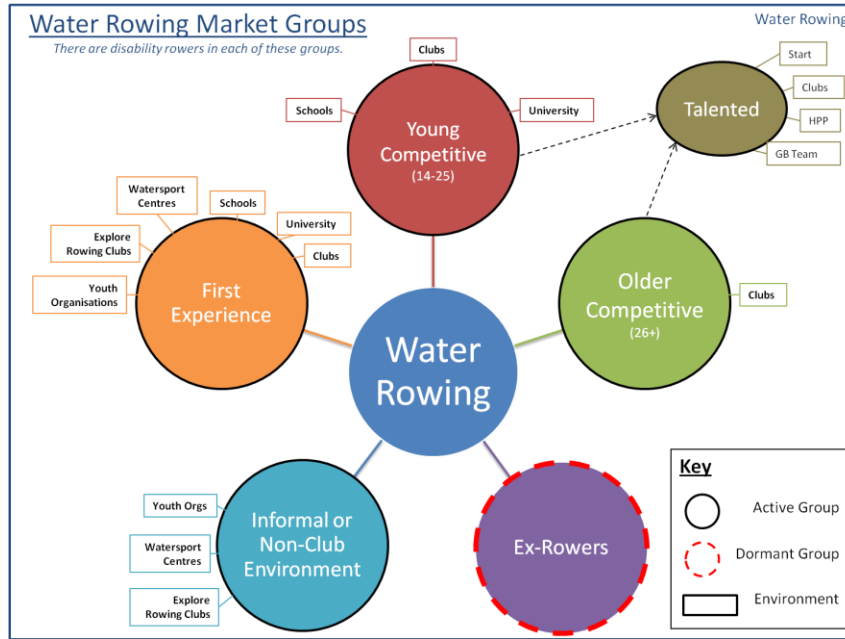


Figure 2

Many participants will move around the structure as they progress in skill or have changes in life circumstances. This movement has been further accentuated by our recent work with Explore Rowing and is shown as a cycle in Figure 3.

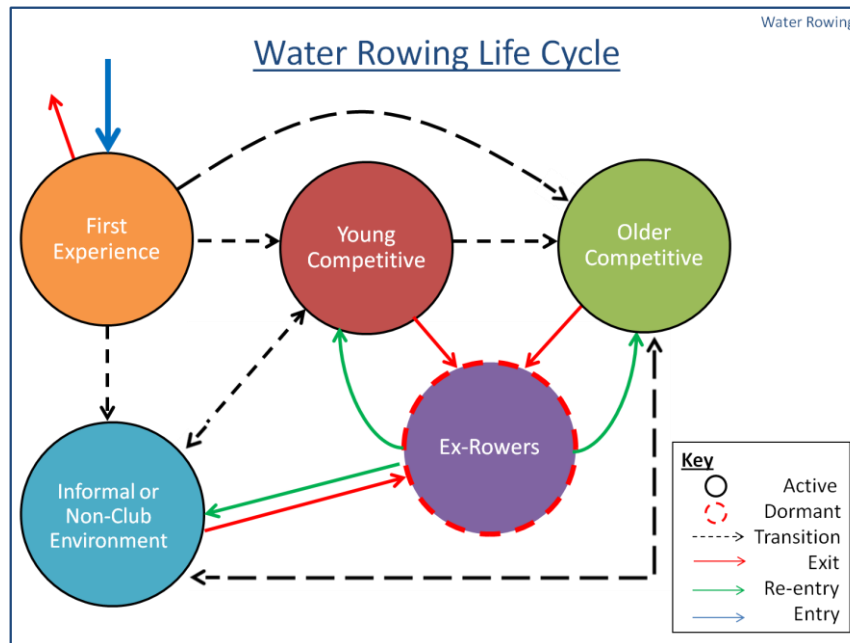




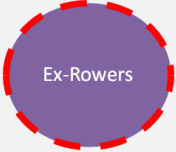


Figure 3

Our main aims for Water Rowing are:

To increase the size of the entry coming into rowing, “ acquisition ”.	
Decrease the amount of drop-out or exit from each stage, “ retention ”.	
Improve the ease and quality of the transitions to help participants move more effectively from one stage to another, “ retention ”.	
Find ways to help ex-rowers come back or ‘re-enter’ the sport, “ acquisition ”.	
Help ex-rowers to do re-enter the sport earlier, ideally so they never leave the sport at all, and thus decrease the size of that life cycle stage, “ retention ”.	

Indoor Rowing

Indoor Rowing can similarly be split into five different participant groups again each with their own environments as shown in Figure 4.

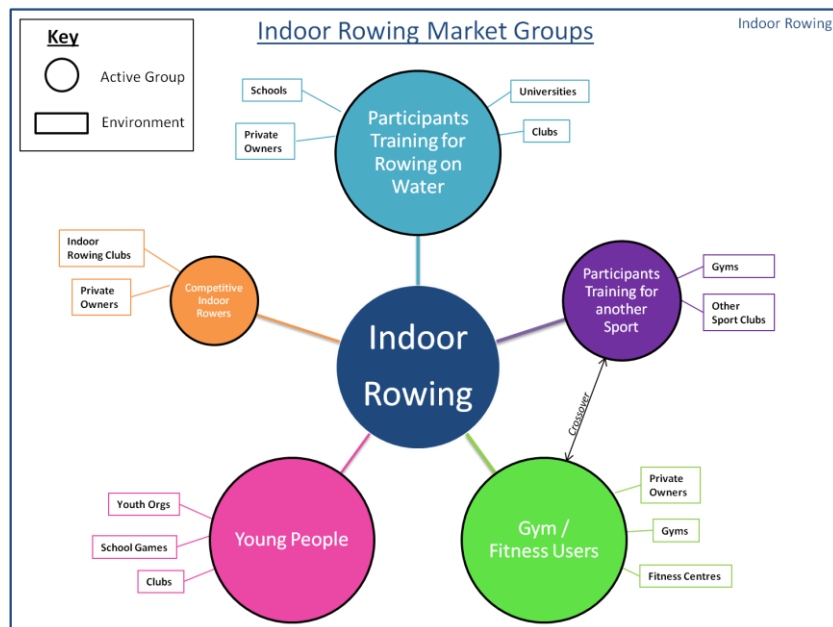


Figure 4

Indoor rowing is harder for us to model into a life-cycle as there are many more complex options in terms of how you might take up and progress in indoor rowing. However, we are still able to set out some clear aims for indoor rowing.

Increase the size of each market group so more people are participating in indoor rowing.

Improve the regularity with which people participate in indoor rowing, ideally to once a week.

Raise the amount of time participants use indoor rowing machines, ideally to at least thirty minutes a session.

Build our knowledge of how water and indoor rowing interact and the different motivations for the participants. Is there potential for cross-over/transition between?

Learn more about the transitions between the indoor rowing market groups and if it is possible to model a life cycle like the model for water rowing.

Gain more reach into the indoor rowing market groups to greater understand their behaviour. In particular those groups where we currently lack insight - Competitive Indoor Rowers, Participants Training for Another Sport and Gym Users.

Participation Programmes

We intend to run four/five programmes aimed at increasing participation summarised in Figure 5 below and described throughout this section. These will be supported by a strong infrastructure described in section 6 of this document. Each programme has specific target groups identified through our research.

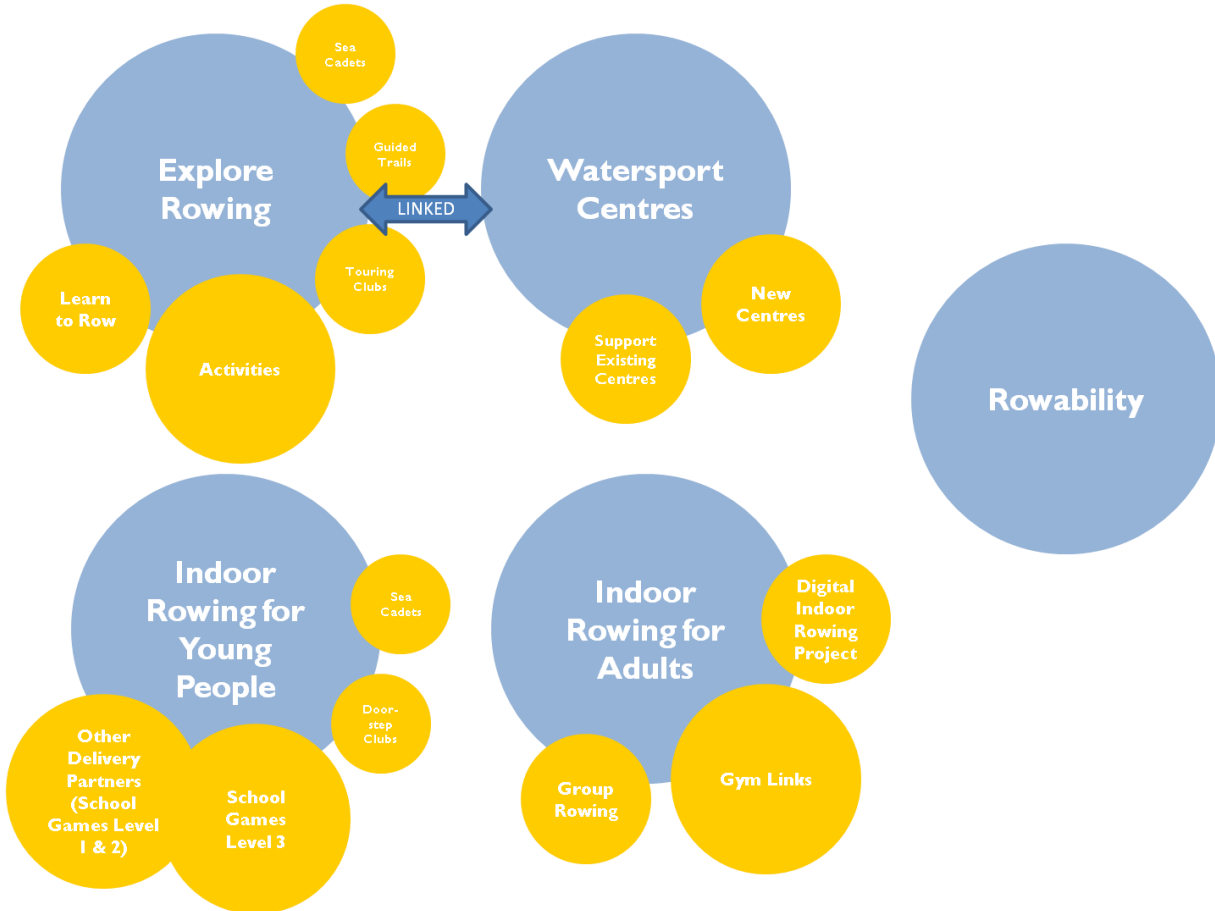


Figure 5

Locations

Working with our teams in the regions we have identified, from a combination of insight and local knowledge, a number of suitable locations for the delivery of our programmes across the plan. These locations appear to have a specific demand, potential and capability to deliver important programme(s) that will help contribute to our aims. These will be targeted local places where evidence suggests there is potential for growth in participation, talent and/or an improvement in the quality of our offerings.

A few of these areas identified by our research have significant potential for a collection of linked programmes to aid participation growth; either through cohesive transitions between sectors (retention) and/or through offering a first experience of rowing to as many newcomers as possible (new participation).

We will continue to develop our insight into these locations throughout the planning and delivery of programmes to ensure that they remain the best locations to deliver our objectives. Based on the potential of the locations we have grouped them into key strategic development areas, strategic development areas and delivery areas as described in Figure 6 below.

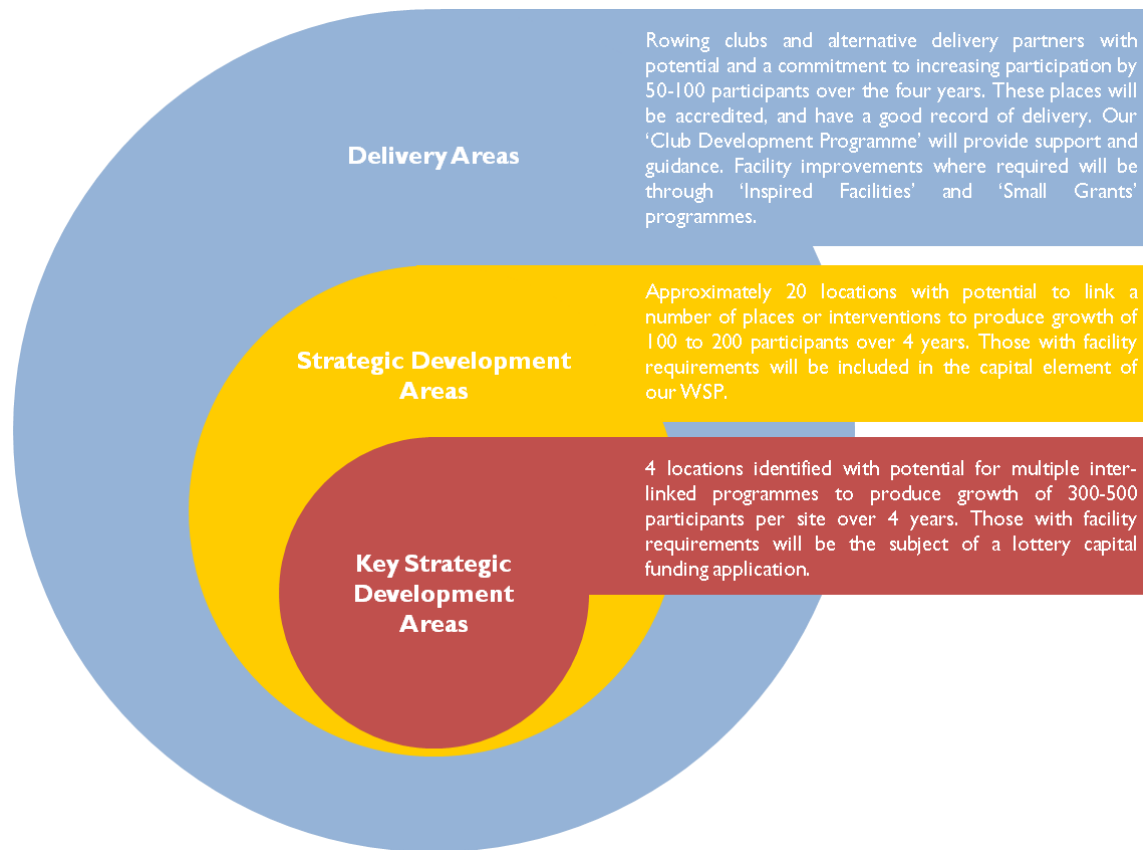


Figure 6

We will work to fully develop plans for each location and have set out a provisional timetable for this engagement. The locations that we have identified so far are (locations in bolded blue would require a facilities investment, please see Section 7 – Facilities):

Key Strategic Development Areas	Strategic Development Areas
<ul style="list-style-type: none"> • Birmingham • East London • Leeds • Reading/Slough 	<ul style="list-style-type: none"> • Bedford • Bristol • East Manchester • Essex (Colchester catchment) • Gloucester • Hull • Lincoln • Northampton • NWSC Nottingham • Plymouth • Portsmouth • Southampton • Sunderland

Explore Rowing (Watersport Centres is part of this)

Key Outcomes	Target Groups				
<p>Retention of the Explore Rowers acquired during the last WSP.</p> <p>To decrease drop-off by transitioning competitive rowers at danger of dropping out of rowing to Explore instead. Maintaining the habit for life and reducing churn.</p>	 <table border="1" data-bbox="776 674 1520 730"> <tr> <td>Young People 14-25</td> <td>10%</td> <td>Adults 26+</td> <td>90%</td> </tr> </table>	Young People 14-25	10%	Adults 26+	90%
Young People 14-25	10%	Adults 26+	90%		
Insight	Offers				
<p><i>The “why” behind the programme</i></p> <p>Our Explore Rowing programme from the 2009-13 WSP will be 94% operational by the start of the Olympic Games (ahead of schedule).</p> <p>The Explore Rowing initiative has been very successful. The major success within the sport (aside from the participation figures) has been the gradual acceptance that more must be done to cater to the informal rower. Our sport in the past has perhaps been too focused on the competitive/racing element of rowing, and not enough has been done to ‘tap-in’ to the large amount of latent demand for informal exercise on water. Explore Rowing now provides us with a sustainable and easily-replicable model for growing rowing.</p> <p>We have sought advice from the French Rowing Federation who have developed a recreational rowing programme of tours that is extremely popular – we aim to translate some of these ideas to England.</p> <p>Over the last WSP we have gained significant experience and feedback about our Explore Rowing programme and we now have considerable expertise in its delivery. We now have the boats and the courses set-up so costs are minimised.</p> <p>One of the strongest elements behind this programme is that so much of the drive and demand has come organically bottom-up. The Sea Cadets and some rowing clubs have themselves wanted to introduce this kind of programme, and we have provided the means to cater to this.</p>	<p><i>How the programme should operate</i></p> <p>Much of the infrastructure for the programme, such as boats, is already in place following our 2009-13 work. 2013-17 work will primarily consist of these offers:</p> <ul style="list-style-type: none"> • Learn to Row • Trails • Tours • Explore Rowing Clubs • Local informal competition <p>We will work to develop a series of trails/tours for rowers to follow/attend, particularly in areas with Explore Rowing clubs or Watersport Centres to act as a base. Using experience from the BCU, trails will vary in length and difficulty to cater to different individuals.</p> <p>We will work closely with the existing Explore Rowing clubs to ensure they are retaining their participants in activity and utilising their resources efficiently (e.g. boats, instructors and facilities).</p> <p>Sea Cadets</p> <p>There are currently 400 units, co-ordinated by the Marine Society and Sea Cadets (MSSC) with access to water, facilities and volunteers/staff. They have a long history of “Pulling” and we have worked with them during WSP 2009-13.</p> <p>The Sea Cadets intend to expand their rowing activity to retain their participants. They know that rowing is popular and we intend to support them.</p>				

Route to Market & Delivery

- Support will continue for existing Explore Rowing clubs helping them maintain high growth rates.
- Support for the established learn to row scheme will continue to help keep a good level of acquisition – the learn to row scheme will be delivered across a variety of partners: clubs, watersport centres and Sea Cadet units.
- As more participants come through Explore Rowing there is a greater requirement for activities. Activities will be developed through three avenues:
 - Support for centres wishing to deliver specific Explore Rowing events (e.g. challenge rows, tours, marathons) – continuing to develop the Explore Rowing Summer Series into a full calendar of rowing opportunities that can be linked into local authorities and local tourism boards. Clubs will be responsible for funding the events themselves with British Rowing providing central marketing, advice, and support in linking into local partners.
 - Suitable centres will be identified to ‘host’ both guided and unguided trails where participants can row on a particular route with good practical information and interesting information regarding the sights around the route. Watersports centres with suitable water will be encouraged to host these as guided tours where relatively novice rowers can get on the water and explore the waterways.
- Virtual ‘touring clubs’ will be set up to connect rowers interested in touring rowing in certain areas, to help enable them to organise tours. These groups will be encouraged through volunteer coordinators who will recruit people. Communication and support will be facilitated through British Rowing staff.
- Centres delivering Explore Rowing will be supported by staff as appropriate.

Key Partners

- Explore Rowing Clubs
- Marine Society and Sea Cadets (MSSC)
- Watersports Centres

Feedback & Scale

Learn to Row participants as part of Explore Rowing will take out appropriate British Rowing membership allowing us to engage with them directly and seek/receive feedback electronically. Furthermore, staff will regularly give and receive feedback from each site.

Individuals taking learn to row courses through Explore Rowing are required to complete a feedback form which is returned to British Rowing via the club at the end of each course.

The scheme is scalable. At the moment we intend to initially only fund one package with the Sea Cadets. If successful, the project can be scaled up to a number of further area bases. There is also potential for expanding Explore Rowing into more rowing clubs who have witnessed the associated benefits at other clubs and wish to join.

Success Measures

Strategic Outcome	Measure ⁴	Baseline	Target for Each Year			
			Year 1 (13/14)	Year 2 (14/15)	Year 3 (15/16)	Year 4 (16/17)
Maintain high acquisition rate at Explore Rowing centres	New members at Explore Rowing centres	43%				49%
Increased retention rate at Explore Rowing centres	Retention of members at Explore Rowing centres	60%				61%

Operational Measure	Baseline	Target for Each Year			
		Year 1 (13/14)	Year 2 (14/15)	Year 3 (15/16)	Year 4 (16/17)

⁴ The exact methodology of how we measure retention needs to be confirmed which may affect the baseline and targets but the strategic outcome remains the same.

Number of Explore Rowing centres					300
Number of Explore Rowing events	5				30
Participants in Explore Rowing events	n/a				Average 20 per event
Number of guided trails available	0				10
Number of virtual 'touring clubs'	0				5

Risk Management

Due to our track record of success in growing water rowing participation for the adult market we are confident that the risks are lowered. We do not envisage any great expenditure as the framework for delivery is mostly in place. The risk is that there will be unforeseen difficulties in retaining once a week participation but our targeting and marketing should be sufficient to control this.

Watersport Centres (part of Explore Rowing programme)

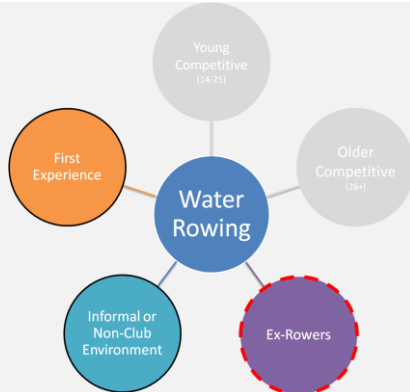
Key Outcomes

Increase participants receiving a first experience of rowing

Increase sustained water-based rowing participation with a cost-effective delivery.

Different environment for consumers who would not normally access rowing.

Target Groups



Young People 14-25	90%	Adults 26+	10%
---------------------------	-----	-------------------	-----

Insight
The “why” behind the programme

Using local market insight and latent demand we have identified a list of potential watersport centres. These have been further analysed according to their readiness factor. From this, a list of viable watersport centres has been selected.

Sport England research has identified that the club environment does not appeal to all consumers, and as a historically club-centred sport we realise that we need to offer new environments to attract the target groups shown. Watersport Centres will help bring about that culture and image change whilst increasing participation.

Input and advice has been sought from our partners in Team Watersports, BCU and RYA, who have considerable experience in the day to day operational capabilities of many centres.

Based on our existing experience, most watersport centres have links to a range of environments with potential consumers such as community groups, FE colleges, disability groups and schools. Hence, watersport centres are well-poised to tap into our market groups.

Although individual watersport centres or a commercial operator could deliver rowing here, it is shown that NGB partnership and the use of our successful products (such as Learn to Row) and our expertise and national co-ordination, will provide growth greater than these schemes could achieve operating without the NGB.

Offers
How the programme should operate

Eight new start-up packages for identified centres – where we will implement a partnership agreement alongside the 8 watersport partnerships already in operation.

Watersport Centres will provide a range of different activities / offers for the individual to choose from:

- Taster Sessions
- Learn to Row
- Watersport Trails
- Pay as you go
- Multi-watersport courses (with BCU and RYA)

Each centre will be provided with equipment and revenue resource following lessons learnt from our existing 2009-13 model and will be contracted to deliver the above activities and certain outcomes.

The centres will be encouraged to develop a business model that allows flexible daily and seasonal pricing based on demand. The model will also include how the centre markets and communicates itself to consumers.

The development of sustained activity will be the key part of the contract with each centre. We will encourage sites to establish a club on site, mainly offering non-competitive activity. Most sites will develop or link into a “watersports trail”.

The centres will develop entry routes (such as school trips for first experience) and transitions (for example, links to traditional rowing clubs for competitively-minded consumers).

Route to Market & Delivery

We propose to use existing structures that are in place in watersport centres: water access, facilities, storage, safety equipment and dedicated staffing. These centres provide readymade locations for the delivery of ‘Learn to Row’, pay as you go rowing and watersport trails.

Funding from our Capital budget will be used to provide equipment for Watersports Centres to deliver rowing. As previously boats and blades will be provided to centres. This will allow the centres to focus on training staff to deliver rowing. Engagement with new centres will take place in the Autumn of each year as this has been found to be the most suitable time to access centre managers to develop plans.

Support will continue for our existing watersport centres, allowing them to continue to increase their rowing capacity and offer more people a first experience of rowing.

Most staff in watersport centres already hold outdoor education qualifications and we will develop an appropriate training programme so they can deliver/supervise ‘Learn to Row’ and ‘Explore Rowing’ activities. The centres will need to meet new “Teaching Centre” standards that we will develop with advice from the BCU and RYA. We will also develop a team of ‘Explore Rowing SportMakers/Activators’ to advocate and support delivery.

Appropriate links will be developed between local clubs and watersport centres to aid the transition between environments for those participants who would prefer to continue rowing in a club.

Key Partners

- **Strategic** – BCU, RYA, SE Community Team, CSPs, Environment Agency, British Waterways.
- **Delivery** – Local Authority Watersport Centres, Commercial Watersport Centres, BCU clubs.

Feedback & Scale

‘Learn to Row’ participants at contracted watersport centres will take out appropriate British Rowing membership allowing us to engage with them directly and seek/receive feedback electronically. British Rowing staff will regularly give and receive feedback from each site, face to face and electronically. We will actively work to ensure that we receive feedback on the success and development of the trails from participants and centres. Evaluation will be collated and then evaluated by our management team.

We will measure and track participants starting and completing Learn to Row, joining British Rowing, joining clubs and using the centres/club to start or finish the trails.

This scheme can be scaled up quickly as there are approximately 500 watersport centres nationally.

Success Measures

Strategic Outcome	Measure	Baseline	Target for Each Year			
			Year 1 (13/14)	Year 2 (14/15)	Year 3 (15/16)	Year 4 (16/17)
More participants receiving a first experience of rowing	Number of participants receiving a first experience of rowing from a watersport centre		1200	1400	1700	2000
More participants taking part regularly for a period of time	Number of participants taking part in learn to row courses at watersport centres		600	700	850	1000
More participants regularly participating in rowing	Number of regular participants at watersport centres		300	350	425	500

Operational Measure	Baseline	Target for Each Year			
		Year 1 (13/14)	Year 2 (14/15)	Year 3 (15/16)	Year 4 (16/17)
Number of watersport centres funded	12	12	14	17	20
Number of accredited teaching centres (ATC) <i>Target subject to final definition of ATC</i>	0				25

Risk Management

The greatest risk is a failure to identify appropriate watersport centres and that these centres fail to promote and deliver effectively. This is mitigated by splitting the risk to a range of centres and making choices with a range of data and informed local, regional and national input. As boats are only on loan to centres, we can also withdraw packages where the scheme does not work and reintroduce elsewhere. Risk is also lessened from our experience with watersport centres and the expertise of our successful partners – BCU and RYA.

Indoor Rowing for Young People (14-18)⁵

Key Outcomes

Deliver participation through **School Games** competition format.

Ensure that young people have a **positive experience** of indoor rowing to take forward.

To **educate** pupils, teachers and schools about indoor rowing.

(Note: British Rowing will not be delivering curriculum activity. We provide a competition framework, training programmes and advice)

Insight

The “why” behind the programme

Rowing has proved successful at the School Games with 22 out of 44 Local Organising Committees (LOCs) choosing rowing as a Level 3 sport in 2012. Rowing is placed 15th out of 56 sports for popularity.

Many schools and CSPs have access to indoor rowing machines and thus this is a programme to maximise the use of these resources. Following, PESSYP, 2000 schools (mainly secondary) identified that they have access to suitable equipment in order to deliver indoor rowing.

In addition, indoor training for teachers can be delivered in a short time period (3-4 hours).

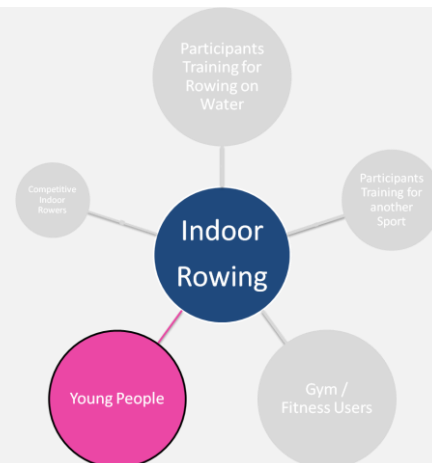
Indoor rowing is an attractive and appropriate offer for young people during the winter months.

As indoor rowing can be offered as an individual or team activity it can appeal to participants who like to engage in sport in different ways.

Indoor Rowing can appeal to young people of both genders.

For young people, indoor rowing can offer something different and an introduction to cardiovascular exercise machines that they will likely encounter throughout life. We believe a structured programme in their youth will help develop a positive association with this environment making a sporting habit more likely.

Target Groups



Young People 14-25	100%	Adults 26+	0%
---------------------------	-------------	-------------------	-----------

Offers

How the programme should operate

Offers

We have two offers for 14-18 year olds, building on existing work. Firstly for young people taking part in extra-curricular rowing at secondary schools and Further Education colleges. Secondly we will support community based indoor rowing at Doorstep clubs, Sea Cadet Units, youth groups and also community rowing clubs.

We will contract proven local/regional delivery partners to deliver a range of services including;

- Helping sustain activity in existing indoor rowing clubs, including disabled participants
- Identifying and develop new indoor rowing clubs, particularly in our Key Strategic Areas
- Co-ordinating with our Education and Training Team to ensure leaders are trained
- Where possible ensuring young people have a pathway into School Games L3 events
- Ensuring transitions are available to water based activity in clubs or watersport centres
- Advising LOCs and CSPs with the delivery of L3 School Games events

Our key local delivery partners will include; Sea Cadets, London Youth Rowing, Tony Blair Sports Foundation, Plymouth Rowing Forum.

⁵ For an overview of how all our work with Young People links together please see page 50.

Roll-out of pilot: Doorstep Clubs

Following feedback from pilot work during 2010-12 we will work with StreetGames, 9 Local Authorities, BCU and community groups/clubs to grow participation in areas of deprivation in the 14-25 age groups (with a particular emphasis on tackling drop off between 14-19 years).

Extension of activity: Further Education

Our work in colleges and with their SportMakers will be focussed on specific projects in each Key Strategic areas that we have identified. At least 15 new schemes will be identified as part of our local engagement process (May to Oct).

Team Watersports

We are also working with the BCU and the Youth Sport Trust to develop a pilot project to build a network of secondary schools that specialise in developing/delivering watersports.

Sea Cadets

We will work with the Marine Society and Sea Cadets to develop a pilot programme to grow and sustain rowing in Sea Cadet Units through indoor (and water) rowing. If successful we will scale this project up.

Route to Market & Delivery

We have an established relationship with the national organisers of the School Games and the LOCs delivering indoor rowing at Level 3. In addition, a further route to market is via the contracted partners listed below who deliver indoor rowing in a similar format to the School Games thus making it easier and cutting costs as they are all delivering one programme with the same format, resources, training, etc.

Key Partners

We propose contracting the following organisations to help deliver our School Games programme:

- London Youth Rowing (London and South East)
- Tony Blair Sports Foundation (North and Yorkshire)
- Plymouth Rowing Forum (South West)
- Youth Sport Trust / BCU (Midlands)

Further partners delivering indoor rowing will be:

- Marine Society and Sea Cadets (MSSC)
- Doorstep Clubs

Feedback & Scale

Participation figures will be collected by each of our contracted organisations and delivered to the Young People Programme Manager to collate and evaluate. As this is an activity delivered in a structured environment these participation numbers should be robust and accurate.

Furthermore, we will be able to count the number of LOCs choosing rowing as a Level 3 sport and the number of teachers receiving indoor rowing training. These activities are scaleable into the 22 LOCs with no current Level 3.

Our Staff will attend Level 3 Competitions and liaise with the organisers so will be able to provide feedback on performance, organisation, attendance and delivery.

Success Measures

Success Measure	Baseline	Target for Each Year			
		Year 1 (13/14)	Year 2 (14/15)	Year 3 (15/16)	Year 4 (16/17)
Number of Young People accessing indoor rowing competition					30,000
Number of L3 School Games events					25
Number of L3 School Games events offering 'rowability'					10
Schools linked to a 'Watersports Hub School'					50
Teachers trained in delivering indoor rowing		200	200	200	200
Young people trained in delivering indoor rowing		200	200	200	200

Risk Management

The main risk is LOCs deciding not to offer indoor rowing. This will be mitigated by our request to identified priority CSPs to advocate our programme.

The other risk is that young people are not ideally suited to maintaining weekly 1x30 minute participation in indoor rowing outside the structured time of the delivery (e.g. whilst they are doing it at school) due to the nature of the sport. However, by delivering a positive experience, we hope that they will return to the sport in later life as well as having reaped the benefits whilst they were participating.

Indoor Rowing for Adults (18+)

Key Outcomes

Increase the length of time participants use indoor rowing machines per session.

Improve our sphere of influence within this market group.

Young People 14-25	30%	Adults 26+	70%
---------------------------	-----	-------------------	-----

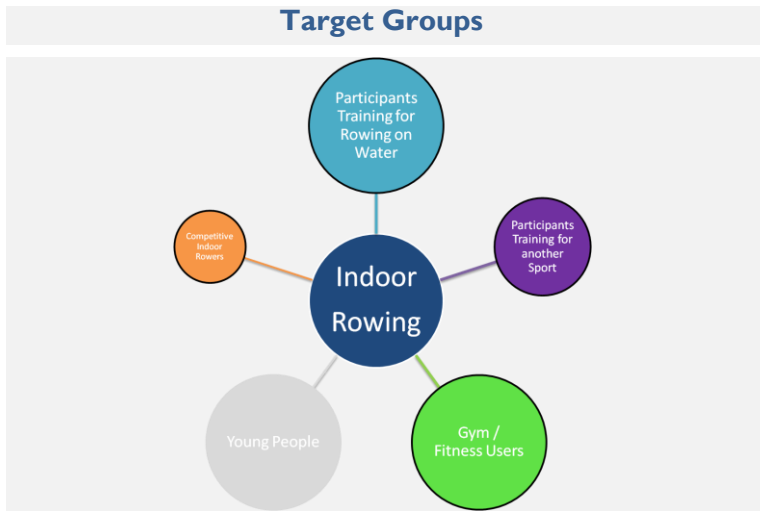
Insight
The “why” behind the programme

Indoor rowing machines are widely accessible for these market groups (far more so than water rowing). The machines are in most of the 4000 gyms (local authority owned and private) as well as leisure centres, rowing clubs and universities. There are also machines in the Prison Service and Armed Forces. Overall, the proliferation and availability of rowing machines is not a barrier and the absence of a need to buy makes this programme cost-effective.

The Active People Survey demonstrates the potential (huge access and participation) and the challenge of this programme (too much activity is for less than 30 minutes).

Our understanding is that too many gym participants view the indoor rowing machine as a warm-up activity or part of a circuit of cardiovascular machines, and thus do not complete thirty minutes. Our aim is to change this perception and offer people constructive advice on the benefits of a thirty minute session and how to do this, hence the need for a structured programme targeting these groups.

Our staff training courses, group classes and the iPhone application seek to teach people the relevant technical skills to complete a thirty minute session and ideas about the type of activity they should do in a session.



Offers
How the programme should operate

There are three main facets to this programme in order to grow 1x30 minutes weekly participation each of which aims to provide a more suitable offer and environment for participating regularly for 30 minutes rather than a reduced duration:

Digital Indoor Rowing Project

In order to communicate directly with existing and potential indoor rowing consumers we will further develop the RowActiv app which contains video and downloadable audio training. We will investigate expanding to other platforms (e.g. Android) and improve the marketing.

Group Rowing

We will work with at least one “training agency” (e.g. Les Mills) to develop a Group Rowing product for certified instructors to use. This will be aimed at the 18-34 market and build on the ‘social but individual’ motivation that many interested in indoor rowing portray, much like the successful “spinning” model.

We believe the University sector is a great target for Group Rowing and can also help sustain existing indoor rowing events in the sector and help generate further events.

Links with Gyms

Work to significantly increase our reach with large operators will continue. Feedback from gyms over the last WSP has identified two key elements. Firstly the need to continue rolling out 4-hour REPS approved courses as it fits the market need. Secondly, gym staff would like a short course developed so they feel comfortable in delivering “group” rowing.

Route to Market & Delivery

The delivery chain is directly to the consumer via the RowActiv application and gym staff interacting with customers. Currently 27% of adults and 47% of teenagers⁶ have access to a “smart phone” and we will seek ways of pushing the media marketing and communications plan to increase the number of downloads. Additionally, partner gym chains will be asked to promote the app and indoor rowing generally. Trained gym staff should offer advice on indoor rowing to customers (for example, as part of gym inductions) and the new targeted group rowing classes will provide direct interaction encouraging 1x30 minute outcomes.

Key Partners

The main gym chains that we have established links with are: Serco, GLL, DC Leisure and SLM. We are also working with six of the nine largest leisure operators and will be looking to develop our work with localised contractors through Local Authorities. Indoor Rowing for Adults presents a good opportunity to work with Local Authority Public Health Teams.

BUCS provide partnership within the university sector to help deliver many of the existing indoor rowing events in the sector and providing links into the University clubs.

Feedback & Scale

The ‘Digital Indoor Rowing Project’ already has a feedback loop which gives qualitative and quantitative feedback i.e. the number of app downloads and what content is being downloaded. This will help us to adapt and focus the project as we learn from the customer.

We will also seek feedback from our partnered gym chains through a standardised survey collated by our Relationship Manager working with the gym management and the staff delivering indoor rowing. Instructors certified to deliver group rowing will keep an online register of participation.

British Rowing staff will also measure the take-up of indoor rowing instructor courses. The programme is easy to scale up as more gym partnerships can be established and more group rowing classes offered.

Success Measures

Strategic Outcome	Measure	Baseline	Target for Each Year			
			Year 1 (13/14)	Year 2 (14/15)	Year 3 (15/16)	Year 4 (16/17)
Increase the number of people regularly participating in indoor rowing	Active People Survey					+1000

Operational Measure	Baseline	Target for Each Year			
		Year 1 (13/14)	Year 2 (14/15)	Year 3 (15/16)	Year 4 (16/17)
Fitness professionals undertaking CPD courses					500
Fitness professionals trained to deliver group rowing					100
Gyms per county with British Rowing trained staff					4

Risk Management

One risk is that too many gyms and fitness centres instigate a time restriction on the duration a single piece of equipment can be used for (often 20 minutes). This would represent a significant barrier to achieving the 1x30 minute weekly criteria. However, we will manage this by liaising with the gyms we are partners with.

⁶ Ofcom Report: “A nation addicted to smartphones”, August 2011

Another risk is the availability of sufficient rowing machines within individual facilities to deliver group classes. Some gyms may see this as not cost effective due to storage issues.

Other risks surround the uptake of the phone application and crew classes. We will mitigate this risk by marketing our offerings effectively and targeting them carefully.

Rowability

Key Outcomes	Target Groups			
<p>Rebrand ‘adaptive rowing’ to “Rowability” – a more compatible title.</p> <p>Further develop our partnerships with disability organisations.</p> <p>To build on the progress made in the last WSP and offer ongoing support to our centres.</p> <p>Five new recognised centres including three watersport centres.</p>	<p>People with a disability, with particular disability groups targeted at a local level</p>			
<p>Insight <i>The “why” behind the programme</i></p>	<p>Young People 14-25</p>	<p>70%</p>	<p>Adults 26+</p>	<p>30%</p>
<p>Our vision is to reinforce the change in rowing culture already made so that people with disabilities are fully included in club activity and “Anyone Can Row”.</p> <p>Our disability work will build on the last four years to sustain the current participation level and to introduce new participation opportunities.</p> <p>A fundamental part of our commitment to disabled access is the way that disability rowing is an integral part of all our British Rowing programmes. Our insight and research shows that many participants from the disability community can participate without needing to acknowledge their disability – an element that is particularly attractive to them. This is an obvious success of our sport’s inclusiveness, but does make measurement and identification of these individuals more challenging.</p> <p>Our last WSP (2009-13) aimed to:</p> <ul style="list-style-type: none"> • support the development of ten recognised centres delivering adaptive rowing. • introduce a minimum of 60 people aged 16+ to row and retain them in clubs. • support the development of the ‘Adaptive Rowing Talent Development Pathway’. <p>The success of these targets can be evidenced:</p> <ul style="list-style-type: none"> • we now have eleven recognised centres • our participation numbers can be seen here in the appendix on page 52-53. There are 52+ rowing clubs offering disabled rowing opportunities to a total of 670 people, 221 of whom are aged 16+. • through developments outlined in the talent section (see page 47) we have created a robust talent pathway for disabled athletes. 	<p>Offers <i>How the programme should operate</i></p>			
	<p>We will rebrand “adaptive rowing” to “Rowability”. It is felt that ‘adaptive’ is not a meaningful term to people outside the sport and more importantly it is not a term familiar to people with disabilities searching for an activity. Rebranding to “Rowability” will bring rowing in line with successful disability programmes from other watersports –like “Sailability” (RYA) and “Paddleability” (BCU). The rebranding will involve changes at all levels of our NGB, from the website, published literature, equipment, right down to the competitions offered, culture, training courses, coaching etc.</p>			
	<p>The education and training programmes will develop the confidence and capacity to run “Rowability” programmes. Low levels of knowledge and confidence are often the greatest barriers to participation. During the last WSP we implemented a suite of workshops to support clubs and coaches in this area. There are four workshops: general, physical disabilities, sensory disabilities and intellectual disabilities. These are supported by our world-leading ‘Adaptive Rowing Guide’ and classification system. These have all been popular and successful and we aim to continue these as the major supportive framework for this programme.</p>			
	<p>There are currently eleven recognised centres delivering ‘adaptive rowing’. Our progress has been good but we need to continue to provide support for our largest projects as they have the most potential and are still in the early stages of development. We intend to work with five more during this Whole Sport Plan.</p>			
	<p>The partnerships we have developed with schools and disability organisations will be supported.</p>			

Route to Market & Delivery

- Existing recognised centres: Evesham, Guildford, Tees, Oundle, Gloucester, Oxford, Tiverton, Barn Elms, London Youth Rowing, Boston and Warrington.
- Delivery also through the clubs and centres with the equipment for Rowability.
- During this WSP we will fund five more centres (including three watersport centres) to be located in the ‘hotspots’ we have recognised through our insight and research. Please note this is a shortlist of potential locations: East (Bedford, Broxbourne), South (Plymouth, Exeter, Gosport), West Midlands (Evesham, Worcester, Birmingham) and East London.
- We will work together with our partners in Team Watersports to provide life changing opportunities for disabled people of all ages to take to the water. Building on the strength of our individual NGB disability programmes and working with Sport England we will share expertise, data and insights to increase the quality and availability of provision to disabled communities.

Key Partners

We have enjoyed good relationships with the English Federation of Disability Sport (EFDS) and Parasport. We also have very positive working relationships with

- Wheelpower
- Limbpower
- Spinal Units
- Battle Back
- UK Deaf Sport

We intend to work more closely with Nation Disability Sport Organisations (NDSO) and Disabled People’s Organisations (DPOs) – the latter being our highest priority as we will be seeking support to signpost us to the disabled community at a local level.

16 to 25 year olds are a large potential growth group for Rowability but we will need support from County Sport Partnerships to underpin this work as we have issues with retaining this age group once they leave an organised institution (where transport and other logistics are provided).

Feedback & Scale

As the data collected over the course of WSP 2009-13 shows we have found a method for collecting participation figures for disability centres across the locations. We also have effective monitoring techniques for tracking locations that have equipment for disabled rowing. Our improved ‘Adaptive Rowing Talent Development Pathway’ and ‘Competition Programme’ (see ‘Talent Programmes’ section) with elements for disabled athletes should allow us to measure the number of athletes progressing along these pathways. If the five centres we plan to work with for “Rowability” in this WSP are successful there is potential to scale this up to other locations where we can identify that the critical success factors are present.

Success Measures

Success Measures	Baseline	Target for Each Year			
		Year 1 (13/14)	Year 2 (14/15)	Year 3 (15/16)	Year 4 (16/17)
Participants in British Rowing disability projects	670				737
Number of locations offering rowing to members of the community with disabilities (and the number of people with disabilities accessing rowing)	52				57
Number of Watersport Centres with “Rowability” programmes	0				3

Risk Management

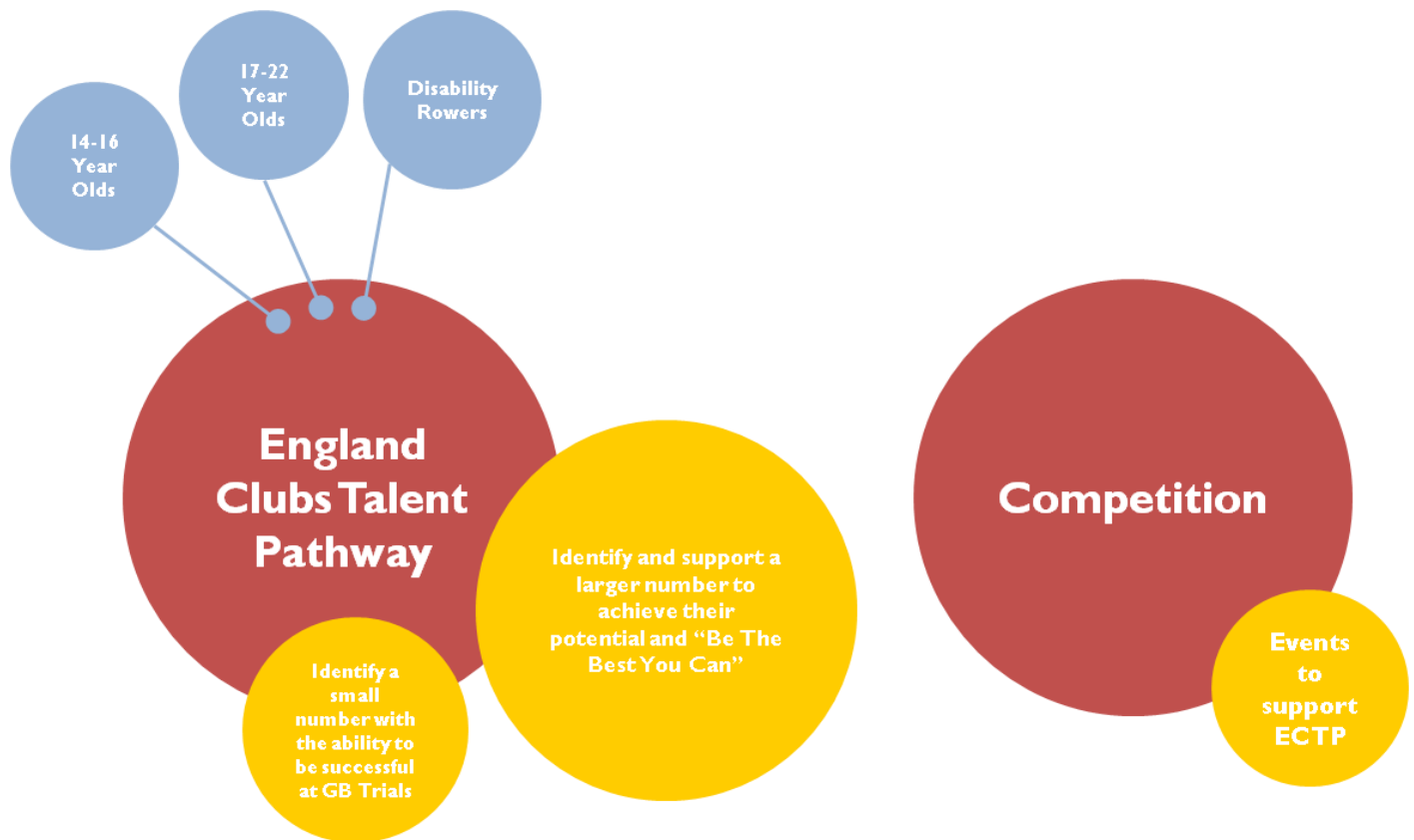
The greatest risk is the difficulty of identifying disabled people who would like to participate in rowing. However, our efforts to focus our centres in areas where our research and insight strongly indicates there is a demand should help to reduce this risk. The work undertaken to improve our partnerships with disability organisations, along with our rebranding to ‘Rowability’, should improve

accessibility and encourage participation, helping potential rowers to find us more easily. The likely success and exposure of Team GB at the Paralympics should also provide a legacy for disability rowing and increased interest and awareness.

Talent Programmes

Overview

The talent programme consists of two programmes: the England Clubs Talent Pathway (ECTP) and a Competition programme as summarised in the diagram below. The ECTP programme has a twin track approach aimed at both assisting a small number of people to be successful at trials and a larger number of people to achieve their potential (“Be The Best You Can”). The ECTP programme has three target groups: 14-16 year olds, 17-22 year olds and disability rowers.



Competition Programme

Programme Background

Currently the event regarded as the highest quality event in England is Henley Royal Regatta in early July, and this will remain an important aspirational event for many British and international crews. The British Rowing Championships, providing a wide programme of competition for both Juniors and Seniors is currently programmed to take place at the end of July, which means that the best performing rowers are away taking part in or training for various World competitions.

Programme Aims

It is essential, and a measure of our ability to support talented rowers, to provide a truly progressive competition programme, at suitable times to allow our best rowers to compete.

Through our WSP programme, we will aim to establish the British Rowing Championships at a new date in October, where it can become a qualifying event for the GB Rowing Team’s (GBRT) assessments. We will also seek to programme our major multi-lane regattas at appropriate times, and with a new format of events to support the England Talent Development Pathway. The British Junior Championships will remain in July to fit with the requirements of the academic year.

We will be holding a pilot Senior British Championship regatta in October 2012 which will introduce a radical change in the style of racing. The event will also celebrate the return of our Olympians and the Queen’s Diamond Jubilee.

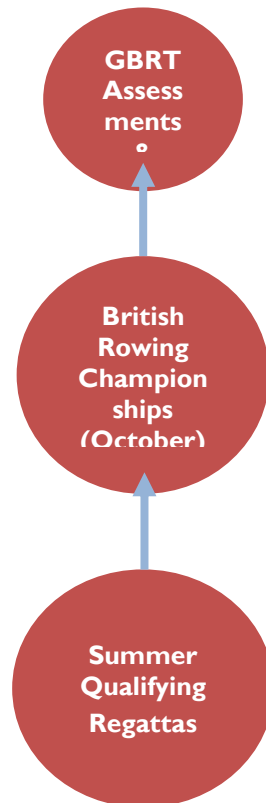
The competition pathway for adaptive rowers on the England Talent Development Pathway is currently patchy and undeveloped. We will ensure that the new programme for the British Rowing Championships and multi-lane regattas offers appropriate events for disability rowers.

Monitoring

Our administrative database and race entry system will allow us to monitor the numbers of entries into the competitions and the success of the new programme. We can also measure whether we are achieving a good geographical spread of entries and if we are attracting enough athletes of the right level(s). We can also analyse times achieved at the competitions to see whether the programme is improving performance and bringing more athletes up to the level where they are the “Best That They Can Be”.

Programme Locations

This is a national programme. The qualifying regattas in the summer will be spread across the country allowing for good geographical access for all competitors and for it to be a truly national competition format. A full geographic spread may be limited by the availability of multi-lane courses in certain areas.

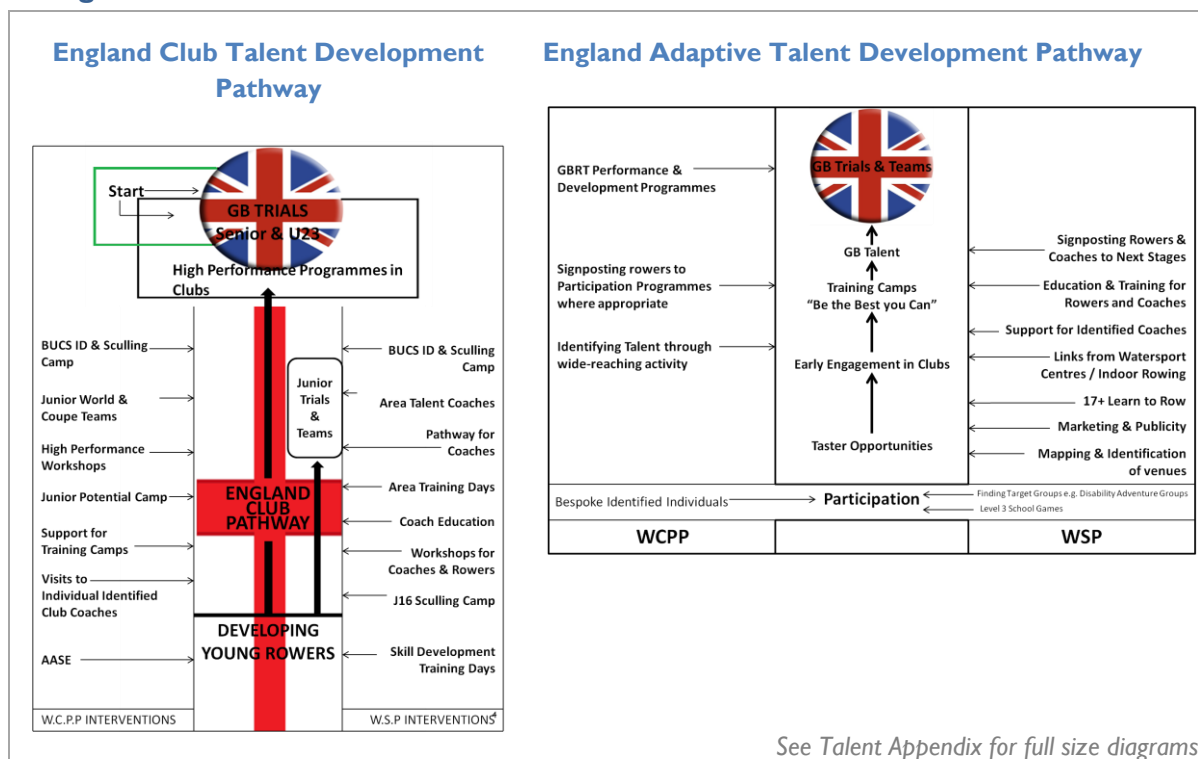


Programme Funding

As this is a major change to our traditional competition calendar, including running two rather than one Championship event, and which may have financial implications for the other event organisers, we will be investing in the programme through our WSP to ensure that the changes can be implemented successfully.

England Clubs Talent Pathway Programme

Overview Diagrams



The programme content is designed to reflect and meet the needs of the higher tiers of the England Talent Development Pathway. This will ensure a seamless transition for English talent development rowers selected for the next stage of the pathway.

Programme Background

The World Class Start Programme (WCS) introduced in 2003 (now renamed 'Start') has been very successful in identifying new talent outside the traditional club structure, with 19 current senior GB rowers having been identified through Start programmes. The remaining GB rowers continue to reach the standard required through the traditional club route.

The most talented rowers are supported through the GB Rowing Team's (GBRT) 9 High Performance Programmes in Clubs (HPP) and their 10 Start Bases. The GBRT placement of these programmes is dependent on identification in each case of a performance coach or coaches with proven track record, and identified rowers with the potential to achieve GB selection.

The vast majority of GBRT rowers are English and start their rowing in English clubs. Until they are identified as having potential to reach GB standard they receive their coaching within their home clubs.

We have documented both the pathway and the delivery for the England Talent Development Pathway, and the Adaptive Rowing Talent Development Pathway. These will be published and promoted to our stakeholders and members.

To ensure we have a completely 'joined up' and collaborative approach throughout British Rowing, we have established a Whole Sport Plan/World Class Performance Plan (WSP/WCPP) Working Party to agree the programme and measureable outputs, and to ensure that there is no overlap with UK Sport funded programmes. The Working Party has used data and evidence from the GBRT programmes, English club programmes, our current Club & Coach programme, competition programmes, and BR members' data to provide the insight for the new 'England Clubs Talent Pathway' (ECTP) programme.

The ECTP to be funded through our WSP will aim to establish a wider geographic provision of places where talented rowers and their coaches can be developed and supported. Evidence shows that travel time and access to good coaching are the most important factors in retaining and supporting committed rowers in the sport. Many rowers also drop out because of injury, and it is essential that good practice in training methods and intensity is spread more widely to our clubs. Further evidence from 'Start' shows that talented rowers are more likely to come from places outside the larger urban conurbations.

We will take the above factors into consideration when selecting the places where we deliver the programme.

The twin aims of the programme encompass two strands:

- firstly - identify and support rowers and their coaches who have the ability to achieve the performance standard necessary to be successful at GBRT assessments and trials.
- secondly - identify and support talented rowers at club level to achieve their potential in British and English level national competitions. In essence to "Be The Best That You Can". This title applies equally to coaches – talented and skilled coaches are the key to the success of our programme.

We expect to work with a group of named rowers during the 4-year programme, as well as a wider programme of providing training camps for talented rowers at regional level, together with support through mentoring and a Continuing Professional Development (CPD) programme for talented coaches.

Track Record of WSP 2009-13

- Programme developed from the 'Club and Coach Programme' – this ran for the first two years of the current WSP (2009-13).
- 49 clubs were involved in the programme.
- The aim was to improve the quality and level of competitive performance – especially in small clubs with little or no coaching resource. It included new starters interested in competitive rowing as well as those already involved in competition. Also aimed to develop the coaching structure in the clubs.
- Progress was monitored via the increase in status points achieved by rowers involved in the programme.
- This target was fully met. Target was 1205 involved in competition pool with 602 to enhance their status level. We have achieved 1220 with 1886 changing status (this includes competitors who have moved through the status system with more than one change).
- 'Excel Programme' – the final 2 years of the current WSP (2009-13).
- Programme started late - due to ongoing discussion with Sport England regarding the focus and targets of the programme.
- The programme supported the development of potentially talented women in the Yorkshire and Wessex regions. There was a minimum of 12 women involved in the programme with the goal to help strengthen this area of the talent pool because although we have very good results from women's rowing, it is the hardest area to find suitable recruits. Currently we have exceeded our target with 17 women involved in the programme.
- Ran a series of training days at regional level (minimum of 6 per year) for potentially talented athletes. Minimum entry requirements set by the region with rowers committed for a year. 160 rowers have been involved in this programme to date.
- The programme target was for at least three rowers to reach the standards required to attend GBRT assessments in 2012s and for at least one rower to be invited to GRT Trials in 2013. Current indications are that the programme is on track to achieve these targets.

Key Talent Successes of WSP 2009-13

- Yorkshire and Wessex Programmes both on track to meet targets.
- Introduced a common monitoring system across all areas of the sport-led by HP (Yorkshire position a joint venture with 'Start' Programme).
- Supported the Coach Development Pathway.
- Coach Progression – the two Henley Stewards Charitable Trust coaches (HSCT) appointed as Regional Development Coaches (RDC) have built on the first two years of their programme and continued to develop rowers – with three rowers selected for Junior Spring Trials 2012.

- Two rowers from the South East are now under the remit of performance coaches, and are involved in this season's Spring Trials and support by the RDC during their holidays. A third rower is still training at their local club, supported by the RDC and still involved in GBRT U23 squad assessments.
- Yorkshire Women's Special Programme - rowers are now attending Start Camps.
- Development of WCPP/WSP working party to support the planning and delivery of the programme – underpinned by the long established British Rowing Technical Panel.

Key Disability Rowing Successes of WSP 2009-13

- Publication of world-leading 'Adaptive Rowing Guide' – developed and produced by British Rowing.
- Setup four adaptive rowing workshops for coaches.
- Creation of a 'bolt-on' adaptive training module for the indoor rowing market, to support indoor rowing training for Fitness Instructors.
- Development of a Risk Assessment event guidance template for competition organisers and umpires.
- Advancement of WCPP/WSP working group for adaptive rowing.
- Development of training days for rowers with disabilities – joint WCPP/WSP venture.
- 11 new adaptive rowing venues established catering for 15+ age group (target was ten centres).
- Some development of the competition programme for disabled rowers.
- Successful development of a classifier workforce and delivery of a programme of classification opportunities.

Programme Aims

This intervention will have a twin track approach. One track will be working with rowers who are not involved in a talent ID programme, but who may have the potential to meet the criteria and therefore to be invited to join one of these programmes. The second track will be to help all rowers involved in the programme to 'Be The Best You Can' in other words to support rowers to realise their full potential and to provide opportunities for them to row with others of a similar standard, through either 'home club' or composite crews.

The focus of the programme is improving the quality and depth of coaching and ensuring that as a sport, we have a wide geographical spread.

- Learn and apply key lessons from the last four years. Further refinement will result in employing coaches who will specialise in the ETP, rather than a broader more mixed- work programme.
- All rowers following a common ETP programme – designed and developed in partnership with performance rowing which is designed to feed into the top-tiers of the performance pathway.
- Continue to develop the role of the 'Technical Panel' and the sharing of good practice through the WCPP/ WSP working group reviewing and developing the 'England Talent Development Pathway'.
- The work will complement our work in the AASE and TASS programmes. We will continue to work with SportsAid to support talented young rowers.

Target Group: 14-16 year olds

This element of the programme is to be funded through partnership funding and is not part of the funding submission to Sport England

- Clear defined development for young rowers taking their first steps into competition rowing.
- Easily accessible curriculum and appropriate skills based competition programme to support the needs of young rowers.
- Supporting young rowers to achieve their potential.
- Helping to continue to engage and retain young rowers. The programme is not designed to be talent ID – as a late maturing sport, it is too soon to identify 'talented' rowers. Evidence from the GBRT demonstrates that success aged 14 is not an indicator of successful Olympic selection.
- Supporting the building of the 'Robust and Athletic Rower' through a programme of local training days for young rowers, coaches and their clubs.
- Provide access to appropriate CPD via the training days, for coaches and rowers.

- Although 14-16 year olds are not identified as talented, it is important that all rowers follow a common curriculum, which will enable them to realise their full potential. This will act as a sound preparation, for those who may be identified as having potential, once they are more mature.
- Provide a seamless transition into 17+ programme.

Target Group: 17-22 year olds

- To provide a clear defined pathway for talented rowers and their coaches.
- To ensure that appropriate competitions are developed and programmes implemented to meet the needs of the 'England Talent Development Pathway'. Plans for the British Rowing Championships plus additional qualifying events. Mandatory involvement as a qualification for attending GBRT autumn assessments. See competition programme.
- To feed the rowers with the most potential who meet the standard, into the higher tiers of the performance pathway through success at the GBRT assessments, or into one of the HP programmes in Clubs or the 'Start' programme.
- To retain links with, and provide a seamless transition back into community rowing, for rowers who do not meet the required standards. (Route into higher level competitions via club and regional training days for these rowers).
- To support the development of talented coaches, through provision of appropriate CPD and coaching opportunities and support. This will be developed by the technical panel and the working party.
- To support the development of talented club rowers and coaches via the series of regional training days (minimum of 1 year commitment from, club, rower and coach – clubs to be accredited). The focus will be smaller clubs with limited coaching resource and rowers with limited opportunities to row with others of the same standard/potential.
- To provide a broader geographical spread of places where talented rowers and their coaches can be supported.

Target Group: Adaptive Rowing

The England talent development for rowers with disabilities is at a less mature stage than that of the mainstream 'England Talent Development Pathway', and so requires a different level of support with different outcomes. One of the greatest challenges is the identification and engagement of people with physical disabilities.

In order to further develop the Adaptive Rowing Talent Development Pathway, we need to engage more people with physical disabilities in rowing.

- Build on and refine the current successes.
- Develop a defined pathway for talented rowers with disabilities.
- Publish the curriculum content for talented rowers with disabilities.
- Further develop the training days for rowers with disabilities and their coaches.
- Promote and market rowing for people with disabilities.
- Raise the profile of rowers with disabilities – at present many rowers with disabilities continue to row in mainstream club activity. Some of these rowers are potentially, talented rowers. We need to find a method of identifying them, which will enable them to access support.

Monitoring

- British Rowing intends to use a common monitoring system across all the athletes in all interventions. These have been developed by the Start Programme and successfully used for a number of years. Research and performance outcomes clearly indicate that they are an appropriate set of tools which provide robust programme outcomes. Performance-monitoring will be further enhanced by the inclusion of a new video tool which the Start Programme is currently testing. This tool will provide further detailed monitoring information, relating to performance on the water.
- The effectiveness of the coaches will be evaluated on a regular basis and will relate to the performance outcomes of their rowers using a suite of rower monitoring tools.
- A measure of success will be the performance of the clubs participating in the ECTP at the highest quality competitions in the UK.
- Evidence from the Start Programme demonstrates a direct correlation between the effectiveness of the coach and the performance outcomes of the rower.

- We will use the programme milestones to support the monitoring of the effectiveness of the programme. This will be a graduated programme, culminating in the numbers of rowers who either achieve the necessary boat speeds and ergo scores for attending the GBRT Assessments, or who graduate to join one of the GBRT recognised HPPs in Clubs that use the clubs as a stepping stone to the GBRT Trials system. This is particularly relevant to rowers moving into Higher Education.

Programme Locations

We aim to maximise opportunities for talent rowers to access high quality coaching and so have mapped the existing provision to establish the gaps. In addition, we examined the local population including universities offering rowing without professional coaching support. The map below demonstrates the geographical coverage and potential: red dots indicate existing HPPs in clubs and blue dots represent potential ETP locations.



Key Success Indicators

- The right coach – this is the single most influential driver – if everything else is in place, but the programme does not have the right coach it will not be successful.
- Readiness and willingness of the club.
- The physical environment/facility.
- Access to the appropriate population - research demonstrates (UK Sport – Tall and Talented/Sporting Giants) most successes from smaller towns – population less than 100,000 – best psychological response from athletes/ more profile in local media.

Potential Locations

- Yorkshire – Women Only Special Development (see previously referenced case study in Talent Appendices)
 - This programme is a partnership with the Start Programme – two 50% position to create a full time role.
 - The aim is to support further development of the current programme – build on the successes to date.
 - Large student population in this area.
- South East – Maidstone, Bewl Bridge, Medway Towns.
 - Building on the success of the current programme:
 - Area with a large population.
 - Biggest demand for regional training days from the local rowing community with 68+ people wishing to attend.
 - No other professional coaching support in the area.
- Norwich
 - Norwich RC, University of East Anglia, Norwich School, Norwich High School.
 - Rural population with regular and easy access to Norwich.
 - New boathouse facility.
 - Access to good water.
 - Will help to ensure that the area does not become isolated – It is a long way from Norwich to other rowing communities.
 - Clubs - ready, willing and able.
- Exeter University
 - University and clubs.
 - New venture but good track record of club co-operation.
 - Has produced 'Start' satellite rowers.
 - No other professional coaching resource in the area.
- Warwick
 - New venture in an area with a diverse population, university and club.
 - Good communication links to a set of small towns meeting the profile.
 - Supportive and keen university.
 - Gap in the middle of the country.
- Wessex
 - Southampton, Solent and Portsmouth Universities, Christchurch Rowing Club.
 - Continuation of current special programme focussing on women (see previously referenced case study in Talent Appendices).
 - Issues -
 - Training days not well supported by the clubs.
 - Hard to find good water/ facilities.
 - Hard to find appropriate equipment, especially due to a lack of single sculls.
 - But programme starting to show promise.

Young People Overview

Attracting and retaining young people is a fundamental aim for British Rowing. We also recognise that it is important for young people to receive a positive first experience of rowing, ensuring that should they choose to drop out they will consider returning later in life.

We will offer three types of rowing to young people; sliding seat, fixed seat and indoor. Each type of rowing has its own products and services aimed at different sections of the existing and potential young persons' marketplace. By working with alternative providers such as Watersports Centres, Sea Cadet units, Doorstep Sport as well as increasing university capacity we will significantly grow the number of young people able to access water rowing. The elements of our submission which aimed at Young People are summarised including which programmes they fall under in Figure 7 below.

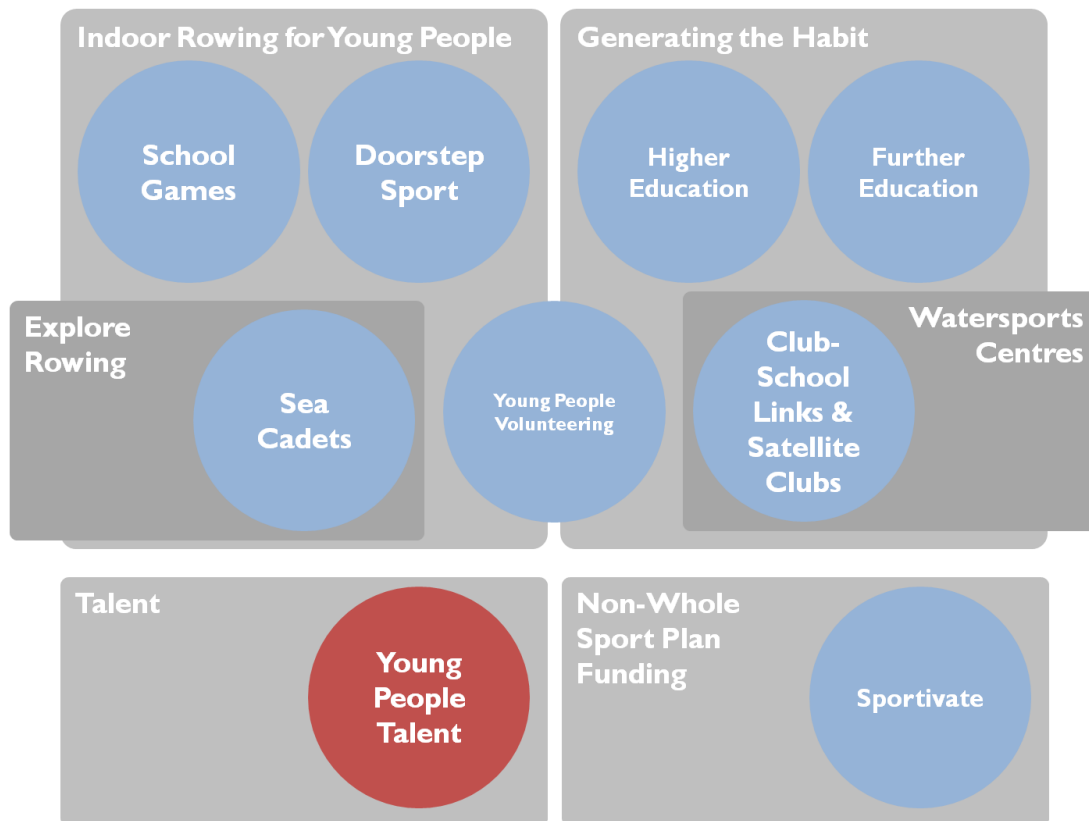


Figure 7

This section will provide an overview of the elements of the application aimed at young people and then refer to the relevant part of our submission that describes more detail.

We are involving young people aged 16-25 in the further development of “their” sport. As part of our constitutional review we have established a Young People Panel that will consist of a broad range of 16-25 year old rowers/coaches/volunteers who will advise our Sport Board. In the first instance this group will help with the development of our Whole Sport Plan 2013-17 following our funding submission.

School Games

We will work with 25+ CSPs, Youth Sport Trust, BCU, Schools and local/regional rowing groups to deliver participation through our School Games competition format. We will work to positively influence delivery groups so that young people have a positive experience of indoor rowing to take forward, including those with a disability. We will also commission and contract organisations that can provide us with assistance in co-ordinating and delivering our indoor rowing for young people programme involving around 30,000 participants and 500 young leaders.

Doorstep Sport:

We will work with StreetGames, Local Authorities, BCU and community groups/clubs to grow participation in areas of deprivation in the 14-25 age groups (with a particular emphasis on tackling drop off between 14-19 years). The general water sport and rowing offer will prioritize 9 local authorities and develop 9 StreetGames Doorstep Clubs delivering water sports including rowing.

Club to School Links / Satellite Clubs

Our aim will be to support young people in their transition from school to community activity. The pathways will include Club to School Links and School to Club Links. The former being driven by schools taking part in the Indoor Rowing for Young People programme, the later by around 100 Clubmark clubs proactively going into schools and establishing satellite clubs on site at around 200 schools.

Working with our Team Watersports partners we will develop a pilot project linking Watersports Centres, Schools and Clubmark clubs. This work will be progressed in May/June following submission and in conjunction with Sport England staff.

Sea Cadets Pilot Project

We will work with the Marine Society and Sea Cadets to develop a pilot programme to grow and sustain rowing in Sea Cadet Units, an alternative delivery group. This will include indoor rowing and sliding seat water based activity to act as a pathway for their fixed seat water programme.

Further Education

Our work in colleges and with their SportMakers will be focussed on specific projects in each of the 17-20 geographic areas that we have identified. The projects could involve indoor, water activity or both. This work will build on successful projects in Cornwall, London and Gloucestershire. At least 15 new schemes will be identified as part of our local engagement process (May to Oct) in our Strategic Development Areas.

Higher Education

University students are a priority for rowing and we will work with types of university. Firstly to develop talent we will work with institutions that have a successful track record in competition. Secondly to increase participation we will work with university boat clubs that have significant yearly fluctuation in membership, the aim to sustain greater numbers. The key priority will be to reduce first to second year drop off from 58% to 40%

The third type of university are those with gyms and who wish to develop participation through indoor rowing, linking to a local community club if available.

Young Peoples coaching and volunteering

Using lessons learned from our indoor rowing Junior Leaders scheme we will develop a series of sub UKCC awards designed to help young people volunteer in schools (indoor rowing), at their club or university. We will work with 400 students aged 16-23.

Young People and Talent

We will work with two age groups of young people. Firstly 14-16 year olds focussing on skill development and secondly 17-22 year olds who we will work with to ensure they given support to be the best competitive athlete that they can.

Sportivate

We will work with the BCU and CSPN to develop a watersports template for clubs and schools to use when applying for investment. Currently there are around 35-40 Sportivate rowing projects delivered per annum, we will seek to increase this to 60 per annum.

Infrastructure

WSP Management

Our WSP programme is designed and managed by a **four person team** of **Youth & Community Manager, Projects Manager and Education & Training Manager**, led by the **National Manager**.

Facility Development

Rowing facilities being water based, are rarely provided for, in terms of buildings and equipment by local authorities. As a non-traditional school sport most water rowing is delivered at club sites rather than on the school campus. Many university clubs also operate from open club sites.

Club members pay for use of their facilities through an annual subscription, and receive unlimited use of the club, boats, and coaching for the fee paid, representing excellent value for money for rowing participants.

During the last year we have completed a Facilities Audit of all our clubs, including tenure, site access, buildings, training and social facilities, etc. and we have assessed their suitability for delivering to our three main target groups, New to the Sport, Committed Club Members, and Talented Performers. The information has been compiled on a regional basis and matched to latent demand. We have used this information to assist us in prioritising places for the capital developments in strategic development areas that are to be supported through our WSP. We will support other club schemes who wish to improve their facilities in applying for Inspired Facilities funding.

Our **Facilities Manager** will be responsible for the capital portfolio and for advising clubs on a range of facilities matters, including leases and tenures, building and refurbishment plans, and boats and equipment for training.

Workforce Development, Coach Education and Volunteer Training

Rowing is a sport which requires good technical skills if the rower is to progress and to use the sport for keeping fit and healthy. The most important factor in supporting the talent pathway is the skill of the coach, and a foundation of good skills is essential right from the early days of learning to row.

We have designed a coach education programme to include UKCC Levels 2,3 and 4 (the latter currently under development), UKCC level 1 and 2 for indoor rowing, and further British Rowing training for instructors on and off the water. We also run a growing number of specialist technical workshops and seminars delivered at regional level.

The curriculum content of our coach education programme is designed and developed by a joint Working Party of GB and England coaches.

We intend to develop the resources for our Education & Training programme by bringing more of our education and training materials in-house. This will mean that we can deliver training more flexibly and through a variety of platforms, including e-learning and digital media. We have recently developed a training 'App' for indoor rowing, which has been very well received and we plan to be able to expand this programme.

The Team and the Programme will be led by the **Education & Training Manager**.

Club Development

Our strategic places and the club development programmes, detailed in the section headed 'Participation Programmes' will be delivered by **our Participation Development Team**. For our 2009-13 WSP we have refined the work programme for our field staff into Action Plans, and we have worked with regional Sport England staff and CSPs to ensure our plans are clearly articulated and supported through strategic partnerships.

The Participation Development Team's role will be to develop local and regional partnerships, and to provide advice and support to clubs and other partners delivering our WSP programmes, through the following services

- developing new strategic relationships at local and regional levels.
- governance, welfare, equity, safety.
- facility development, equipment purchase etc.
- access to funding streams.
- Club Accreditation.
- Infrastructure development for clubs targeted through our Strategic Development places.
- Market segmentation, research and insight into developing new participation programmes.
- Developing learn to row programmes and retention programmes.

Marketing

To support delivery of our 2009-13 WSP we have developed a series of promotional events and projects to raise awareness of rowing, develop branding for our programmes, and marketing the sport. Examples have been the re-branding of the 'Amateur Rowing Association' (our previous name) to British Rowing; the branding and launch of 'Explore Rowing'; and the branding, marketing and promotion of our nationwide London 2012 club and event supporting programme 'Row for Gold', with marketing packs, badges, stickers, custom designed posters and leaflets etc. We have also developed a Marketing Workshop which has been rolled out to clubs in the regions.

We will also be re-branding our 'Adaptive Rowing' programme for disabled rowers to 'Rowability'.

New Media & Communication

Investment in new media will continue, with the development of our new app which will support the expansion of indoor rowing through gyms and other outlets and communication with participants to create 'buzz' and interest in staying in sport. There will be further focus on developing new commercial relationships and opportunities to grow the indoor rowing market. Our website is now the number one rowing news website, we have an extremely active Facebook and Twitter presence, and continued investment in IT to drive new participation and retain rowers is essential.

We have strengthened our Communications Team and it is busy promoting the new image of rowing as an accessible sport. Through Explore Rowing we now offer informal, less intense rowing opportunities, where the skills required can be simply acquired, especially through use of stable boats, in a wide range of environments. We need to continue to work hard to embed this idea in the minds of our potential participants, who more usually see the sport as 'Olympic' standard, and where the high profile events are the Oxford & Cambridge Boat Race and Henley Royal Regatta.

Disability Rowing

We will consider the needs of rowers with disabilities for each of our interventions, and will ensure that our delivery plans for all our interventions include targets for increasing the numbers accessing our programmes. We intend to re-brand 'adaptive rowing' with the new title 'Rowability' to ensure that our offer is understood and compatible with other watersports.

Our current WSP programme supporting centres for disabled rowers will continue.

International events in England and English representation

We have applied for the 2013 and 2015 FISA World Cups and these will be held at the London 2012 Olympic regatta course at Eton Dorney (subject to funding confirmation).

British Rowing represents England on the Commonwealth Rowing Association, and although rowing is not part of the Commonwealth Games, takes part, and from time hosts the Commonwealth Rowing Regatta, organised to coincide with each Commonwealth Games. We continue to play an active part in trying to influence host nations to include rowing on their programme.

The Home Countries regatta is run annually in turn by the four Home Countries, (in England in 2013) and British Rowing is responsible for the England Team.

Bringing international events to England is a priority for British Rowing, and especially as a legacy from the London 2012 Olympic Games. Development of new international umpires and volunteers to organise our high profile competitions will ensure that we have the skilled workforce to deliver successful high profile events, from international events to our national level events attracting rowers from all the English regions.

Provisional funding for the World Cup events will have been agreed by UKSport. We will be **requesting a contribution from Sport England towards the English elements of the programme.**

Facilities

Buildings and Places

Lottery Capital Investment

3-4 Key Development Areas

Exchequer Capital Investment

16-20 Development Areas

Modern, fit for purpose facilities, with access to appropriate water are essential for water rowing. Hardly any facilities are provided by local authorities, either through capital investment or revenue funding. This means that upkeep and improvement of buildings must be funded through the volunteers in clubs, and through access to capital funding from the National Lottery, Sport England, and other local partners. For the vast majority of projects more than 50% of funding is raised directly by the clubs.

Water side sites, are very much in demand, and clubs without secure tenure are always under threat. British Rowing provides support and negotiation skills to assist clubs in securing long-term tenure or purchase of freehold and where required, funding support through the WSP or through supporting the application process to other funders.

For some of our larger facility investments we are increasingly working on multi sport schemes, most often with canoeing. Team Watersports shares information regarding identified priority places, and three of our key development areas will provide facilities for both rowing and canoeing. These are called Key Development Areas.

Where we are working with other delivery partners who already have a facility, such as water sports centres, we support them to develop their facilities to be suitable for delivering rowing, e.g. boat storage, equipment purchase.

During the last year we have conducted an extensive Facilities Survey with all our clubs, categorising them by region, and by three potential delivery categories, i.e. New to the Sport, Committed Club Members, and Talented Performers. In defining the categories we have also looked at the SQSE survey and at surveys of our current members, and at market segments defined through Active People and our database.

This data has been matched with latent demand and to the defined target sector(s) for each area or place. Places identified are described in the Participation Programmes section (page 25).

We have identified a number of key target groups for delivery of our programmes as described in Section 2 and 3 of this document. Places have been identified that have high latent demand, and where our regional staff have indicated that there are supportive local partners, these include CSPs, regional SE staff, potential HE/FE and LA partners.

We are prioritising around 3-4 Key Strategic areas and 17-20 Development Areas where the evidence indicates that a number of our programmes can be delivered to the target sectors. Around twelve of these will require a Facility investment, and we would expect these facility investments to be funded through our WSP capital grant.

All facility developments will be underpinned by a robust sports development plan which ensures revenue and participation sustainability.

Delivery Areas

Inspired Facilities Funding

Investment as granted

These will be places, usually individual clubs, where we are aware that funding is required to improve facilities, where there is a track record of delivery, and where market demand can be demonstrated. Market demand will include retention of existing club members. We will support these clubs in making an excellent application for Inspired Facilities funding.

Equipment

Exchequer Capital Investment

Stable Boats

In our last plan we provided boat packages of stable boats to support our Explore Rowing programme. It is important that we continue to encourage clubs to increase their fleets of stable boats through individual fund raising and small grant awards.

From our Whole Sport Plan funding we wish to provide a limited number of boat packages for use by our new delivery partners, i.e. water sports centres and the sea cadets. For the waters sports centres rowing is a completely new sport and some do require help with a start up package. We initially expect to fund a further 8 water sports centres but this would be scalable should we exceed our targets.

The Sea Cadet Society wish to provide an opportunity for young people to make the transition into longer term involvement in rowing, by providing pathways via sliding seat boats and indoor rowing. This would be situated at an area base. We intend to initially fund one package depending on the success of the project scale up to a further 6 bases.

Racing Boats

We will support clubs applying for small grants in purchasing racing boats to support the talent pathway.

Case Study: Norwich Rowing Club

The project was established to create and operate a rowing and canoeing facility for its local communities – working in partnership with Norwich Rowing Club, Norwich School Boat Club, Norwich High School Boat Club, the University of East Anglia Boat Club, and Norwich Canoe Club.

With an ultimate target of one million pounds, the project has currently secured funding of over £740,000 including a £200,000 grant from British Rowing. The first phase of building – including a fully usable ground floor with storage for rowing and canoeing boats – already completed.

The project has 400 members today, 50 more than last year, and is 'growing fast' - putting multiple generations in boats together to encourage whole families to participate in rowing.

The project is also very active in the community, working with local schools and Sea Scout groups - and aspires to attract another 350 members over the next four years.

Note: Norwich is one of our chosen locations for our Excel- England Pathway Programme – investment in Stage 2 of the building will underpin delivery of both participation and excel targets.

Core

Governance and Management

British Rowing has conducted a major review of its committee and management structure over the last two years. Proposals were approved by an EGM in April 2012 to be implemented in September 2012. The new structure provides for an Executive Board to manage the business, with 2 independent Directors, plus an independent Treasurer. Representation of the sport comes through the Council, which now has a regional and proportional make up, and is elected by the members. A Sport Committee brings together the various specialist committees and panels within the sport.

Representation and policy direction of the sport is through the Chairman of the Board, Executive Board, a Council and a Sport Committee. The senior professional management of the sport changes with the retirement of the current Executive Chairman in March 2013, and the appointment of a CEO as the lead Executive and Accountable Officer from June 2012. There will be a number of further changes to our staff structure so that we are fully prepared and ready to deliver our 2013-17 plan.

In addition to the leadership and accountability role, the main focus for the CEO will be to increase and maximise commercial and new revenue opportunities for British Rowing's rights, activities and programmes. A commercial strategy will be developed leading up to the implementation of the new strategic WSP and WCPPs starting in April 2013.

WSP programmes are managed by a management team, led by the National Manager.

British Rowing has obtained a 'Green' rating from the governance assurance process. However we recognise that this is an area that needs regular assessment and updating to ensure all our business processes are robust.

Administration

General administrative services are provided through our Hammersmith offices, including our IT function and services. These have been substantially developed in the last few years and underpin delivery of all our services and programmes.

We have a further satellite office at Bedford and all of our field staff have an office base appropriate to their work requirement.

Membership Services and Communications

British Rowing provides a range of membership services to members and information to the general rowing public. For members these include discount schemes with commercial service providers, a competition racing licence, competition status records, a magazine Rowing & regatta published 9 times a year, targeted e-newsletters under the title 'The Stream' (for individuals, clubs, event organisers, coaches), two websites, Facebook and Twitter presence with large followings, e-learning systems, and a large range of publications, marketing and publicity support.

Scale of Impact

We believe the plan will deliver moderate sustainable growth in rowing participation in England both on the water and indoors. Although our headline targets relate to regular once a week participation, we also aim to provide more opportunities for participants to receive a first experience of rowing. This in turn will provide us with a larger base from which to generate further once a week participation.

On the water we expect strong growth from our Explore Rowing clubs as we continue to build on our 2009-13 investment. Our strategic development areas will provide growth proportionate to their size over the four years of the plan and like our 2009-13 investments, we expect them to be building a platform for sustained participation growth for a number of years to come.

A good start has been made with the numbers of Young People who are currently engaged in indoor rowing through the School Games and we aim to maintain this level. In adult (18+) indoor rowing, we recognise our current sphere of influence is relatively limited; however, we aim to generate growth proportionately to this influence level. We will also be working to widen our influence into other areas of the market.

Growth in disability participation and talent identification and development are strategic objectives for British Rowing and we aim to continue to build on this, increasing the number of participants we are engaging through our recognised centres.

Overall we aim to **increase regular participation in water rowing by 6,000** (split approximately 60/40 between Young People and Adults) and **increase regular participation in indoor rowing by 1,000** (split approximately 70/30 between Young People and Adults) over the next four years.

We strongly believe that our 2013-17 Whole Sport Plan will provide people with a high quality experience of rowing. This will mean if they have to pause their rowing activity for a period due to life circumstances, they will have the knowledge and desire to return to the sport: truly **generating a rowing habit for life**.

Water Rowing

Age Group	Measure	Baseline	Strategic Outcome for Each Year			
			Year 1 (13/14)	Year 2 (14/15)	Year 3 (15/16)	Year 4 (16/17)
Young People 14-25	Active People Survey 14-25 (Percentage)		+4.0%	+8.9%	+14.0%	+19.4%
	Active People Survey 14-25 (Number)	18,800	19,560 +760	20,464 +1,664	21,436 +2,636	22,440 +3,640
Adults 26+	Active People Survey 26+ (Percentage)		+2.5%	+5.2%	+8.2%	+11.4%
	Active People Survey 26+ (Number)	21,500	22,036 +536	22,626 +1,126	23,266 +1,766	23,957 +2,457
Total	Active People Survey 26+ (Percentage)		+3.2%	+6.9%	+10.9%	+15.1%
	Active People Survey 26+ (Number)	40,300	41,596 +1,296	43,090 +2,790	44,702 +4,402	46,397 +6,097

Assumptions & Aims

- Our growth figures include 14-16 year olds
- Of 40,300 water rowing participants, around 24,000 are British Rowing members
- The remaining 16,300 are non-members and whilst we have influence over a proportion of these, we have approximated this group as not growing (which is likely to be an underestimate).

- We have assumed that in general within our membership, there is a 3% growth in clubs which are not engaged in our programmes.
- From our analysis of our database the current retention rate at clubs is generally around 60%, implying that with a 3% growth our clubs generally acquire 43% new members each year.
- We aim to increase retention in our Key Strategic Development Areas and Explore Rowing clubs to 61%; we aim to increase acquisition in Explore Rowing clubs to 49% and have specific acquisition targets for the Key Strategic Development Areas.
- We aim to increase the number of Young People retained in the sport to 61%.

Indoor Rowing

Age Group	Measure	Baseline	Strategic Outcome for Each Year			
			Year 1 (13/14)	Year 2 (14/15)	Year 3 (15/16)	Year 4 (16/17)
Young People 14-25	Active People Survey 14-25 (Percentage)					
	Active People Survey 14-25 (Number)	Unknown	+385	+578	+674	+722
Adults 26+	Active People Survey 26+ (Percentage)					
	Active People Survey 26+ (Number)	Unknown	+165	+248	+289	+309
Total	Active People Survey 26+ (Percentage)		+1.3%	+2.0%	+2.3%	+2.5%
	Active People Survey 26+ (Number)	41,300	41,850 +550	42,125 +825	42,263 +963	42,331 +1,031

Assumptions

- Our understanding of behaviours in the indoor rowing market is more limited than water rowing so we have assumed that without intervention there is no growth and a 50% retention rate each year.
- We have estimated that off the current 41,300 market, British Rowing has a current reach of approximately 10%.
- We aim to acquire more people in our sphere of influence as regular indoor rowing participants each year (2,600 rather than the current estimate of 2,050) from those participating for less than 30 minutes a week.

Disability Participation

Measure	Baseline	Strategic Outcome for Each Year			
		Year 1 (13/14)	Year 2 (14/15)	Year 3 (15/16)	Year 4 (16/17)
Participants in British Rowing funded disability programmes	670				737 +10%

Talent

Guidance	Measure	Strategic Outcome for Each Year			
		Year 1 (13/14)	Year 2 (14/15)	Year 3 (15/16)	Year 4 (16/17)
Quality & quantity of athletes at the top end of the pathway	Rowers performing at GB Team Trials	tbc	tbc	tbc	tbc
	Rowers accepted onto a High Performance Programme in a Club				
Breadth & scale of the pathway (appropriate numbers of athletes at each level)	Rowers on Pathway (GB)	20-24	24-32	24-32	32-40
	Rowers on Pathway ('Best that you can be')	50-100	50-100	50-100	50-100
Athlete progress through ETP (conversion/reduced attrition)	Retention of athletes on pathway†	>50%	>50%	>50%	>50%
Quality of the pathway (ETP maturity and system enhancement)	Impact at national events by participating clubs*	tbc	tbc	tbc	tbc
Effectiveness of the pathway for athletes with a disability	LTA rowers can be identified and supported through club network	n/a	n/a	n/a	n/a
	TA & AS are very hard to find – marketing and publicity to attract potential participants. Specialist facility required.	n/a	n/a	n/a	n/a

* Base to be established end of year 1

† To be reviewed after year 1