



# Strategic Plan for 2009 – 2013

Incorporating Year 1 revisions shown in red

February 2010

## Introduction

Scottish Rowing's Strategic Plan for 2009 – 2013 will build on our increased participation in rowing throughout Scotland and our aspiring group of developing junior athletes.

With the success of our school's rowing programmes providing increased interest in rowing at the base of our structure we will create a strategy to develop rowing that will be successful in engaging with this new and growing participant base, whilst catering for our established members.

With the London 2012 Olympic and Paralympic Games and the Glasgow 2014 Commonwealth Games, Scottish Rowing has a perfect opportunity to develop the sport and to establish a sporting legacy. The interest that will be generated in rowing, specifically from London 2012 should be capitalised on and plans made to cope with the increase in participation across all forms of rowing.

As rowing in Scotland is still delivered almost entirely by volunteers, many of whom are active in their local clubs, Scottish Rowing will aim to support this infrastructure of volunteers which is crucial in developing our sport through the focused use of professional staff and officers.

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

## The Vision

Scottish Rowing's vision is to help and inspire people to take part in the many forms of rowing. It also aims to enable its members, partners and the wider rowing community the best available opportunity to achieve their potential in all aspects of rowing at whatever level they choose to participate.

In order to achieve this, Scottish Rowing will:

- Offer sustainable access for all into rowing at every level
- Create the opportunity for those with the desire and potential to achieve success
- Appreciate the work of our volunteers and provide appropriate support and training
- Have a positive impact on society as a whole, by developing rowing as part of the broader sporting and social agenda
- Work closely with partners to provide an integrated solution in order to service a growing membership
- Have the highest standard of corporate governance

## Strategic Context

The Scottish Government's National Strategy for Sport identifies two national outcomes for Scottish sport – increasing participation and improving performance. These outcomes are the main focus of the *Reaching Higher – Building on the Success of Sport 21* Strategy where the vision for Scotland is:

- a country where sport is more available to all;
- a country where sporting talent is recognised and nurtured; and
- a country achieving and sustaining world-class performance in sport.

Within the national strategy, **sportscotland** has been given the following priorities:

- **well trained people** - People are our most important resource. Well-trained, motivated, confident and capable coaches, officials, volunteers and professional staff are core to the delivery of our vision. Without their expertise people will not get enthused and involved and our sportsmen and women will not reach their potential.
- **strong organisations** - Scottish sport needs its organisations to be fit for purpose and able to work in partnership if we are to meet the dynamic and changing needs of sport.

- **quality facilities** - Quality facilities are fundamental to the strategy's delivery. The availability, accessibility and quality of facilities influence whether people take part in sport, which sports they enjoy, how often they participate and how well they perform.
- **providing the pathway** - For many, participating in sport will not in itself bring sufficient personal satisfaction and they will want to improve their skills and reach their potential. It is vital that key agencies work together to ensure that opportunities exist and are easily accessed.

Scottish Rowing's Strategic Plan for 2009 – 2013 aims to support the delivery of these outcomes and play a part in delivering a range of opportunities specifically those arising from 2012 and 2014.

## Our Progress 2005 - 2008

The key aspects of this stage of our development have been to put in place the building blocks for expanding our sport and securing the financial security for its further development. We are now planning to develop a stronger base of professional leadership and expertise for the sport in Scotland.

Scottish Rowing has developed highly successful schools indoor rowing projects in Glasgow, Aberdeen & Inverness. Intensive programmes in Aberdeen and Glasgow are now in their third year where participants have shown promise with coaching and competition in indoor rowing over the winter months followed by a smooth transition to water based activities in the early spring. This has allowed an increased number of emerging athletes and crews to successfully compete in both schools and club events in the main regatta and head racing season. A pilot project in Stornoway shows promise where much enthusiasm is evident following the donation of boats and equipment to introduce rowing to the Western Isles.

Support for our Talented Athlete programme and Performance Coach programme has continued to provide valuable support for the development of athletes with GB potential. There has been a consistent attendance of talented Scottish athletes at the GB trials with promising performances reflected in selection for the various GB teams.

Rowing continues to be one of Great Britain's most successful sports on the World Stage. In 2008, GB athletes were overall winners of the FISA World Cup and the top rowing nation at the Olympic Games. Katherine Grainger represented GB successfully medalling at both World Cup events and winning a third Olympic Silver medal in the Women's Quadruple Sculls. There have been several other athletes who have represented GB at U23, Senior and Junior World Championships as well as the Junior Coupe de la Jeunesse Regatta.

With **sportscotland** funding specialist equipment for adaptive rowers has been purchased. An adaptive scull and a double scull with postural support seating and scullies (rigger floats) are now sited at Loch Lomond Rowing Club and this has been established as the base for Adaptive Rowing in Scotland. A demonstration event has already been held at the Scottish Championships.

In conjunction with our colleagues in British Rowing and the Welsh Amateur Rowing Association we have implemented the UKCC Coaching Award scheme as the benchmark for coach education in Scotland.

## Partnerships

Partnerships are crucial to our success and will be at the centre of our strategy. We will work with a range of partners and agencies, public sector, commercial and non-commercial to promote and deliver projects to develop rowing throughout Scotland.

## Main Objectives

Building on experience gained in the last four years, we will work with our partners in sport and the wider community to deliver an integrated development plan. To achieve the objectives of the plan, Scottish Rowing will focus on six strategic areas:

- Sports Development: Working to inform people about the full range of rowing activities available and encourage increased participation in these activities.
- Performance: Working to support development opportunities for people aiming to achieve high level performance in rowing.
- Coaching: Developing an integrated and comprehensive pathway for athlete development through the sport, from Basic Instructor, through UKCC, to performance coaching
- Facilities: Working to support the demand for access to water and development of facilities at a local level and nationally ensuring that our facilities become widely known for high quality events.
- Member Services: Provision of a valued service to all members that is informative and beneficial.
- Governance: Provision of an effective and equitable governing body.

## Sports Development

Scottish Rowing is dedicated to bringing rowing to a wider audience and encouraging greater participation. We have been successful in increasing our participation, particularly through our schools project, during the past 3 years. **We now envisage four strands to developing rowing:**

- Helping member clubs to grow their own capacity (e.g. by applying for facilities grants, linking to local authorities, developing their own school-link projects or junior sections, training more coaches, attracting more volunteers)
- Creating link pathways for rowers to move through the sport (e.g. from schools or universities to clubs, from indoor to outdoor)
- Documenting and disseminating good practice (e.g. from the schools projects in Scotland, or from English experience of club development) and particularly from within clubs and projects that can serve as a model for others.
- Create new opportunities for rowing development such as new clubs and the wider range of rowing disciplines e.g. coastal and indoor rowing

Clubs are fundamental in both recruiting and retaining people of all ages within the sport of rowing. This is also where many of our talented rowers are developed and it is essential that we ensure our clubs have the appropriate facilities and resources. Clubs exhibit varying degrees of capacity and willingness to develop. Scottish Rowing proposes to identify a number of member clubs who are willing to engage in further development, with practical support from Scottish Rowing. The range of development activities could include: acquiring ClubMark accreditation; seeking capital or project funds from the Lottery; establishing a junior section; creating school-link projects; creating an adaptive rowing centre; building a pool of trained coaches.

There is also scope to create a clearer support programme for rowing clubs in Scottish universities where there is a big intake of new members at the beginning of each academic year. Relationships between the universities and Scottish Rowing need to be strengthened and work is required to create pathways for rowers leaving universities.

Scottish Rowing has developed a programme to encourage young people to participate in rowing, mainly through Schools Indoor Rowing. To encourage juniors to participate and improve within the sport, Scottish Rowing will promote this successful programme in 2 new areas as well as providing support to further strengthen the existing 3 projects.

The model & programme for the existing schools projects needs to be documented to enable it to be successfully replicated in other areas. Further work is also required to create more pathways for children in these projects to take part in outdoor schools rowing, and then from schools to clubs.

Unfortunately, most clubs in all areas of sport suffer from volunteer overload in their reliance on a small core of volunteers. This increases the workload for these people which can be off-putting when trying to plan for the future. Scottish Rowing must continue to recruit new volunteers into the sport and provide them with appropriate support / training to allow rowing to develop in Scotland.

Scottish Rowing will continue to work towards encouraging & developing a wider range of rowing disciplines in its bid to bring rowing to a wider audience.

- To support the increased popularity of indoor rowing, Scottish Rowing will introduce Level 1 and 2 qualifications for indoor rowing. This will provide technical training for teaching and coaching indoor rowing and prevent indoor rowers using bad technique.
- Clubs will be supported and encouraged to make provision for adaptive rowers both recreationally and if required, for competition.
- We will work to support local initiatives in the further development of coastal rowing at appropriate locations.

There is a group of current rowers, ex-rowers and potential rowers who would like to continue rowing but do not wish to compete in the existing Scottish Rowing events. This may be due to the amount of time required for this commitment or alternatively, they would like a new challenge. By offering a wider range of disciplines and events, Scottish Rowing will maximise its ability to attract and retain people in its sport.

Scottish Rowing is committed to developing opportunities equitably. Currently, 47% of our members are women.

### Outcomes

- Increase participation in rowing to allow long term club developments
- Encourage interest in junior rowing, including girls through schools rowing programmes
- Promote volunteering within the sport
- Increase diversity of disciplines available within rowing

## Performance

Scottish Rowing is committed to supporting Scottish athletes and coaches to enable more Scots to represent Great Britain on the world stage. We aim to give our athletes, coaches and clubs the opportunity to excel by ensuring that the appropriate training environments, support and pathways are available.

Scottish Rowing will focus its resources on junior and U23 athletes, whilst supporting the activities of Scottish athletes on senior teams where appropriate. Top high performance athletes are developed through large numbers of regularly competing young athletes and good quality coaching programmes. Scottish Rowing aims to encourage more competitive young athletes by introducing inter-regional competitions and running regular development camps.

To provide the appropriate training environment for our athletes, Scottish Rowing will work with clubs and coaches wishing to support a high performance programme, to ensure that our talented athletes are able to train together without having to travel more than 100 miles. High performance clubs and regional squads will be developed under the guidance of a chief coach and coaching team to provide support and development opportunities to Scottish athletes with the potential to represent GB.

To widen the pool of young rowers in our clubs, Scottish Rowing will support the successful Talent ID programme that is effectively identifying potential talent amongst young people. Within rowing in Britain, the Talent ID programme is starting to show results and Scottish Rowing will benefit from developing this model. As can be seen from the success of the World Class Start programme prior to the Beijing Olympics where several athletes made the GB Team and, in fact 2 of these athletes won medals. These programmes will be run taking into account the current GB plans for similar projects.

To move rowing in Scotland to 'the next level', it is essential that we look at the development of our University rowing programmes. One third of our licensed rowers in Scotland are currently within the

University clubs (2008 figures – 392 students / 1,157), yet the provision of coaching is rare. Scottish Rowing proposes to investigate the options for the introduction of full-time professional staffing into a minimum of two Scottish Universities. Discussions will take place with Universities interested in and those capable of supporting a high performance club programme. In addition to this, Scottish Rowing will introduce the Talent ID programme into the Universities to identify potential among young adults.

A Performance Group has been established to oversee the management and co-ordination of the Scottish Rowing Performance Plan in Scotland. Scottish performance pathways will give opportunities for rowers to progress to GB pathways at an appropriate stage in their development. The Performance Group will ensure that the Scottish pathway will map onto and align directly with published and emergent GB plans.

The Performance Group will work closely with the Scottish Institute of Sport to provide full integration of our elite athletes into the Institute of Sport networks. In line with other sports, Scottish Rowing will work towards employing a High Performance Coach through the Institute of Sport network.

Scottish Rowing also appreciates that some athletes need to be exposed to the strict training regime that is required in order to become an elite athlete. One of the ways that this can be achieved is to have a recognised pathway for getting selected for Scotland in order to compete in the Home International Regatta (HIR) or the Commonwealth Rowing Championships. We aim to get rowing back as one of the recognised potential sports (tier 2) in the Commonwealth Games as this will become a catalyst for some of our athletes in striving to be an elite athlete.

### Outcomes

- 5% of GB teams to be made up of Scottish athletes
- Identify, develop and support high performance athletes in Scotland and provide clear performance pathways to GB representation
- Our best athletes training together locally – athletes should not have to travel more than 100 miles to train with a high performance squad
- Identify, develop and support high performance programmes in Scottish clubs
- Develop the existing talent id model in schools & universities within Scotland
- Further develop relationships with key performance partners including the Scottish Institute of Sport
- Continue to develop the Scottish Team Selection Policy
- Continue to push for rowing to be a tier 2 sport with the Commonwealth Games Federation

## Coaching

Quality coaching underpins everything we do as a sport. **Without quality coaching we will not maximise the opportunity for our athletes to progress from beginner to high performance athletes.** Scottish Rowing must focus on the recruitment, retention and development of technically competent and suitably experienced coaches **within the UKCC structures** to meet our strategic objectives.

To support this objective, Scottish Rowing is introducing an integrated and comprehensive programme of training and coaching support. To improve the standard of coaching throughout Scottish Rowing, this programme must provide a pathway for coaches to develop from a basic instructor to a high performance coach. Appropriate training should be encouraged and promoted to all member clubs, schools and universities for both indoor and water rowing.

**Only by continuous personal development for our coaches, will our athletes maximise their potential.**

### Outcomes

- Develop and promote integrated programme of coach education
- Recruit, retain and develop experienced coaches throughout Scotland
- Identify, develop and support high performance coaches in Scotland

## Facilities

For our member clubs and athletes to maximise their potential, it is essential that they have the appropriate facilities and resources. This is essential for performance athletes and where rowing programmes are developed in schools and existing club facilities & resources are insufficient to provide on-water opportunities.

In addition to supporting and developing our current clubs, it is important that Scottish Rowing seeks to develop new clubs where there is suitable water. **To support this objective Scottish Rowing will undertake an audit of 'developing club' facilities and potential new sites in relation to population distribution.**

**The Scottish Rowing Centre, at Strathclyde Park, is a high-class training facility that has been under-used in the past. It can provide assessment, fitness, training and coaching on a regular and one-off basis to all clubs, schools and universities, as well as being an 'all-weather' base for a range of training camps. Scottish Rowing plans to promote the facilities widely throughout the sport so that it becomes a training and development centre of excellence.**

To support our aspiring GB athletes, Scottish Rowing needs to provide access to a still-water course as well as water that is suitable for long distance training and time trials of up to 6000m.

The course at Strathclyde Park is a still-water course that allows crews to train for 2000m side by side in up to eight lanes and is recognised as one of the top rowing courses in the World. Currently new club facilities are being developed at Glasgow Green which will provide a regional training centre and a home for athletes doing long distance training during the winter. The Caledonian Canal at Inverness is recognised as one of the best stretches of rowing water in Scotland. It is one of the most suitable long distance trial venues in the country and in recent years has hosted full GB long distance trials.

Ensuring the facilities at Strathclyde Park are maintained **by attracting and hosting major events**, supporting the development of Glasgow Green club facilities and developing the facilities at Inverness are necessary to provide our GB aspiring athletes with appropriate training facilities.

**To support our junior development programme and the introduction of the Junior Inter Regional Competition, it is important for Scottish Rowing to define Junior Regional Facilities that can provide juniors with the support structure they require. This would also support the establishment of regional performance squads enabling our best athletes to train together on a regular basis locally.**

In the longer term, Scottish Rowing should be looking into the possibilities of improving access to suitable water for the east of Scotland, specifically in Edinburgh and Aberdeen.

### Outcomes

- Audit of existing rowing facilities in Scotland
- Update selected current facilities nationally and locally
- Identify new boating locations and clubs
- Promote facilities at Strathclyde Park, Glasgow Green & Inverness for aspiring athletes and for national and international events.
- Promote the Scottish Rowing Centre

## Member Services

To promote and improve rowing in Scotland, Scottish Rowing needs to support its members so they can enjoy the sport at whatever level they wish to participate at. There is a need for Scottish Rowing to provide leadership for its clubs and ensure that communication lines run smoothly to disseminate useful and necessary information.

As the governing body for rowing in Scotland, Scottish Rowing must represent its member's interests within Scotland and the UK on the many issues and challenges that face the sport.

In order that we understand accurately the composition of our members it is important that we gather the required equity information. As the current method for gathering the information puts an unnecessary burden on the clubs alternatives ways should be investigated.

The principal concern for many club members is the annual calendar of competition. Scottish Rowing will ensure that there is a competition structure that reflects the aspirations and requirements of the athletes, club members, coaches and officials.

The website should be enhanced to allow for online membership applications and renewals and delivery of training and distribution of technical material.

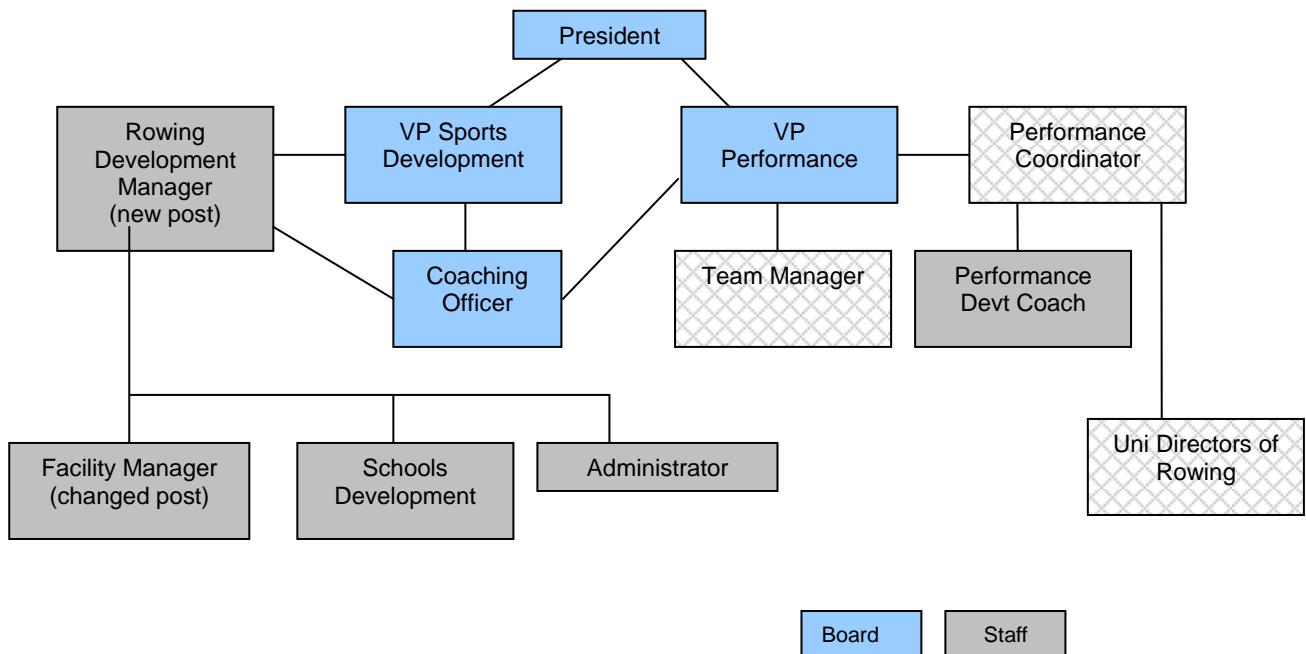
Outcomes

- Ensure effective communication with Scottish Rowing members
- Represent the views of our members within Scotland and the UK
- Provision of leadership and guidance to support club development
- Provision of an appropriate competition calendar including Scottish Championship and HIR
- Plan and implement an updated website

## Governance

To provide strong leadership to our members, Scottish Rowing must ensure that its own corporate governance and good practice policies are maintained to the highest standard. It is important that we should lead by example and to this end we will continue to develop and update our policies, including child protection, equity and water safety, regularly.

To lead and coordinate the development of rowing in Scotland, we propose to re-configure and upgrade the current management and staffing structures as shown.



Outcomes

- Ensure that appropriate governance is provided in the following areas to allow Scottish Rowing to operate efficiently and competently.
  - Association Structure
  - Corporate Governance
  - Finance
  - Child Protection

- Equity
- Anti-Doping
- Water Safety
- Race Control
- Strong professional core staff team leading on rowing development, high performance, sports administration and facility management.