



Talent Inclusion Fund

Partner Academy Opportunity

TEAMWORK | OPEN TO ALL | COMMITMENT



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Intent

Successful national teams which reflect the nation.

Introduction

Rowing has a proud history of developing Olympic and Paralympic champions from all walks of life, and we are now evolving our systems to ensure that every community has a clear, consistent path to the podium. Our goal is to field national teams that truly reflect and inspire the entire nation by ensuring our development pathways are inclusive by design.

We are looking for partner clubs who share our passion for making rowing a sport where everyone belongs. This programme aims to welcome a wider range of athletes into the pathway, deliver the volume of training required for young athletes to reach their full potential, grow local coaching talent, and foster powerful partnerships between clubs, community organisations, and British Rowing.

By becoming a British Rowing Partner Academy, your club will receive funding for a Talent Coach to help grow your junior membership and raise performance standards. This role is a chance to build a programme that is shaped by, and responsive to, the unique strengths of the community your club serves. We are particularly focused on unlocking the potential of talented young people from ethnically diverse communities, lower-income households, and those with impairments that meet Paralympic classifications.

For the purposes of this programme, 'clubs' include affiliated open clubs with junior sections and state school trusts.

Drawing on our experience in athlete development, we will work with you to create programmes that support local growth and help athletes progress. We actively encourage clubs to work together on joint proposals to combine their strengths and expand opportunities for young people across their area.

Supported by the National Lottery and Sport England, this project is built on the belief that when we provide the right environment, talent from every background can achieve world-leading success.

Contact and Questions

**To explore this opportunity further, please contact
James Andrews, England Pathway Manager at james.andrews@britishrowing.org**

In addition, we will host two sessions, one at 12:30 on Friday, 13 February, focusing on initial questions and a follow-up drop-in session at 19:30 on Monday, 23 February. These will be held via a Google Meet, and links to join can be found below. We welcome any club considering an application to attend.

- [12:30, Friday 13 February 2026 \(meet.google.com/ucs-gamf-zpy\)](https://meet.google.com/ucs-gamf-zpy)
- [19:30, Monday 23 February 2026 \(meet.google.com/rah-kqzd-ivf\)](https://meet.google.com/rah-kqzd-ivf)

Worked Examples

These worked examples are illustrative; delivery will be adapted to local circumstances. Four or more partners are sought, with an anticipated investment ranging in value from £30k - 120k per partnership.



1. Single Club Application

In this model, a single club uses the Talent Inclusion investment to move from a volunteer-limited junior section to a structured, coach-led performance environment. The focus is on increasing coaching capacity, widening access through schools and community links, and building a sustainable model that continues after the three-year funding period.

Current Position	Investment & Support (Years 1-3) <i>(British Rowing + Club Partnership)</i>	Future Position (Year 3+)
<ul style="list-style-type: none"> Open rowing club with a junior section 40 juniors, limited by volunteer coaching capacity Volunteer led coaching, 4 sessions per week Ad-hoc school links; inconsistent transition to higher-performance environments Athletes with national and international potential identified, but progression stalls due to time, cost or volume 	<ul style="list-style-type: none"> Professional Talent Coach employed to complement volunteer coaching, increasing number of sessions available and enhancing club revenue generating potential through consistent Learn to Row delivery. Loaned equipment and technical support Structured links with 3+ local secondary schools Athlete inclusion support fund (travel, fees, kit) Business model support to grow sustainable income (L2R, outreach, partnerships) 	<ul style="list-style-type: none"> 80-120 juniors across J13-J18 Minimum of 10 structured sessions per week (on-water + land) Clear long-term athlete development model embedded Regular, planned transitions to Senior Squads, PDAs, universities and trials Club financially able to sustain the coaching role without external funding Junior section reflects the local community

2. Multi-Club Application

In this model, two clubs work together to create the scale needed to justify additional coaching capacity. Rather than competing for limited volunteers or athletes, they share a Talent Coach and align their junior programmes. This raises the overall quality, volume and sustainability of provision across the area, while allowing each club to retain its own identity.

Current Position	Investment & Support (Years 1-3) <i>(British Rowing + Club Partnership)</i>	Future Position (Year 3+)
<ul style="list-style-type: none"> Two nearby clubs, each with smaller or constrained junior sections Both rely heavily on volunteers, delivering 6 sessions per week. Duplicate effort and neither club feels confident enough to take on a paid coach alone Limited or inconsistent progression to or through trials from either programme 	<ul style="list-style-type: none"> One shared Talent Coach deployed across both clubs Joint school and community outreach plan Coordinated training schedule (e.g. hub sessions + home-club sessions) Shared athlete support and equipment Collective business plan with shared financial contribution 	<ul style="list-style-type: none"> A single, visible junior performance pathway across the area Increased total junior numbers across both clubs Clear progression routes without requiring athletes to move in order to fulfil their potential Stronger coaching workforce (paid coach + developed volunteers) Financial sustainability achieved through shared income streams Area-wide talent retained and progressing



What does success look like?

Together, we will significantly improve the opportunities available to young people with potential in your area. By investing in extra coaching capacity, we aim to increase the number of athletes from your club who feel prepared and ready to progress through GB Trials. Over the three years, we will work in partnership to strengthen your club's underlying model, ensuring these high standards and opportunities continue to thrive long after the initial grant funding.

- **Participation and National Success:** Together, we will work with your club or state school to help you welcome more athletes and raise performance standards across the entire junior squad.
- **Athlete Development:** We will work with your club or state school to create a clear, long-term plan for developing athletes. By collaborating with British Rowing coaches, we will build on your strengths to ensure your programme is rewarding for every rower.
- **Transitions and Retention:** We will help your club or state school guide and develop athletes as they move into senior squads, university, or performance programmes. This also includes supporting those who wish to stay involved through coaching or volunteering roles.
- **Coaching Capacity and Experience:** We will help your club or state school maintain the coaching team needed to run the programme effectively. Together, we will create a welcoming, inclusive environment where every athlete feels valued and supported to reach their full potential.
- **Community Reach and Improved Diversity:** Working with our Community Development Team, your club or state school will build strong links with local schools and youth groups to welcome new athletes. Over time, this will help your club reflect the community living within a 30-minute walk or cycle of your gates.
- **Future Development and Entry Points:** We will work with your club or state school to create a plan for regular indoor rowing, taster sessions, and 'Learn to Row' courses. By offering these throughout the year, your club will increase the ways people can discover and enjoy the sport.
- **Governance and Sustainability:** We will help your club or state school strengthen your planning, finances, and volunteer team so the programme can thrive independently. Our goal is to work together over three years to ensure your success is self-sustaining and continues to grow long into the future.



How Success will be Measured

- **Performance Milestones:**
 - Numbers achieving Regional, Home Nation and/or GB selection.
 - Numbers attending regional and/or national camps
 - National competition results. (e.g. National Schools, British Rowing Club Championships)
- **Community Engagement:**
 - The number of schools and/or community organisations linked within 30 minute walking or biking distance of the club, that regularly feed athletes into the club.
- **Participation Metrics and Diversity Metrics:**
 - The number of athletes engaged (Including the retention and progression rates of those athletes).
 - The demographic breakdowns of engaged athletes.
- **Athlete Development:**
 - Training volumes
 - Progress towards age/stage benchmarks.
- **Transitions and Retention Rates:**
 - Through the retention and progression rates of athletes onto the next stage of their development (e.g. to a suitable Senior Squad, University, PDA or HPA) or into other opportunities in the sport (e.g. coaching).
- **Coaching Capacity and Experience Measures:**
 - Hours delivered.
 - Coach-to-athlete ratios.
 - There is a coach development plan with all coaches meeting [British Rowing's Requirements of a Responsible Coach](#) as a minimum standard.
 - Case studies capturing the lived experiences of athletes, parents and coaches on quality, accessibility and their sense of belonging.
- **Governance and Financial Health:**
 - Through an assessment of the club's governance policies, development plans, finances, and volunteer resources to ensure long-term self-sufficiency.



British Rowing Commitments

British Rowing will:

- Provide part-funding to support the programme, typically between £30k and £120k over three years, based on the club's identified needs. Funding may be used for coaching employment costs, equipment, and to ensure talented young people are not excluded on affordability grounds.
- Provide loaned technical equipment to support the delivery of a high-quality, high-performing junior programme.
- Work in active partnership with the club to support athlete welfare and the development of the performance programme, including technical input, additional administrative support and project management.
- Support the club in establishing a clear long-term athlete development model across all age groups, with age-appropriate training loads and skill development.
- Jointly oversee the recruitment, appointment and ongoing appraisal of the Talent Coach employed by the club.
- Carry out regular joint reviews of progress against the agreed Criteria for Success and work collaboratively to make any required adjustments.
- Provide in-kind development opportunities for athletes, coaches and volunteers, including coach education and development, and full access to Performance Development Academy support and camps.

Commitments of the Partner Club:

Essential

- A current junior section with clear potential to grow to 100+ junior members across the J13–J18 age groups.
- A defined catchment area that includes at least three secondary schools within a 30-minute walk or public transport journey, and a total local population of over 60,000.
- A credible plan to be financially self-sufficient by the end of Year 3.
- A clear commitment to creating and embedding an inclusive, welcoming club environment, aligned with British Rowing's [Committed to Inclusion](#) Plan, where individuals from all backgrounds feel valued, respected and supported.
- Clear and effective club communication channels.
- A supportive and well-structured club committee, with clearly defined roles and responsibilities, including a Junior Coordinator and/or junior sub-committee, willing to work closely with a Lead Junior Coach.
- An established Club Welfare Officer who is independent from junior athletes and coaches.
- Full compliance with British Rowing's governance, safeguarding and water safety requirements for junior sections, including ensuring all coaches meet [the requirements of a responsible coach](#).
- A strong track record of good practice and partnership working with British Rowing (for example, timely water safety audits and no current or recent welfare concerns).
- Demonstrable intent and capacity to deliver taster and Learn to Row opportunities that support beginners to learn the basics and transition into junior squads.



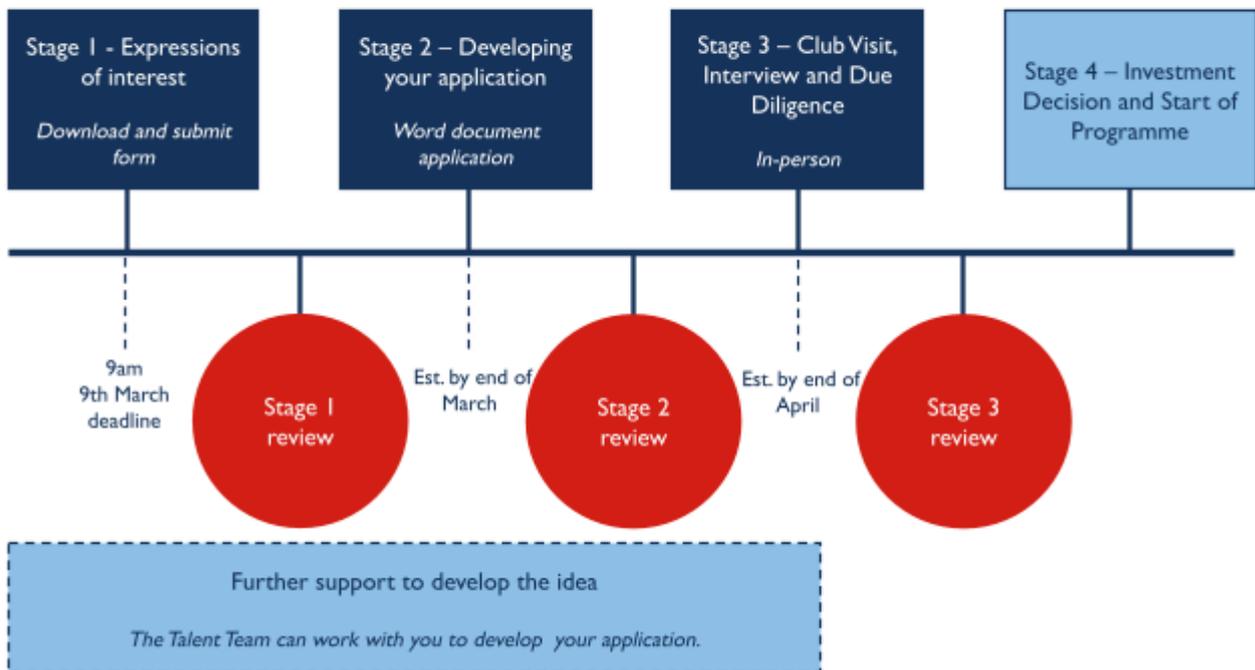
Facilities

- **Adequate Water Access** - Including:
 - Safe access to a suitable stretch of water for training, considering varying skill levels and intensity of sessions.
 - Water that can be accessed regularly and can accommodate the increased number of junior sessions without significant conflict with other club squads or other water users.
- **Boathouse and Land Training Facilities** - Including:
 - Sufficient racking space for the number of junior-appropriate boats and blades required for the programme.
 - Suitable changing facilities.
 - A suitable land training area for ergo and S&C training.
- **Boat Fleet** - That includes:
 - A sufficient number and variety of well-maintained boats and blades appropriate for varying age groups, skill levels and crew sizes.
 - A plan for ongoing maintenance, repair, and fleet renewal/expansion.
 - Suitable trailers and drivers to transport equipment as racing and training opportunities dictate.
- **Coaching Launches and Safety Equipment** - Including:
 - Dedicated, well-maintained and reliable coaching launches equipped for effective on-water coaching (if required).
 - Sufficient safety equipment suitable for the required level of activity as dictated by the club's water access needs and risk assessment.

Desirable

- Be within a 45-minute drive of a [Performance Development Academy](#).
- An already clear understanding of the requirements needed to build a sustainable, high-performing junior programme.
- Established links with a minimum of 3 local schools and/or youth organisations.
- A current club development plan.
- A current parent engagement strategy.
- An already established fair and transparent selection policy.
- A dedicated junior budget.
- An inclusive membership plan that allows those from lower socioeconomic backgrounds to become members of the club.
- Boathouse and Land Training Facilities, which include a suitable crew space for relaxing between sessions, and for squad meetings and debriefs.

Application Process



The application process for clubs will be in four stages:

Stage 1: Expressions of Interest

In this stage, we welcome initial expressions of interest from clubs to gather information on their intentions and capabilities to fulfil the programme.

Clubs can submit their interest by downloading the form below and sending the completed document to James Andrews (james.andrews@britishrowing.org).

[Click here to download the Talent Inclusion Investment Expressions of Interest form](#)

Deadline: Initial expressions of interest will close at **09:00 on Monday, 9 March 2026.**



Stage 2: Developing Your Application

In this Stage, we will look more closely at the club's plans to make sure they are realistic. We will check that their ideas are backed up by evidence and identify where they might need extra support to fulfil their commitments. This will include:

- **Evidence of the club's growth potential:** Detailed plans on how the club will reach 100+ junior members (J13-J18).
- **Geographical feasibility:** Confirmation that the club's catchment area includes at least three secondary schools within a 30-minute commute and a local population exceeding 60,000.
- **Financial sustainability:** A year-by-year financial plan demonstrating how the programme will become self-sufficient after the three-year grant funding ends.
- **Coach and athlete development plans:** Outlining the club's current and future training volumes, aligning them to [British Rowing's How Much, How Often](#) guidance.
- **Community and Inclusion Strategies:** Evolving how the club will engage with ethnically diverse and lower-income communities, beyond what was provided in the expression of interest.

This will be scheduled to provisionally take place in March 2026.

Stage 3: Club Visit, Interview and Due Diligence

In this Stage, we will visit the club and interview the committee. We want to see how the club works in practice and make sure the partnership and its goals are achievable before we formalise any agreement. This will include:

- **Confirming the club's "Lived Reality":** Verifying that the club's daily operations and culture match the details provided in their initial application and follow-up.
- **Assessing Feasibility:** Determining if the partnership's specific goals and long-term vision are realistically achievable within the club's current environment.
- **Evaluating Facilities and Governance:** Conducting a physical check of the water access, boathouse, and equipment, while also reviewing governance policies and volunteer resources.
- **Formalising the Partnership:** Meeting with the club committee to finalise the agreement and ensure mutual commitment to the programme's success.

Stage 4: Investment Decision and Start of Programme

Following the first three stages, the successful clubs will be contacted with an offer outlining the partnership. This will include the award amount, the duration of the partnership and any specific milestones they must meet to continue receiving support.

The club will have 2 weeks to accept the offer and sign an agreement outlining the above details.

Once agreed, we will work in partnership to put in place any requirements to start the programme at the club, such as the purchase of new equipment, employment of coaches etc for the programme to officially start, no later than 1 September 2026.