

Amateur Rowing Association Strategic Plan 2009-2013

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Amateur Rowing Association Ltd. 6 Lower Mall, Hammersmith, London W6 9DJ

Telephone 0208 237 6700 Fax 0208 237 6749 Website ara-rowing.org

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1 Introduction

The ARA's Strategic Plan for 2009 to 2013 will build on our success at Olympic and World level, our strong club base and a range of innovative participation programmes.

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

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

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

Good corporate governance and good practice policies will continue to be developed and will underpin all our activities.

2 The Vision

Our vision statement was developed to headline our last Strategic Plan and it remains entirely relevant to the next four years.

- new participants through new partnerships
- rowing for life through well-resourced clubs
- inspiration through success on the world stage

However we are making some amendment to reflect the next stage of our development –

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

3 Values and Principles

- Recognising that the development of the sport depends on the development of all the ARA's member clubs, and therefore adopting policies that enable each of them to achieve their full potential
- Providing a welcoming environment and support for participants to enjoy the sport at whatever level they choose to participate
- Playing an active part in developing rowing as part of the broader sporting and social agenda, and to benefit local communities

- Creating the opportunity for those with the desire and talent to achieve success to receive the support they need to fulfil their potential
- Providing equal opportunities to participate in rowing in accordance with the standards and best practice in sport
- Encouraging and developing safe practices in Rowing and the culture of safety in general
- The welfare of both children and vulnerable adults will remain as fundamental principles of all our activities at every level in line with the standards and best practice in sport
- Valuing the work of volunteers and providing recognition, support and training
- Providing excellent career development opportunities and a caring supporting environment for our staff
- Encouraging and developing good practice to provide a transparent and accountable organisation at national, regional and local level

4 Partnerships

4.1 National partners in sport

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

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

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

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

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

4.2 Other national and international partners

The ARA represents both England and Great Britain on a range of national and international bodies, including FISA, BOA, BPA and CCPR. All are important partners in promoting and supporting rowing in the wider sporting context. They have also contributed to other junior rowing schemes.

4.3 Partnerships within the Rowing Family

We will continue to work with the partners who have made a significant contribution to our programmes, e.g. the Henley Stewards' Charitable Trust. During our last WSP the HSCT have increased the donations to their highly successful scholarship scheme for junior HSCT community coaches, who continue to provide extremely valued support in club junior programmes.

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

5 Our Priorities – Building on Success, Focusing on What Has Worked, Further Innovation

5.1 Our record

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

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

5.2 Research and marketing

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

The ARA is delighted to have been linked with AstraZeneca with the objective of –

- Building on the success achieved to date in promoting rowing to a wider audience

- Adding to the high profile strength of the sport at Olympic level, by growing the brand of rowing through increased participation at the grass roots level and a more consistent media presence for the sport

To this end both qualitative and quantitative research was commissioned by AstraZeneca from TNS. We now have the outcome of the research and further work with a Brand development agency Brand(X). The ARA is providing opportunities for all levels of management and staff at AZ to engage with the ARA, as a successful sport at both world and community level, and with our desire to market and expand the sport even more effectively. Both organizations have found much synergy and common purposes in their joint objectives, and look forward to a close and productive relationship leading up to London 2012.

5.3 World Class Performance

Rowing continues to be one of Great Britain's most successful sports on the World Stage. In 2008 our athletes were overall winners of the FISA World Cup, and once again have been very successful at Olympic level, winning 2 gold, 2 silver and 2 bronze medals at the 2008 Beijing Olympic Games, where we were the top rowing nation, and made a significant contribution to Team GB.

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

5.4 Clubs

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

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

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

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

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

5.5 Capital Investment

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

sporting facilities, and the ARA and its clubs have taken on the responsibility of providing community facilities.

It is therefore extremely important that capital funding continues to be provided to develop facilities for our sport.

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

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

Boats and equipment are basic 'tools of the trade' on both water and land, and need to be appropriate for the needs of the participants. The development of a wider range of boats, particularly those that are more stable, light, inexpensive and adaptable for use by all participants, suitable for both competition and recreation will be important to growing our participant base and retaining people in the sport.

5.6 Performance and talent pathways

Clubs have also played a vital role in providing a talent pathway through the performance continuum from the first experience of rowing in school or the community right through to representation at World and Olympic level. In England, the World Class programmes identify talented individuals who can be supported and nurtured to achieve excellence. Clubs will be supported and encouraged to develop talented individuals within the club environment to excel and to achieve their potential.

5.7 Major rowing water sites

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

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

The London Regatta Centre provides an important 2,000 metre regatta course, as well as running large scale participation and development schemes for young people in East London and as a base for London Youth Rowing (LYR) to develop both indoor and on-water rowing in schools and youth clubs throughout London. The ARA works closely with LYR to support delivery of these programmes. The Centre is also at the leading edge of development for adaptive rowing in the UK including the Paralympic programme.

The ARA works closely with colleagues from the SARA and WARA and their respective regatta courses at Strathclyde Park and Cardiff Bay, to provide both international and national regattas.

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

5.8 Competition

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

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

We will ensure that we develop easy entry and exit pathways from the competition structure from and to other competitive and non-competitive rowing activities.

The volunteers that work so hard to organise ARA competitions are crucial in providing a highly trained and technically competent workforce to run all aspects of international rowing events in the UK. The 2006 World Rowing Championships at Dorney Lake was organized almost entirely by 600 volunteers who gave their time and expertise over the 2 weeks of the event. The Event was also very successful in providing substantial economic impact, c. £2.5M to the South East. Capturing and developing this expertise will be crucial to the success of future events in the UK, including the Olympic regatta in 2012.

5.9 London 2012

The 2012 Olympic Games, London 2012, provide an unprecedented opportunity to showcase our sport through our GB Team and to provide a lasting legacy for rowing for future generations. We will be developing programmes in the East London Olympic boroughs and in adjacent areas to the Dorney Lake Olympic regatta course where the profile will be highest, and will ensure that our clubs throughout the country benefit from the increased interest in sport in general and rowing in particular.

5.10 Indoor Rowing

Indoor rowing has grown in popularity, with many participants in schools, rowing clubs and gyms using rowing machines to keep fit, for training for rowing and other sports, and for competition. The ARA's Project Oarsome scheme, launched in 1999, provided a systematic programme to link schools and clubs through indoor rowing in schools, and many schemes throughout the country have built on this success.

To date there has been no quality technical training for teaching and coaching indoor rowing, and this has led to many indoor rowers using bad technique. The ARA has now launched new UKCC endorsed Level 1 and Level 2 coaching qualifications for indoor rowing coaches and fitness instructors. The qualifications will be made widely available through trainers being employed through ISPAL and EFDS. Additionally a new training course for teachers of indoor rowing, in line with the new PE curriculum – Indoor Rowing in Secondary Schools, was launched in July 2008.

The ARA will continue to work with ISPAL, EFDS and other partners to support indoor rowers of all ages and to encourage them to further participation in sport.

5.11 Corporate Governance

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

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

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

5.12 Central Administration

Our administrative offices will continue to provide support for our programmes, our members, and committees in the areas of governance, finance, HR, IT, research, communications, PR, monitoring and evaluation, and liaison with our partners.

5.13 Invest in more Success

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

6 Our Strategic Targets in line with Sport England Outcomes

6.1 Outcome 1 – Excel

Increasing the breadth and depth of the talent pool

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

The World Class start and potential programme has sought to address this by concentrating on identifying talented individuals through an extensive testing system for schools and through working closely with the HE sector. This strategy has proved successful with a number of young athletes now coming through to compete as GB team members in international events, including the Beijing Olympic Games.

Clubs have been central to achieving these successful outcomes, as it is the clubs that nurture and support talented rowers. If we are to remain the top rowing nation, it is essential that we continue to find ways to assist clubs to widen both the breadth and the depth of the talent pool.

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

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

We will be seeking to substantially increase the number of Adaptive rowers competing regularly and achieving success.

6.2 Outcome 2 – Sustain

Our aim will be to increase the satisfaction of all who take part in the sport of rowing, at whatever level, whether as an active rower, a volunteer, race organiser or official, coach, parent or supporter.

If this is to be successful clubs need to be well resourced and well organised, with the appropriate support and recognition for their work.

The ARA's core membership has continued to grow at a steady rate in the past 8 years at a time when there has been a decline in overall sport participation. The support in recent years through investment in club facilities, coaching and volunteering has been crucial in achieving this. We need to continue this investment in facilities, equipment, coaching and volunteers to maintain services to our current members.

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

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

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

We will measure our success through the satisfaction of current members (method to be decided by SE), and by the number of new people we attract and retain in the sport.

A wider 'menu' of activities should also be successful in attracting back to the sport rowers who have dropped out. We will target specific groups and segments identified through the research data.

We also believe that with sufficient volunteer and coaching support we could improve use of existing club facilities at times not traditionally used for rowing, i.e. weekend afternoons, weekdays.

6.3 Outcome 3 – Grow

Increasing regular participation in rowing

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

We also need to provide appropriate competitive and personal challenges for people completing their basic learn-to-row courses, and this will lead to a programme to 'Row Regularly', which will encourage progression for Learn to Row to rowing for weekly, twice weekly and three times weekly sessions.

The new activity programme will also provide a wider range of opportunities for the many young people coming into the sport through club/school links and through our traditional club and rowing school programmes.

This will require further investment in suitable boats and in coaching, and support for new volunteers from these groups.

This programme will be a flagship scheme and branded to contribute to and celebrate the legacy for London 2012

Five hour offer and junior rowing

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

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

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

6.4 Overall Impact

1. To increase our core membership from 24,000 to 29,000
2. To support 10,000 participants over the period of the plan to either take part in the sport for the first time or to increase their participation from one to two sessions or two to three session per week
3. To increase the breadth and depth of the talent pool
4. To maintain the current high level of satisfaction of all participants in the sport

7 Appendices

7.1 Clubs and Volunteers

7.1.1 The Strategy

To support all aspects of delivery of rowing in clubs. This will be achieved through supporting, recognizing and encouraging volunteers, and by support from development and coaching staff.

7.1.2 The Outcome

The programme will support and recognise the active volunteers in clubs (ARA clubs include open clubs, university clubs and school clubs) to increase their satisfaction and the satisfaction of club members. It will also provide a central source of information and resources needed by volunteers for training, education, and information to support clubs in offering a high quality experience for their members.

7.1.3 The Rationale

Rowing clubs would not exist at all without volunteers, and we estimate that there are around 6,000 active volunteers in our sport.

Supporting them to deliver a consistent, accessible and high quality experience for members is critical to the success of our programmes.

The expansion and diversity in our activities will also need to generate new volunteers so that the burden does not fall on the same people, and we need to provide opportunities from young people to become volunteers at school and in universities.

7.1.4 The Evidence – Research Findings

Research into volunteering in sports was undertaken by the Institute for Volunteering Research in 2007/08. It found that -

For young people research shows that there is a marked impact on personal development, self-confidence, social skills and sporting skills when they volunteer (Institute for Volunteering Research).

All the young people said that their performance at school or work has benefited. In addition, participating in sports clubs has encouraged some to consider a career in sport.

There was widespread agreement on the problem of volunteer overload: the dependence of clubs on a nucleus of volunteers, the increasing workload of volunteers and the lack of succession planning for leadership roles.

Most club officers feel volunteers do not receive sufficient training for their roles.

7.1.5 The Wider Outcomes

More volunteers who have the appropriate training will release long-serving volunteers to return to the activities that first attracted them to the sport. With a wider range of activities there should be something to suit everyone. This will also help people who volunteer to think they will not be landed with a huge work-load indefinitely, and thus encourage more to volunteer.

7.1.6 Supporting the Strategy – The Coaching & Development Team

The ARA's Coaching and Development Team's (C&DT) main role is to support ARA members, and in particular volunteers, at club and regional level. Staff are available at times when volunteers cannot be there, and they have expertise in a whole range of sports development and coaching issues that are

important to developing the infrastructure of clubs, making contact and working with local and regional sports networks, sharing and spreading good practice, and generally providing support and advice as and when it is needed.

The Coaching and Development Officers (CDOs) have special responsibility for working with clubs on a regional basis. In addition national officers with specialist knowledge in coaching, youth & community development and facilities development are there to provide support and advice to clubs, and to liaise with a wide range of partner agencies.

7.1.7 Supporting the Strategy – Employed Coaches

The Club & Coach programme was developed to provide coaching in clubs to introduce people to rowing, provide them with ongoing coaching to encourage them to take part in ARA competitions, and assist clubs in developing their coaching structure through a CPD and mentoring programme.

Coaches have been deployed on a regional basis, working with clubs selected by the regions. The current programme continues until 2011, and we would wish it to continue in principle. Any changes to deployment made in accordance with the success of the programme and in accordance with delivering the planned outcomes and priorities of this plan.

7.1.8 Supporting the Strategy – Developing Adaptive Rowing

The ARA is committed to developing opportunities for people with disabilities to take part in rowing. The inclusion of rowing within the Paralympic Games provides an excellent opportunity to profile the opportunities for participation. Clubs will be supported and encouraged to make provision for adaptive rowers alongside and included in the competitions and activities being provided for other rowers. We will support the programme through the employment of a National Adaptive Development Coach.

7.1.9 Supporting the Strategy – Volunteering is Part of Your Club Membership

Developing a culture of volunteering for all club members would be very beneficial. It is important that volunteering is not seen as something people do when they have stopped rowing, and it is just as much part of being a club member as being an active rower. This is especially important when introducing people to rowing. All club members could receive a volunteering leaflet when they join, and be asked to join in with specific jobs. This is also a good way to identify skills that are needed by the club.

7.1.10 Supporting the Strategy -Training

Training for particular roles is important to provide confidence to people with specific roles about the various policies and good practice that are in place for the sport and how they can educate and pass these on effectively to their club members.

There are excellent opportunities to work with BUCS to increase the number of students volunteering and providing tailored training for them.

We will be providing an annual programme of training, both direct and on-line to suit the needs of clubs and delivered by staff, specialist trainers and experts from within the sport. This will include umpiring water safety, child and vulnerable adults welfare, coaching, event management and organisation, equity, running sport etc. The programme will be coordinated and managed through our regional rowing councils and coaching and development team.

7.1.11 Supporting the Strategy – Communication & Resources

It is critical for communication lines to run smoothly throughout the organization, from club members to clubs to competition organizers, to regions, to committees, and throughout the management structure, staff and volunteers.

We have a range of existing communication means, e.g. Rowing & Regatta magazine, the website, club circulars, committee meetings at local, regional and national level etc.

The magazine and website will be expanded to provide frequent and easy ways for volunteers and other members to exchange news, views and good practice. We will also utilize less formal communication opportunities such as social media.

An annual conference for clubs, providing opportunities for more in depth discussions about current issues will be organized, and this will also provide an opportunity to raise the profile of the annual Volunteer Awards.

This work is supported through our Communications Officer and Rowing & regatta Editor.

7.1.12 Supporting the Strategy – Website, RowHow & Online ARA (OARA)

A wide range of web-based services has been developed over the last four years, including the launch of a new website to coincide with the 2008 Beijing Olympic Games. This will be developed further to become the first stop for knowledge and information for both ARA members and non-members.

The OARA entries system will continue to be developed for event organizers, and will be available to support the new competitions and activities planned. There will also be web-based programmes to promote and support the new activities.

A club management system will be developed to assist clubs in administering and organising their activities, and to make it easy to collect and record data.

The ARA's distance learning system, RowHow, which was launched in late 2007 will be developed to provide an intranet area for different sections to post information and documents, and to take part in discussion forums.

RowHow will also provide a range of on-line and interactive training resources to support volunteers, and to assist them in providing instruction and training for their members.

This work is supported by the OARA Development Manager and the OARA Resources Officer.

7.2 ARA Facilities Strategy 2009-13 - Snapshot of Current Requirements

7.2.1 Contents

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Key to symbols used

- (T&R) = Tenure and Refurbishment or Rebuild
- P = Project costs related to provision of Rowing

7.2.2 Section 1 – Current Position and Proposals

a) Notes on Current Position and Recent Investments - Period 2005-9

The ARA Facilities Strategy 1999-2005 is still a relevant document in our forward strategy and underpins the Facilities Strategy to 2013. In the period covered by this document, ARA's Project Oarsome national youth participation initiative was installed in over 50 ARA clubs, linking with the equivalent of over 100 state schools. Where possible, facilities were upgraded to allow the establishment and growth of these schemes.

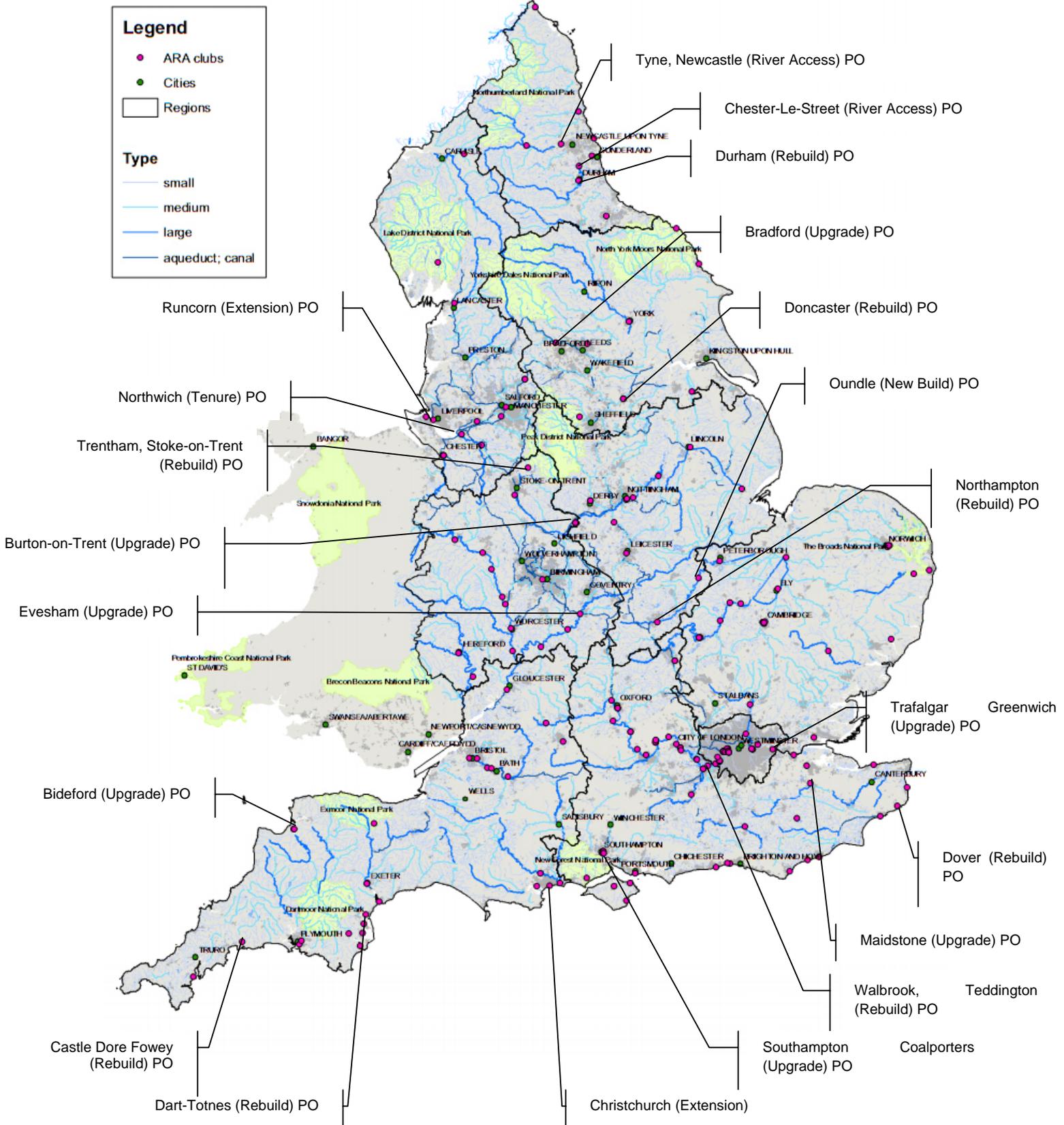
However, there are still many active rowing clubs, with a long history of developing rowing in their local communities in urgent need of funding support, to secure tenure, and replace and refurbish ageing buildings.

Where new water sites become available, boat storage and club facilities need to be provided. Build facilities underpin all on-water rowing and without investment we will be unable to meet the current demand on rowing.

With very few exceptions, rowing facilities are entirely run by volunteers, who take on the responsibility of raising the required fund and running and managing the facility, thus providing an excellent return for the capital investment.

In the period 2005-9, approximately 25% of the known tenure problems have been resolved, often with additional refurbishment and rebuilding work, replacing the threat of closure of a valuable community sporting amenity with modern operational rowing facilities, compliant with current legislation including the Disability Discrimination Acts.

These investments are illustrated in the following map.



b) Short Term Requirements 2009-13

The data provided for our future short term requirements has been gathered from the ARA facilities records, updates received from Clubs, Regional Councils, Divisional Representatives and ARA Staff.

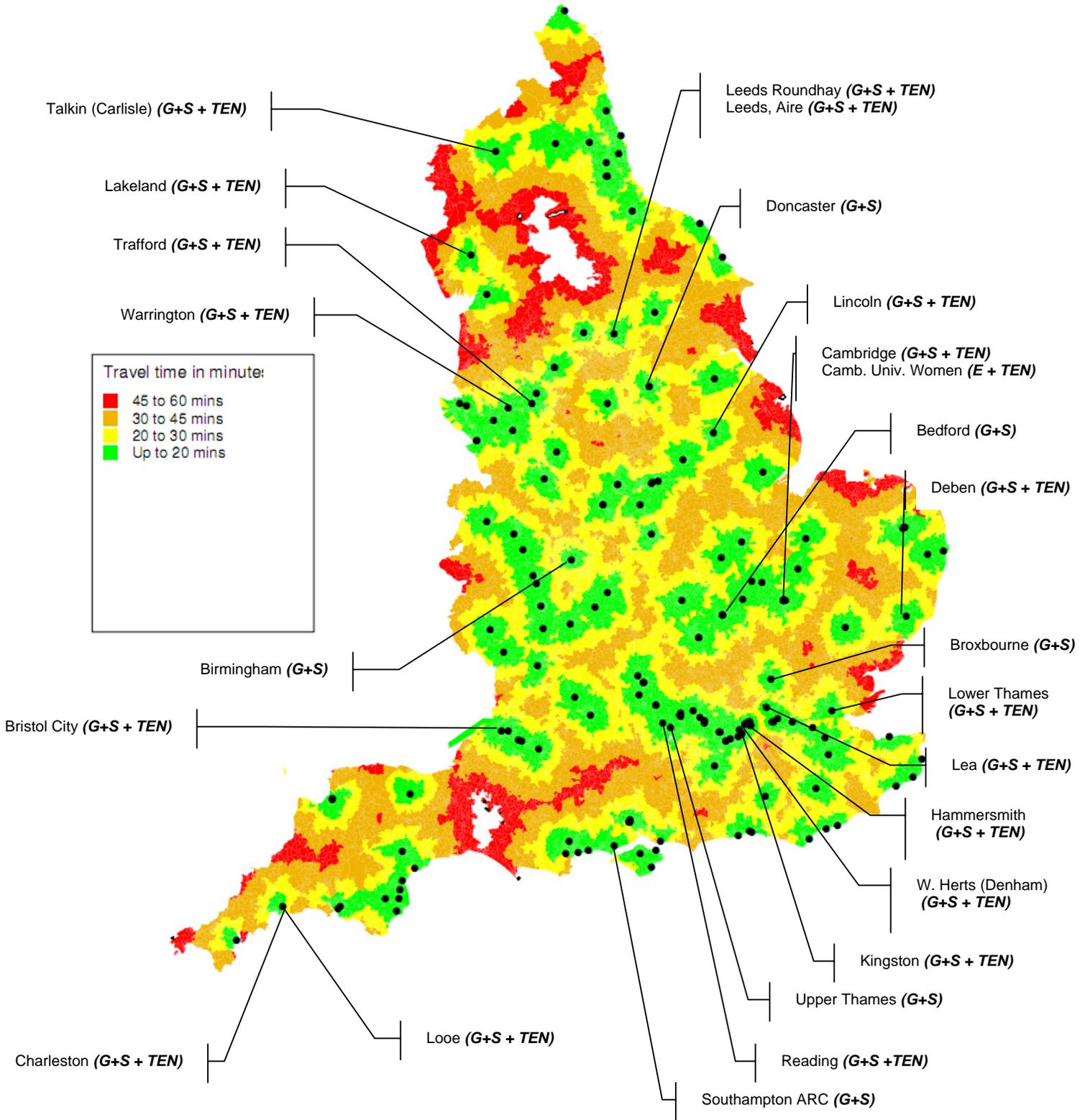
New schemes that can offer good returns on investment are emerging on a regular basis. An applicant scheme's ability to advance can progress and is positively influenced by tenure negotiation, identification of partnership funding, gaining planning permission, etc.

Consequently, some medium/long term schemes may join, or replace the known short term prospects. Our Facilities Strategy is therefore, a 'moving document'.

c) Summary of Short Term Requirements 2009-13 (known at August 2008)

Access		
• Lakes	3 Schemes, Provision of	£1,940,000
• Coastal Venues	5 Schemes, Provision of	£3,550,000
Club Tenures	8 Schemes, Provision of	£150,000
Club Refurbishments & Upgrades	4 Schemes, Provision of	£237,000
Club Build Schemes & Relocations		
• Minor (under £250k)	8 Schemes, Provision of	£1,225,000
• Major (over £250k)	12 Schemes, Provision of	£3,100,000
Equipment	50 Schemes, Provision of	£1,250,000
Total Scheme Costs		£11,452,000

d) Comparison of Short Term Schemes with Catchment Data
 (G+S = Grow and Sustain, E=Excel, TEN = Tenure)



7.2.3 Section 2 – Profile of Typical Needs & Accommodation

a) Logical Progression of Rowing Facilities Needs - Outline

The usual sequence or order of operational requirement is:-

- Suitable water
- Permission to access water, preferably with parking
- Access to the water (pontoon/landing stage)
- Boats & ancillary equipment
- Boat Storage and M & F Toilets
- M & F Changing
- Land Training area
- Meeting Room
- Social Area

b) Typical Build Scheme Profile Information - Outline of single level and 2 storey rowing facilities

Examples of layout options offering basic operational efficiency are:-

a. Single Storey Boathouse (Single Doorway to front elevation, approx 3m x 3m)

- 9 mtrs wide x 21mtrs long, with 5mtrs to gutters and min 30 degree pitch roof
- Accommodation - Boathouse and changing, M & F Toilets, with small land training room
- Construction can be from Steel Frame, with a choice of Timber, Pre Formed Metal Cladding, Brick and Pre Formed Metal sides and roof, or Traditional Brick and Slate etc
- Costs will vary with materials chosen or specified by the Planning Permissions and site conditions, but should be £275-300k, allowing a 10% contingency and professional fees of 8-12%, and VAT at the standard rate

b. Single Storey Boathouse, 2 storage bays, Double Doorway, to front elevation, each approx 3m x 3m)

- 14 mtrs wide x 21mtrs long, with 5mtrs to gutters and min 30 degree pitch roof
- Accommodation - Boathouse and changing, M & F Toilets and Changing.
- Construction can be from Steel Frame, with a choice of Timber, Pre Formed Metal Cladding, Brick and Pre Formed Metal sides and roof, or Traditional Brick and Slate etc
- Costs will vary with materials chosen or specified by the Planning Permissions and site conditions, but should be £300-425k, allowing a 10% contingency and professional fees of 8-12%, and VAT at the standard rate

c. Single Storey Boathouse with Land Training , 2 Storage bays, Double Doorway to front elevation, each approx 3m x 3m)

- 14 mtrs wide x 30 mtrs long (or more), with 5mtrs to gutters and min 30 degree pitch roof
- Accommodation - Boathouse and changing, M & F Toilets and Changing, with small land training room/meeting room.
- Construction can be from Steel Frame, with a choice of Timber, Pre Formed Metal Cladding, Brick and Pre Formed Metal sides and roof, or Traditional Brick and Slate etc

- Costs will vary with materials chosen or specified by the Planning Permissions and site conditions, but should be £350-475k, allowing a 10% contingency and professional fees of 8-12%, and VAT at the standard rate
- d. Double Storey Boathouse with Land Training , 2 Storage bays, Double Doorway to front elevation, each approx 3m x 3m)
- 14 mtrs wide x 21- 30 mtrs long (or more), with 5mtrs to gutters and min 30 degree pitch roof
 - Accommodation - Boathouse and changing, M & F Toilets and Changing, with large land training room, meeting room, kitchen/mess room and social area.
 - Construction can be from Steel Frame, with a choice of Timber, Pre Formed Metal Cladding, Brick and Pre Formed Metal sides and roof, or Traditional Brick and Slate etc
 - Costs will vary with materials chosen or specified by the Planning Permissions and site conditions, but should be £450-850k, allowing a 10% contingency and professional fees of 8-12%, and VAT at the standard rate

7.2.4 Section 3 – Overview of Facilities Requirements in England

c) Full List of Rowing Facilities Requirement as at August 2008

Categories of Facilities – Rowing

Category A - Access/New Sites/Potential Sites

A.1 Lakes, New Access & Start Up Sites (3 schemes)

Short Term Requirements

Bedford Rowing Lake	£1,500,000
Lakeland RC	£300,000
Looe RC	£140,000
<i>Total Short Term Requirements</i>	<i>£1,940,000</i>

Medium Term Requirements

Broadwater Lake (West Herts RC)	£300,000
Cotswold W P (C'land Farm)	£1,000,000

Long Term Requirements

Cambridge Lake (Rowing Specific Element)	£1,500,000
Chelford-Dingle Bank Quarry	tba
Conningbrook Lake	tba
Grandpont Waters (Oxford)	tba

A.2 River/Coastal Sites, New Access/Start up Sites(5 schemes)

Short Term Requirements

Deben RC	£300,000
Hammersmith Embankment	£2,500,000
Leeds (Aire)	£300,000
Lincoln	£300,000
Lower Thames RC	£150,000

Total Short Term Requirements

£3,550,000

Medium Term Requirements

Marlow (Longridge)	£300,000
Taunton (Project Taunton)	£200,000
Tyne United	£300,000

Long Term Requirements

Downham Market RC (proposed)	tba
Exe Waterside Centre	tba
Gainsborough RC	tba
Goring RC	tba
Lee Valley Nat Park	tba
Sedgemoor (Bridgewater) Somerset (supportable share)	tba

B - Club Tenures (8 schemes)*(T&R = Tenure and Refurb or Rebuild)**Short Term Requirements*

Cambridge Univ Women RC	£15,000
Camrowers	£15,000
Kingston RC (T&R)	£15,000
Lea RC (T&R)	£25,000
Leeds Roundhay	£15,000
Looe RC	£15,000
Reading RC (T&R)	£25,000
Talkin Tarn ARC	£25,000

Medium Term Requirements

Leeds – Roundhay Park (Establish and Sustain)	£10,000
Gloucester RC (T&R)	£15,000
Goring Gap RC (T&R)	£15,000

Long Term Requirements

Ardingly (T&R)	tba
BTC Soton (T&R)	tba
Erith (T&R)	tba
Exeter	tba
Hastings	tba
Itchen Imperial (T&R)	tba
Milyon Keynes RC (Establish and Sustain)	tba
Norwich Union RC	tba
Nottingham BC	tba
Poole RC	tba
Quintin RC	tba
Royal Holloway, Univ of London BC	tba
St. Leonards School	tba
Sefton RC	tba
Sir Wm Borlaise GSBC	tba
South East Clubs (Deal, Eastbourne, Bexhill)	tba
Stratford upon Avon (T&R)	tba
Tees RC	tba
Univ of London RC	tba
Univ of Sussex BC (Brighton)	tba
Westover/Bournemouth	tba
Weybridge – Proposed Relocation	tba
Weybridge Ladies ARC	tba
Weyfarers	tba
Winbourne RC (proposed)	tba
Yare RC (Norwich)	tba

C - Club Refurbishments & Upgrades (4 of 17 schemes live)*Short Term Requirements*

Doncaster	£27,000
Kingston RC	£60,000
Leeds (Roundhay Park)	£75,000
Trafford	£75,000

Total Short Term Requirements £237,000

Medium & Long Term Requirements

Beccles	tba
Bexhill RC	tba
Boston RC	tba
Erith RC	tba
Lancaster JOGRC	tba
Leicester RC	tba
Liverpool University RC	tba
Parrs Priory (Barn Elms)	tba
Plymouth & Plymouth Rowing Assoc	tba
Putney Town RC	tba
Sheffield (City of)	tba
Sudbury	tba
Warwick Univ	tba

D - Club Minor Build Schemes & Relocations

Minor, Under £250k (8 schemes)

Short Term Requirements

Broxbourne RC	£150,000
Cambridge Univ Women RC	£150,000
Camrowers	£250,000
Lower Thames (Southend)	See Access Section
Hexham	£250,000
Reading	£225,000
Looe RC (CPGA)	See Access Section
Charlestown RC (CPGA), St. Austell	£200,000

Total Short Term Requirements £1,225,000

Medium & Long Term Requirements

Cambois RC	tba
Exeter/Exeter Univ	tba
Exmouth RC	tba
Oxford Univ L'Weights RC	tba
Stratford upon Avon	tba
Ryde BC (incl Shanklin Newport RC) IOW	£200,000
Ironbridge RC	tba

Major, Over £250k (12 schemes)

Short Term Requirements

Bedford	
Birmingham (City + Catchments)	£500,000
Bristol (City of Bristol RC)	£500,000
Deben	Costs included in access section (see above)
Hammersmith	Costs included in access section (see above)
Lea	£700,000
Lakeland	Costs included in access section (see above)
Lincoln	Costs included in access section (see above)
Warrington RC	£400,000

Southampton ARC	£400,000
Talkin (Carlisle)	£300,000
Upper Thames RC (May proceed in current year)	£300,000
<i>Total Short Term Requirements</i>	<i>£3,100,000</i>
<i>Medium Term Requirements</i>	
Bradford ARC	£500,000
Norwich	£400,000
Falcon (Oxford)	£300,000
Gloucester RC	£400,000
Pengwern BC	£500,000
Tyne RC	£400,000
Tyne United RC	Costs included in access section (see above)
Royal Chester	£400,000
CPGA Clubs (Additional 1-2 no)	£600,000
BTC (Soton)	tba
<i>Long Term Requirements</i>	
Agecroft RC	tba
Cambridge – Cam Too Project (Navigational Upgrade)	tba
Itchen Imperial (Soton)	tba
Ross RC	tba
Upton RC	tba
Salcombe RC	tba
Walton	tba
St. Peters (York)	£400,000
York City RC	£300,000
E – Equipment – Details to Follow	£1,250,000

7.3 Row Regularly

7.3.1 The Strategy

To provide a structured programme of Adult-Learn-to-Row (ALtoR) in clubs and universities (12 weekly sessions), followed by 38 weekly sessions with a coach in attendance. At the hub will be 50 clubs who will receive funding for a package of boats and coaching to run a minimum of 4 courses per annum.

7.3.2 The Outcome

The programme will introduce 6,000 adults to rowing at least once a week by 2012. Clubs receiving funding will be required to register at least 40 new participants per annum and to retain at least 50% of participants as ARA club members in subsequent years.

Clubs will also be required to run 2 competitions a year using the boats, and to make them available for visitors to the club for a minimum number of days per year

7.3.3 The Rationale - Building on Success and what has worked.

The ARA successfully designed and implemented a programme to introduce young people to rowing regularly in clubs in 1999. This was based on the provision of boats and coaching in 50 clubs, with links to local schools, and resulted in an increase in clubs junior membership of 150%, a substantial increase in coaches and a high satisfaction level from participants 95% of whom described the programme as 'excellent' or 'very good'.

A key element of the programme was the provision of boats appropriate for the target group of 11-14 year olds.

7.3.4 The Evidence - Is there a market of adults who would like to participate in rowing given the right programmes and activities

For the first time we are able to benefit from wide ranging research by both Sport England (Active People) and from our own research (through our partnership with AstraZenca) to inform our decisions about the potential numbers of people who would be attracted to rowing, both on the water and indoor rowing, the market segmentation, and the barriers and drivers of sports participation.

A number of critical factors have emerged –

Sport England Active People –

- The survey shows a latent demand of 56,000 who would like to do more rowing.
- Drop-off from major team sports, e.g. rugby, netball, hockey, football substantial from 35+ and accelerates rapidly and drops below rowing for the 45+ age group. This represents a great opportunity to attract this segment to rowing which offers life-time participation as a low impact, community club sport.

TNS Rowing Research (2007/08) – 1,000 person ‘omnibus’, 500 ARA members, 3 focus groups – South/Midlands/North, 25%rowers/75%non-rowers

- Almost one third of those who have never participated in rowing say they would be likely to consider it
- Overall just under half of gym users are likely to consider rowing which suggests that the gym would be a good place to recruit new rowers
- When asked what ideas would encourage non-rowers to consider trying rowing on the water, the most popular were –
- Opportunity to row recreationally/tour rivers at own pace (41%)
- Low cost membership to club – use facilities & learn basics (37%)
- Learn to row course for adults (34%)
- Summer only membership – basic training off-peak training (28%)
- Competition for gym rowers including final trials on water (20%)
- New competitions for people with no time or don’t train hard (20%)

7.3.5 The wider outcomes - The value of a growing adult participation base for clubs

Opportunities for adults to learn to row and row regularly have always been provided by clubs and we will aim to support and expand these opportunities. Clubs have in the past been more inclined to seek to attract potentially successful participants, and have been good at supporting and encouraging these participants.

The value of a wider base is now being widely recognized within the sport, with a critical mass of members being vital to support successful clubs and their infrastructure, both facilities, competitions and volunteers.

Project Oarsome has brought many young people into the sport, and many parents, families and friends would like the chance to try rowing as well as supporting their young people.

Rowing has always been a very attractive sport for students, and recent partnership work with BUCS has resulted in a joint agenda to offer a more structured programme to wider range of students in more universities who are keen to learn to row. Again this will produce a critical mass of university club members, for participants in more competitions, and to develop skills in volunteering.

7.3.6 Supporting the strategy - The right type of boats

Successful introduction of new participants and providing an appropriate range of follow-up activities will depend on a range of factors. One of these is ensuring that the boats used are appropriate for the participants and activities. There is evidence from very fast growing areas of the sport, e.g. coastal gig racing, that a relatively quick acquisition of basic skills, and the adaptability of boats for use by men, women and young people and matched boats for competition leads to rapid growth in the sport.

We will decide upon a range of criteria that will determine the boat types that would be most useful for our Adult-Learn-to-Row (ALtoR) programme, and which will also be utilised for 'fun' competitions, where they can be used as 'committee boats', and for recreational and touring use.

50 packages of boats will be provided to clubs providing the ALtoR programme over the period of our Strategic Plan.

7.3.7 Supporting the strategy - The importance of coaching and teaching basic skills

It is important that all new participants gain the maximum satisfaction from their experience through the best coaching and support. We would expect all ALtoR programmes to be run by a UKCC L2 or higher coach. In the first year 2 club coaches will be funded for a UKCCL2 course.

We will also provide a suitable training programme for club volunteers who are assisting the coach in teaching basic skills, and providing ongoing support to new participants.

ALtoR courses will need to be run at times that will attract the target group of participants, and when they will fit in with other club activities. In order to ensure that the 50 clubs are able to provide the necessary coaching as and when required, we will provide payment for coaching for the basic 12 week course (24 hours) and the following 38 weeks at 1 hour per week. Clubs can choose to either pay their coach or use the payment as a contribution to the club if volunteer coaches are available.

7.3.8 Supporting the strategy - A flexible and wide-ranging programme of activities

A much wider 'menu' of competitions, personal challenges and recreational opportunities will be needed to provide the widest range of opportunities and for both new participants and attracting back lapsed rowers. These are the subject of a separate paper.

7.3.9 Supporting the strategy - existing club ALtoR programmes

Many clubs are already running ALtoR programmes and the coach education programme and volunteer training scheme will underpin these. Clubs will also be encouraged and supported to apply for small grants from the Sport England small grants programmes including Sportsmatch. The new range of activity programmes will also be available to all ARA clubs, universities and schools.

7.4 New Competitions and Activities

7.4.1 The Strategy

To provide a range of new competitions and personal challenges to engage and retain new participants from the Adult-Learn-to-Row (ALtoR) programmes, including university programmes, young people graduating from junior rowing programmes, lapsed rowers, and existing rowers who do not have the time or commitment to compete in existing ARA competitions.

7.4.2 The Outcome

The programme will provide activities for the potential 10,000 additional participants to the sport, and increase the satisfaction levels for all club members.

7.4.3 The Rationale – We need to be responsive to the needs of our members

In the past eight years it has become clear that many of our members are seeking new opportunities to stay involved in sport. For those who have the inclination and have the time and commitment to take part in the ARA's national competition programme, this can be both rewarding and satisfying. However there is a growing band of current rowers, ex-rowers and potential rowers, who would like to continue their participation in rowing who need some alternative activities and challenges. There is growth in coastal competitions in traditional boats, indoor rowing, recreational and touring rowing and in rowers switching to other sports and activities seeking similar competitive experiences.

There is so much potential growth as described in our "Row Regularly" document that will rely upon providing a long-term and varied programme of activities to suit the needs of all.

Key themes/messages for 'lapsed' rowers might be –

- "Fall back in love with rowing"
- You can still do it
- Get back in touch with your active side
- Rowing has a great lifestyle to aspire to

For indoor rowers –

- "I want to row for real"

7.4.4 The Evidence - What activities would attract both ARA members and potential members and how important is time and lifestyle in determining what people want to do

Sport England - Henley Centre –Satisfaction

- As a solo/individual sport, the more intrinsic factors such as exertion and fitness, performance and diversion/release are important to increasing satisfaction in rowing
- Overwhelmingly the cues for lapsing come from shifts in participants' lives, lack of time and energy. Participants can be retained by more flexibility and enabling people to try activities without long-term commitment.

7.4.5 TNS Rowing Survey

Non-rowers, the appeal of rowing is that –

- It keeps you really fit
- Being out on the river
- It's different from other sports
- Part of a team
- Gives a real sense of achievement

Members

- Two-thirds of members 'Definitely Will' continue to row, and another 30% 'probably will'. In fact this does not happen suggesting that people enjoy rowing and want to continue, but cannot
- When asked which of following would help improve their experience of rowing, many of the ideas put forward found favour with members (they had the option to choose 3)
 - Competitions organized so that you have a minimum of 3 races (39%)
 - Tours with overnight stays in Britain and abroad (38%)
 - Summer head races (33%)
 - Fun competitions where boats are provided by the host organisers (32%)
 - My club encouraging me to carry on rowing even though I don't want to train or compete regularly. (32%)
 - A low cost ARA membership that allows me to compete in local competitions (29%)
- When asked what aspects of rowing were most discouraging the overwhelming reasons were –
 - It takes up so much time (51%)
 - Rowing equipment is expensive (48%)
 - It takes too much commitment (25%)

7.4.6 The wider outcomes – the value to clubs of retaining members

It is expensive and time-consuming to teach people to row, and clubs need enthusiastic and competent members who will be committed to rowing and their club long-term. Committed members will have an interest in taking part in club activities, becoming volunteers introducing friends and family to the club. It is important that they are able to continue the activity that first attracted them, rowing, in a way that will suit either their competitive or non-competitive nature, and the commitment they can make. Vibrant clubs with a large community membership will attract support and funding from local sources, and will provide a heritage for future generations.

7.4.7 Supporting the Strategy - sustainability

Following initial investment of funding, resources and energy, all the new activities will aim to be self-supporting and sustaining, by generating their own organizational structures, funding and volunteers.

The ARA will provide an overall 'umbrella' of low cost membership, insurance, good practice guidance, on-line training and website publicity and resources to support the activities.

7.4.8 Supporting the strategy – new competitions

a) Local competitions targeted at parents and 35+ age groups

The details of how and when these competitions would be run would be decided locally to meet the needs of the clubs taking part. However there are examples of how this might look.

To take place on Sunday afternoons or summer evenings

- Use 'committee boats'. The more stable, durable, light boats to be purchased for the ALtoR programme would be ideal. There would be no need for the added complications of towing boats, loading trailers etc.
- Offer a barbeque/tea and make it a social occasion
- Offer prizes of bottle of wine or bunch of flowers rather than 'pots'
- Offer mixed, or father & son etc. events
- No 'club' wins, taking part most important.

b) Local competitions targeted at HE students

The format of events for HE students could be just the same as those above, except that they might be run on traditional sports times – e.g. Wednesday afternoons, providing timing can be arranged, the same boats used by clubs on Sunday afternoons could be used for the students.

c) 'No points' events run within existing ARA regattas

Many ARA regattas already run special events within their events for more occasional competitors and there is a tradition of 'Town' and 'Pub and Club' regattas. There are many more opportunities to expand these events.

d) Summer heads

Head races, or time trials are more adaptable to offering personal challenges for improvement, and their popularity has grown hugely since their introduction originally as training events for the summer season.

7.4.9 Supporting the strategy – personal challenges

a) Long distance rows (marathons)

For many rowers the improving their performance and the personal challenge of rowing is an important element of their enjoyment of the sport. However lifestyle factors often mean that they cannot take part in competitions arranged at specific times. The popularity of marathon running, walking and climbing challenges, cycling distances are apparent. Similar events for rowers would provide a really flexible opportunity to complete a distance event, or a series of events, and improving on times and records. Boats in situ at suitable river sites would remove the difficulties of transporting boats. (a further use for the boats provided for the 'Row Regularly' programme). These type of activities would be very suitable for students and clubs wishing to raise money for charity and other good causes.

The same venues and boats could also be used for touring rowers who wish to complete the course at a more leisurely pace.

The ARA would provide information and advice on access etc. on the website, and also the opportunity for the more competitive rowers to record their times.

7.4.10 Supporting the strategy – touring and recreation

Recreational Rowing is essentially all forms of non-competitive 'participation' rowing. At its simplest it can be a Sunday morning paddle followed by a pint or a picnic, whilst those who aspire to greater things can move into touring, starting from a long distance row on home water through regional and national tours, then to international tours culminating in the FISA tour.

Recreational rowers fall mainly into the veteran age category, and are either former competitive rowers who no longer have the time or desire to continue training at a high level, or people who have started rowing later in life and may not have sufficient fitness or skill to compete in mainstream competitions. For some however, particularly those coming from other sports, recreational rowing provides a pathway to learn and move on to competition if they wish. For less competitive late entrants recreational rowing provides an opportunity to take part in a sport which they believe to be physically demanding and many felt was otherwise out of reach for them. They find achievement in learning new skills, working as a team and rising to the challenge of long distance rows.

The spectrum of rowing and the position of recreational rowing may be viewed as:

- Serious competitive rowers who are committed to the training and time needed.
- Casual competitive rowers who cannot commit to extensive training but still wish to go along to two or three local regattas and heads a year.
- Serious recreational rowing who wish to go touring both in UK and overseas
- Casual recreational rowers who wish to have outings on a more social basis

Over the past 6 years since the formation of the ARA's Recreational Rowing Working Party (RRWP), the number of clubs offering recreational rowing has increased from a mere handful to some 20 that are now accredited under the ARA criteria for recreational rowing. This has been achieved through promotion by the regional representatives on the RRWP among the clubs in their region, assisted by the ARA's Volunteer Support Officer. The other major contributory factor has been the availability of grants from the Project Oarsome Xtra scheme, which has enabled several clubs to buy suitable and dedicated boats for recreational rowing coupled with promotion of "Learn to Row" schemes. This increased capability and visibility has laid the foundations for a significant increase in the number of recreational rowers. Some evidence of this is the increase in participation in the annual ARA Tour which has grown from typically 25 to 30 rowers to 61 on the 2007 Tour. Club growth is difficult to quantify because the majority do not become members of the ARA and they are mixed up with other categories of Club membership.

The objectives for the next five years should therefore be to continue this upward trend in a way which can be measured and recorded:

- Increase the number of clubs offering recreational rowing. Clubs to be accredited by the ARA and listed on the ARA's website under the "Club Finder" page.
- Increase participation and encourage recreational rowers to join the ARA.
- Improve retention of new entrants
- Open up new waterways to rowing and promote the formation of new rowing clubs or community rowing centres

7.5 Five Hour Offer

7.5.1 The Strategy

To help ensure an increase in the number of young people in secondary schools, colleges and youth settings who have access to high quality rowing opportunities. This will be delivered through 94 Clubmark rowing centres and around 1000 schools offering indoor and/or water based sessions. The ARA will offer advice, support and technical information for 5hrs curriculum activity and Extended Activity plus appropriate investment in Clubmark community rowing clubs.

7.5.2 The Outcome

The National Junior Rowing Programme will offer opportunities for at least 4,000 young people to take part in rowing club and 8,000 in satellite activity by 2013. This will be underpinned by around 30,000 participants in school driven extended activity and an estimated 100,000 in school co-ordinated curriculum activity.

The ARA will work with Sport England, Youth Sport Trust, Association for Physical Education, National Council for School Sport, Sports Leaders UK, Child Protection in Sport Unit, Sports Coach UK, British Olympic Foundation, Skills Active and equity groups to continue to develop a range of high quality supporting resources and programmes meeting national standards.

7.5.3 The Rationale - Building on Success and what has worked.

This programme is a result of the development of Project Oarsome the ARAs club to school link programme started in 2000 as a legacy of the Sydney and Athens Olympics. There are elements for indoor and water based rowing.

Project Oarsome has placed rowing machines in schools and young people sized rowing boats in community clubs, this scheme has doubled youth participation in water based rowing. It has also resulted in a significant increase in schools using indoor rowing machines for curriculum and extra curricular use in their own right with or without links to rowing clubs.

A range of youth groups/clubs in London have successfully introduced the programme alongside other mainstream sporting activity.

The ARA PESSYP strategy is designed to support Curriculum, Extra-curricular and Community activity. It contains elements for Club and School Accreditation, Club Links, Volunteering (SiS), Coach and Teacher Professional Development, Competition, Talent Identification (and development), Swimming (and water safety) as well as health promotion and physical activity. The elements directly supported by Sport England include Club Links and Step into Sport, working with partners the ARA has set industry standards in the other elements.

The programme is appealing to secondary schools because of its multi-faceted approach with a “menu” of schemes for developing Physical Activity (Healthy Schools), Competitive sport and links to Physical Education, Sports Science, Maths and ICT. The use of indoor rowing can also encourage young people to take part in sports and physical activity other than rowing. The popularity of the indoor element is likely to expand further with investment via Extended Activities and Building Schools for the Future.

7.5.4 The Evidence - Is there a market of young people who would like to participate in rowing given the right programmes and activities

This programme is aimed at the “semi-sporty” types who given the right opportunities are likely to increase participation. This programme was a recommendation of the Sport England / ARA Rowed to Health Project and Sport England Project Oarsome evaluation.

The Project Oarsome evaluation indicated that clubs participating had a 135% increase in active qualified coaching, a 105% increase in youth membership and a 35% increase in overall club membership.

The numbers of secondary schools offering indoor rowing has been identified by the 2006 and 2007 PESSCL school sport surveys and it is growing. The evidence clearly indicates that indoor rowing appeals to very wide range young people not interested in traditional sport, this has been widely accepted by School Sport Partnerships who are widely purchasing indoor rowing equipment for this purpose. The aim of the Indoor Rowing for Secondary Schools programme is to ensure the activity is safe, effective and sustainable.

7.5.5 The wider outcomes - The value of a growing youth participation base for clubs

The evidence indicates that the developing indoor rowing for secondary schools and Project Oarsome can have an impact on young people under represented in sport.

The indoor element of the scheme is particularly attractive to disabled young people. Further development is likely to continue to increase the number of girls (particularly Key Stage 3 and 4) involved and through targeted work the number of young people living in areas of deprivation. This evidence is reliable for both the indoor and water based elements of the scheme.

The clubs involved have become more vibrant, dynamic and forward thinking. They attract large numbers of new young people and adults. The young people are also feeding into the Higher Education sector providing ready made athletes and coaches for this sector.

7.5.6 Supporting the strategy - The right type of boats

One of the key factors for the success of the National Junior Rowing Programme has been the investment in appropriately sized rowing equipment for "lighter" young people. The ARA will support applications by schools, youth groups and clubs to Sportmatch, National Sports Foundation, Extended Activities and the new Sport England Small Grants Scheme for appropriate equipment.

7.5.7 Supporting the strategy - The importance of coaching and teaching basic skills

A further key success factor has been the long term engagement and deployment of volunteer and paid coaches. It is important that all new participants gain the maximum satisfaction from their experience through the best coaching and support.

For schools offering indoor rowing the key objective 2009-13 will be the education and training of school teachers, multi-skill coaches, Competition Managers, FE/School Sport Co-ordinators, Partnership Development Managers and young leaders. Minimum ARA operating standards are an important step and the YST / Sport England will actively endorse these standards to schools that already have indoor rowing machines and ones investing in new equipment. This will help ensure the development of high quality activity within and beyond the curriculum.

In terms of water based rowing the ARA will ensure that clubs offering water based activity for young people will have leaders holding Level 2 coach qualifications.

We will also provide a suitable training programme for club volunteers who are assisting the coach in teaching basic skills, and providing ongoing support to new participants.

7.5.8 Supporting the strategy - A flexible and wide-ranging programme of activities

Rowing offers traditional, alternative and adapted activity options for young people – eg Gig/Skiff/Coastal rowing, indoor rowing and Olympic boats respectively.

Each type of activity has a similar technical model. A much wider 'menu' of competitions, personal challenges and recreational opportunities will be needed to provide the widest range of opportunities and for both new participants and attracting back lapsed rowers. These are the subject of a separate paper.

7.5.9 Supporting the strategy - existing club, school and youth club programmes

Many groups are already running very successful youth programmes and the coach education programme and volunteer training scheme will underpin these. Clubs will also be encouraged and supported to apply for small grants from the Sport England small grants programmes including Sportsmatch. The new range of activity programmes will also be available to all ARA clubs, youth groups, universities and schools.

7.5.10 Action Plan

To be completed showing timetable, actions, and personnel.

7.6 Sport England Small Grants for Youth Rowing Equipment – Guidance notes

7.6.1 The Strategy

To support the continued development of youth rowing in at least 94 Clubmark accredited clubs and around 350 satellite centres.

7.6.2 The Outcome

The outcome will be at least 4000 new young people rowing at least once per week by 2013.

7.6.3 The Rationale - Building on Success and what has worked.

This rationale is based on the results of the ARA / Sport England Project Oarsome scheme, CCDP evaluation and on-going ARA research.

Clubmark rowing clubs are at varying stages of development, they all require water based rowing equipment to provide services. Therefore the ARA recognizes the need to be flexible in terms of equipment needs. Some clubs reach down and focus on younger children (11-15) and they require smaller sized equipment, whilst some centre activity on 15-19 year olds. Many clubs work with both age groups.

The equipment should last for a minimum of 7 years and in many cases 10-15 years if correctly cared for. Evidence suggests that the boats may require a hull refurbishment every 6-8 years, this is an economical way of ensuring longer term usage.

7.6.4 The Evidence - Is there a market of young people who would like to participate in rowing given the right programmes and activities

The annual PESSCL (now PESSYP) survey has shown consistent growth in the number schools offering rowing activity. As of 2007 there was approximately 700 schools reporting links to clubs with that number again offering activity but not able to get young people onto the water.

Currently clubs are reporting that demand for places in their youth sections is very high, many now have waiting lists. The Sport England Project Oarsome survey demonstrated that 95% of young people who had taken part in rowing wanted to do more.

7.6.5 The wider outcomes - The value of a growing youth participation base for clubs

- The Project Oarsome survey has indicated that clubs taking part in activity also increase adult club membership by 35% within an average of two years. This is due to better overall club organization and marketing.

- An increasing number of “community club” young rowers are continuing rowing when they get to tertiary level. This is helping to raise the standard and participation levels at universities.
- Clubs can choose to focus on girls or depending on location young people from areas of deprivation through school links. This is helping to broaden the range of people involved in the sport not only as youth participants but also adult rowers and volunteers.

7.6.6 Supporting the strategy - The right type of boats

Rowing boats can accommodate 1,2, 4 or 8 young people at a time and therefore provide different economies of scale. Equipment is usually of two types – Heavy duty “wider” learning craft suitable all age groups and “fine” boats which can be learned in and also raced by participants of suitable weight. All boats should conform to the ARA Water Safety Code.

For clubs purchasing equipment we would recommend a package of new boats valued £15-£20K with the club contributing around 50% of the costs.

7.6.7 Supporting the strategy - The importance of coaching and teaching basic skills

Clubmark accredited clubs use meet ARA standards for coach development and use ARA approved teaching methodology fitting into rowing LTAD system (the Sequential Training Model). Investment will support not only the increase of participation but also the development of competition and performance pathways.

7.7 Indoor Rowing – Youth & Community

7.7.1 The Strategy

The strategy is to increase the quality and quantity of people taking part in rowing activity using indoor equipment.

This will be achieved by providing high quality guidance and policies on the development of indoor rowing as a sport and physical activity for delivery partners. The strategy will be a public/private sector partnership with key organizations including Skills Active, ISPAL, EFDS, ScUK, YST and other sectors of the sport, leisure and health industries.

7.7.2 The Outcome

The outcome will include over 2000 sites across the country offering enhanced indoor rowing opportunities to an estimated 200,000 young people and adults in the run up to and beyond London 2012. Key priorities will include:

The successful introduction of a three stage instructor/coach education programme including industry standard United Kingdom Coaching Certificate, Register for Exercise Prescription and PESSYP teacher CPD.

The continued growth of the ARA/YST/NCSS Competition Framework for indoor rowing in schools leading to the ARA endorsed National Junior Indoor Rowing Championships (Go-Race Indoors)

The development of support materials and training for gyms using indoor rowing as part of the EFDS Inclusive Fitness Initiative

The marketing and introduction of the 2012m Team challenge to schools, youth groups and fitness centres in the run up to London 2012

A web based support system for people using indoor rowing as an activity in its own right or as a gateway to other sports including water based rowing.

A leisure industry and school based marketing / publicity campaign to increase the technical ability of indoor rowers.

Guidance materials for schools, Local Education Authorities, Primary Care Trusts to help them successfully introduce rowing programmes.

Support and guidance to other sports organizations wishing to use indoor rowing as part of their training e.g. RYA or Football in the Community

The establishment of underpinning industry standard Minimum Operating Standards for organizations delivering indoor rowing.

The employment and deployment of a national officer(s) to support and advise organizations contracted to deliver major development projects using indoor rowing across city or county areas.

7.7.3 The Rationale - Building on Success and what has worked.

The scheme is part of wider opportunities in relation to Rowing and Health that were launched by the Minister of Public Health at the 2006 World Rowing Championships.

The Indoor Rowing Programme is based on the recommendations of the Sport England Project Oarsome report and the Rowed to Health pilot project. To date over 1000 schools and the majority of public / private health clubs have purchased indoor rowing equipment.

The rationale of the Indoor Rowing Programme is to retain existing participants by offering them support and as well as attracting new ones with the publicity surrounding London 2012. Where possible, participants will be sign posted to youth, student and adult water based rowing opportunities.

The Evidence - Is there a market of young people / adults who would like to participate in rowing given the right programmes and activities

The 2008 TNS survey commissioned by the ARA has identified that 53% of gym members use a rowing machine and overall 7million people. This evidence is supported by data from the Active People survey illustrating numbers who row or cycle in gyms.

The Project Oarsome and Rowed to Health evaluations both identified that indoor rowing appealed to the semi-sporty and non-sport sections of young people. This has resulted in large numbers of schools purchasing indoor rowing equipment.

The Active People survey has identified 11-25 year olds in market segments known as Ben, Jamie, and Chloe as possible participants for rowing generally. It is possible they can be attracted directly through the health club market.

Active People also suggests that "Stay at Home" mums, "Middle England" mums, "Empty Nest Career" ladies and "Older Working" women may also be interested in aerobic / health and fitness activity with indoor rowing being an opportunity to participate.

7.7.4 The wider outcomes - The value of a growing youth / adult participation base for clubs

Indoor rowing machines have been around for 100 years, but since the mid 1980s they have been commercially marketed to the health and fitness industry as well as rowing clubs worldwide. Today the

numbers of very “committed” indoor rowing enthusiasts remain small but millions use indoor rowers as part of wider activity, e.g. for warming up.

According to the TNS survey just under half of the 7million people who use a rowing machine in a gym would be likely or very likely to take up water based activity. Therefore communicating to people in a gym would seem an effective step to recruiting new members for water based clubs, possibly in tandem with Youth, Student or Adult Learn to Row initiatives.

TNS has also identified that 16-34 year olds were also the most likely to consider water based rowing, an age group often identified by clubs as requiring attention.

7.7.5 Supporting the strategy – Partners

The key to the success of this part of the overall ARA strategy is effective partnership working. Due to the scale of the opportunities the ARAs primary role will be to guide and support local, county, regional and national delivery partners. The ARA does not have the capacity to deliver in all areas!

The ARA will continue to work with national strategic partners to establish and develop industry standards. Key strategic partners will include agencies such as the NSPCC, Skills Active, ScUK, AfPE, REPs, YST, ISPAL, EFDS etc.

The ARA will establish accredited centres to deliver industry standard education and training aimed the people directly delivering to participants. The centres could be volunteers, public or private sector organizations meeting high standards in welfare and safety. Manufacturers and distributors of rowing equipment will be welcome to apply for centre status.

Direct delivery agents will work with participants on the ground on a daily or regular basis. These could include schools, youth groups, rowing clubs, gym staff or personal trainers. These organizations could be contracted by the ARA or more likely other funding bodies and receive investment to work with particular groups or areas. They will be strongly encouraged to meet and exceed industry standards.

7.7.6 Supporting the strategy - The importance of coaching and teaching basic skills

The fundamental element in the Indoor Rowing Programme is education and training. This includes the individual participant and the people introducing them to the sport/activity in the first place.

Most people receive basic outdoor tuition at a young age on the skills of running and cycling, when first using indoor running or cycling cardio-vascular (CV) equipment participants can adapt these skills. We recognize that people now receive very little technical advice either at home, in secondary schools or in leisure facilities. This has resulted in a great deal of poor practice and may even be putting people off taking part in indoor or water based activity as the sport seems physically too hard or technically demanding.

Therefore working with national partners the ARA will be promoting the new industry standards awards aimed at – young leaders, teachers, gym instructors, personal trainers, health professionals etc (as well as rowing coaches). The purpose of these awards will be to significantly increase the confidence and competence of people introducing participants to indoor rowing as well as helping to develop longer term technical skills to aid sustained participation.

7.7.7 Supporting the strategy - A flexible and wide-ranging programme of activities

The ARA recognize that many existing indoor rowers and potential new ones will not be interested in the traditional activity / racing programme. The vast majority of indoor rowers do not race and in fact the traditional distance of 2000m is unsuitable for the skill level of most participants.

Factors such as age, sex, time, finance and geography have an impact on participants' interest. Research has identified that a range of "personal challenges" is a more appealing model. An individual and team challenge web based support system will be developed to enhance skill, endurance and speed opportunities in the run up to and beyond London 2012. Participants will be encouraged to feel part of the Olympic "family" of rowing no matter their discipline or interest level.

Where possible, education and training awards will encourage the signposting of participants to water based rowing or other activities that may suit the participant.

7.7.8 Supporting the strategy - existing indoor rowing programmes

There are a range of agencies delivering activity using indoor rowing. As well as over 550 rowing clubs there are primarily two other types, schools not linked to a rowing club and leisure facilities with fee paying users.

Large scale (over £100,000) participation development programs using indoor rowing are operating in areas such as East London, Birmingham/Sandwell, Plymouth, Newcastle, Stoke on Trent, Nottingham and Doncaster. On the whole they focus on young people and have some form of exit route into water based activity. These developments and others have been supported by agencies such as The Steve Redgrave Fund, Big Lottery Fund, Sport England, Single Regeneration Budget, Primary Care Trusts and the Henley Stewards Charitable Trust. The Steve Redgrave Fund has also recently merged with Comic/Sport Relief.

Where possible the ARA will continue to support these schemes either through the direct contracting of coaching services, delivery of education and training, support and assistance from development officers or helping negotiate investment from Sport England or other grant awarding bodies.

We will strongly encourage those delivering the schemes to meet and exceed industry agreed minimum operating standards in participant welfare, coach and volunteer education, long term sustainability etc.

7.8 BUCS Development Plan for Rowing

7.8.1 Our collective challenge is to raise the profile and quality of university sport and to showcase how sport can contribute to the UK's economic and social aspirations

- Sport at university used to be strictly for the hearties. That has changed, however: more than 1.7 million students take part in regular physical activity. Sports facilities have become so important that some of the biggest developments in Britain have been at universities. It is estimated that campus facilities are now worth a staggering £20billion, with more being added every year. But the boom in university sport is really about exercise, rather than competition. The BUCS national competition programme is the largest of its kind in Europe. Today's student has no excuse not to get involved in the full university experience - health, participation, competition – it's all on offer
- British Universities & Colleges Sport (BUCS) draws together expertise and experience from two former representative bodies – British Universities Sports Association (BUSA) and University College Sport (UCS) – to provide a unified voice for sport, fitness and physical activity on university campuses.

- The new organisation will offer a comprehensive, multi-sport competition structure and manage the development of programmes, services and facilities for participative, grass-roots sports through to elite, high-performance athletes.
- BUCS will work with students, athletic union staff and elected officers as well as professional sporting staff, coaches and volunteers from around 150 higher education institutions. It aims to improve the sporting offer to students, staff and communities and to significantly raise the profile of university sport within government, sports governing bodies and the media.
- “We have an ambitious and challenging vision for higher education sport – greater participation, better competition and a higher, national profile in the UK and overseas. At the 2004 Athens Olympics students took home 46% of the medals won by Team GB. We should have high hopes for this summer in Beijing, but all eyes will soon be turning to success in London in 2012. So for Government, university leadership, sports governing bodies and our students, our collective challenge is to raise the profile and quality of university sport and to showcase how sport can contribute to the UK’s economic and social aspirations.” Ed Smith – BUCS Chair.

7.8.2 Proposals for BUCS development over next 5 years and for discussion with ARA for inclusion in forthcoming Whole Sports Plan

a) Development

1. **Roll out of ARA Accreditation scheme for University Clubs** – promote and provide incentives for Uni Clubs to become and remain accredited - use accreditation model to promote the fact that safety is major concern and that clubs are responsible in their approach – align with SARA & Welsh Rowing (e.g. 20 new accredited University club rowing programmes)
2. **Coaching programmes / retaining talent within the sport** – as discussed with GB Rowing - very keen to join forces to look at coaching programmes (e.g. Develop an apprentice scheme for coaches and a ‘fast-track’ scheme for current and recently retired National team athletes, support talented coaches capable of delivering at a high performance level with tailored education and training packages, develop a supportive environment for coaches at all levels, via mentoring and buddying at a local level)
3. **Training for Officials** – Scope for entry level ‘officials’ training aligned to plans for non status events – i.e. provide introductory level qualification which would allow officials to work at ‘non status events’ – BUCS to look at whether a group could be set up within the sector to recruit / train within the sector
4. **Mentoring for officials** – as part of above training - work with ARA officials to encourage mentoring / support for trainee officials within the sector – encouraging retention of volunteer resource – develop increasing / sustainable pool of officials to support growth of the sport
5. **Event Management** – establish links with Uni Clubs to run BUCS events / non status event – providing support for event management training to enable clubs to become more self sufficient and to identify ways / means of finding funding to help grow their clubs / support their clubs
6. **Development of modules for Accreditation scheme** - Look at opportunities to build on the base layer of accreditation to add modules for event management, coaching, volunteer / official training etc. Use examples from other NGBs within scope of BUCS to share best practice in coach development, officials development, event management etc. and establish means of engaging with student audience to make the opportunities widely accessible

7. **Links to DoS** - Working with DoS to provide better insight into scope of development and investment into Rowing facilities across sector – through Directors of Sport – build access to academic facilities and support facilities within the sector to enhance the scope of Uni based rowing facilities – making the facilities in the sector the ‘best in class’ beyond all doubt !. (e.g. Work with strategic partners (as above) to develop approximately 10 new sites for rowing, providing both water and land facilities)

b) Participation

1. **Ensure BUCS events ‘best in class’** – encourage wider participation in BUCS events by ensuring top quality events – ensure events cater for full range of University rowers – performance athletes and novice rowers alike – work with ARA and local rowing clubs to form delivery partnerships but encourage Uni Club involvement in delivery.
2. **Encouraging Novice rowers** - Marketing to new rowers that the sport within the sector is run to a high quality with regard for safety / support etc. – set membership of the ARA at a level to encourage novice entries into the sport without need to invest in membership up front .. (e.g. to review the individual membership structure, to provide an attractive package to each target group)
3. **Developing competition for Novice Rowers** – develop sustainable model for Non Status Events to help encourage participation at a local level (i.e. BUCS to support events run by Uni Clubs – endorse the event but not award points etc.)
4. **Intermediate rowers - Non Competitive / Social Rowing** – work with ARA to review options to help sustain membership within clubs beyond ‘beginners’ i.e. help scope out work and how might relate to Uni Clubs.
5. **Links with Community clubs** – track students in final years and encourage Uni Clubs to be making links with local community clubs to help retain Uni Rowers in the sport upon leaving Uni
6. **Promotion of BUCS Rowing / Uni Rowing / Varsity Events** – develop a marketing plan to help promote the sport within the sector – both within the sport and to the wider population - work with Uni Clubs which currently host varsity events to help promote these and the wider rowing agenda (e.g. to promote nationwide competition through Great Britain and to support competition organisers in promoting and developing their events)
7. **Governance and links with ARA & other National Associations** - Work with ARA regional offices and regional student organisations to encourage better integration and the adoption of student rowers / members onto the local regional councils – helping to bring support and facilities from the sector into the wider system and to ensure that plans at a regional level make maximal use of the resources available within the sector. (e.g. Identify partners within key cities to establish rowing programmes, e.g. Birmingham, Leeds, Manchester, Bradford, Leicester, London, Plymouth, Newcastle, Slough.)
8. **Indoor Rowing** - Strategy for development of Indoor Rowing with BUCS and wider student community

c) Performance

1. **High Performance programmes** – 95% of international rowers come through the Uni system – ARA has stated an ambition to increase the number of HPP - BUCS has examples in other sports where a consortia of Unis have worked together to deliver the requirements for a HPP – BUCS /

ARA to review opportunities within Rowing to assess Uni based facilities / programmes which could meet HPP criteria and to help manage those clubs into the HPP pipeline (e.g.10 high performance club programmes)

2. **Align pathways and events for performance rowers** – i.e. aim that events aligned with U23 sel. process - ideally the BUCS season of events would align directly with U23 selection process – this will have implications for timing of events and mix of small boats / big boats – initial steps in progress - such as combining the GB trials with Small Boats Head and discussions ongoing to align dates for GB trials in Feb and BUCS Champs Head
3. **WCS & Sporting Giants** – HE sector able to support ARA in promoting / developing WCS and Sporting Giants programmes – link with talent ID programmes within the sector – links to schools / pathway etc. – aiming to review with GB Rowing upon completion of current WCS internal review to look at options .. (e.g.20 WCS/Potential programmes)
4. **Coach development** – establish peer group and programme to recruit and retain professional coaches within the sector (e.g.Continue the partnership with clubs delivering High Performance programmes by investing in coaches)
5. **International representation** – as a sector – continue to support / promote the participation of UK based students in the EUSA Championships and GB students in FISU / WUCs events – these events provide huge incentives for clubs to maintain training programmes and for students to gain invaluable overseas / big event experience on early parts of performance pathway. Work with GB Rowing to align plans / manage selection processes / share ideas etc.