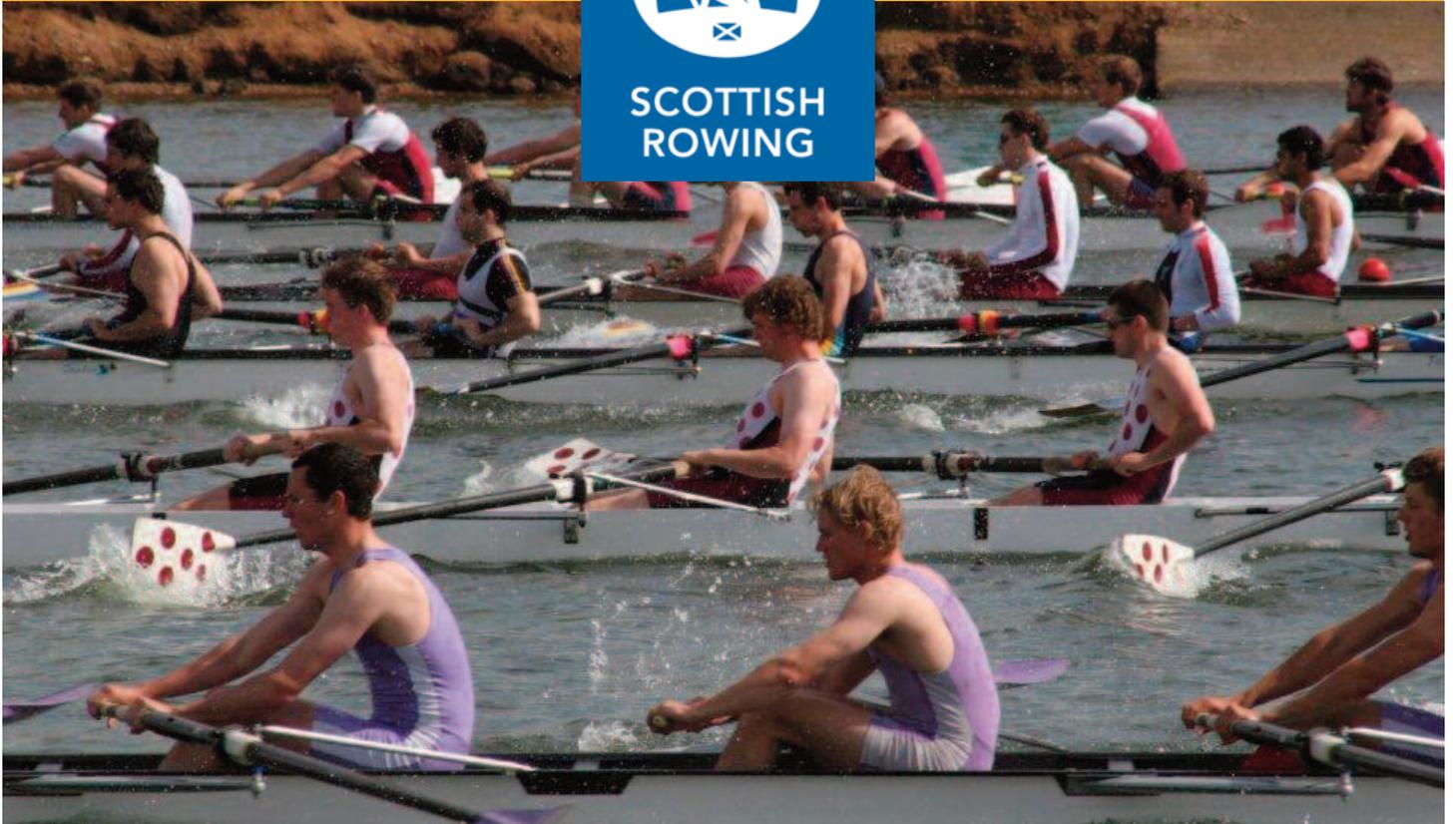




SCOTTISH
ROWING



Scottish Rowing Strategic Plan
2013 – 2017



Introduction

Scottish Rowing is the governing body for rowing in Scotland. We are passionate about our sport and are committed to making rowing part of Scotland's culture. This is an exciting time for rowing with London 2012 seeing GB's top result ever in an Olympic regatta. Two Olympic gold medals from Katherine Grainger and Heather Stanning and a further Paralympic gold medal from David Smith have resulted in Scottish clubs experiencing unprecedented interest in taking up our sport and our clubs are working flat out to satisfy this demand.

This plan represents the continuation of a journey of transformation and modernisation for our organisation with a focus on stronger governance supported by increased professional appointments in key areas. Improving performance and increasing participation remain our overarching objectives and the priorities for the next four years will deliver these.

How are we performing?

We have made measurable progress against the objectives set in our last plan (2009-2013).

There has been a steady increase since 2009 in the number of people taking part in the sport. More clubs are engaging with schools and are starting to see the benefits of this in terms of membership and funding. An agreement with British Rowing to access the Explore Rowing resources will help clubs attract new members of all ages.

It has long been acknowledged that many of our clubs' facilities are in need of development and in support of this we have completed a national facilities strategy for rowing which will raise the profile of these needs with key partners.

Our performance programme has delivered fantastic results from Scottish athletes with GB representation at all age groups. Our valued partnership with **sportscotland** has enabled us to provide access to support from the Scottish Institute of Sport for some of our young talented athletes.

Although Adaptive Rowing programmes in Great Britain have existed since 1975 it is only in the last ten years that the sport has achieved recognition at a World Class level. We are growing our capability to support Adaptive rowing by providing training opportunities for club coaches and have started regular adaptive rowing sessions at the Scottish Rowing Centre.

The recruitment of a full time development manager for rowing and the establishing of a new performance development programme in partnership with the University of Edinburgh have helped us increase the pace of progress against many of our priorities.

Our vision is clear

“... to drive and inspire people to take part and achieve their potential in rowing, making rowing Scotland’s water sport of choice.”

Our Vision

We understand the importance of our member clubs in delivering this vision and our strategic priorities recognise the key role that clubs and their members have to play. The experience participants have at our clubs; the facilities, the coaching and the programmes offered are all critical to encouraging and inspiring people to take part and progress in rowing. Our performance programme will enable us to support our athletes on the path towards achieving at the highest level. Developing strong clubs, combined with a clear development and performance plan is at the heart of our strategy.

Our values

Our core values and principals underpin all that we do:

- We believe rowing is a sport for all and a sport for life...
- We are passionate, dedicated and committed
- We are aspirational and ambitious
- We are inclusive and accessible
- We value and promote integrity in all aspects of our organisation – governance, coaching, volunteers, competition
- We strive for excellence – to be the best that we can be.



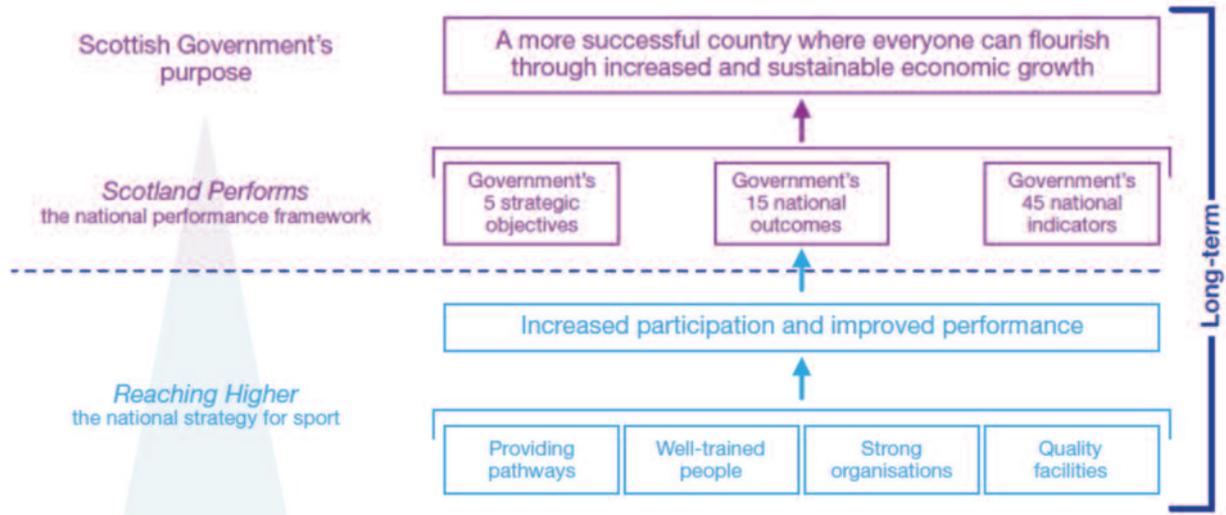
Our Priorities

Our priorities for the year are grouped into seven themes:

Clubs	Clubs provide a quality experience which supports retention and growth
People	A strong sustainable body of coaches, officials and volunteers supported by a clear training infrastructure
Places	Maximised club capacity in quality facilities with improved access to rowing
Performance	More Scottish athletes competing for the GB team at all levels
Governance	A strong organisation with the right skills to lead the sport
Partnerships	Stronger, more productive relationships with external partners
Communications and Marketing	Rowing has a higher profile in Scotland

Our plan in context

Our seven themes are clearly aligned to the Scottish Government's wider agenda for sport in Scotland as set out in Reaching Higher (see diagram below). The activities planned in each of these areas are summarised later in this document.



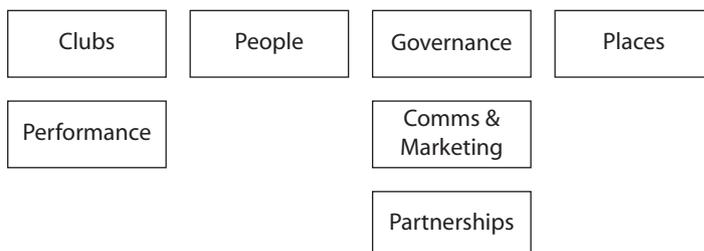
sportscotland
Corporate Plan
2009-2011

Priorities



Scottish Rowing
2013-2017 Plan

Priorities





Clubs

Increasing participation and improving performance can only be achieved if Scottish Rowing and its member clubs work closely together to build a strong club infrastructure to support the growth and development of the sport. We are committed to working with clubs to help them plan for sustainable long term growth. We will continue to develop tools and resources to support the volunteers running clubs and provide opportunities to share best practice. It is clear that clubs will benefit from building strong links and partnerships with their local communities and Scottish Rowing will help them identify the key local agencies and work with them to build those relationships.

Priorities

- Well organised clubs with a clear vision of what they want to offer their members and how they will do it:
 - Participation vs. performance
 - Learn to row/Recreational programmes
 - Links with schools/universities
 - Appropriate coaching structures
- Work towards better connected clubs with strong local partnerships
- Review of competition structure.

Outcomes

- Clubs have comprehensive and supported development plans
- Clubs meeting the needs of participants and potential participants, providing a quality experience which supports retention and growth
- Clubs at the heart of their local communities
- Clubs are more visible with a good local profile
- More sustainable clubs = increased membership
- Increasing participation in high quality events which meet the needs of participants.

Key Tasks

- Recruit new Regional Development managers to provide support at a local level
- Define and communicate Development Hub and Development Club requirements as per facilities strategy
- Work closely with clubs to produce development plans
- Provide information and guidance to clubs on keys issues of club governance, including specific support for university clubs
- Promote Explore Rowing as a Learn to Row resource
- Promote and develop club/school links where appropriate
- Build adaptive capability within Scottish Rowing and member clubs. Target 2 clubs to develop adaptive programme
- Develop clear policy on accreditation and support clubs to meet the standards required by local partners
- Identify key local partners for clubs and support them in building strong links
- Develop resources to help clubs promote themselves and their activities
- Promote indoor resources for schools
- Complete review of the competition structure in Scotland and implement the findings
- Explore new channels for rowing (water sports centres, gyms, touring, coastal etc.).



People

Rowing, like many other sports, is run by volunteers. Very few clubs have paid coaches and all are run and managed by dedicated individuals who have a passion for their club and their sport. To support the development of successful clubs, Scottish Rowing recognises the need to invest in the training and recruitment of coaches and volunteers at all levels of the sport.

Priorities

- Broaden membership base
- Retention of people in the sport – “Sport for Life”
- Pathways to keep people in the sport (umpiring, coaching, volunteering, governance) in place
- Effective framework and programme for coach education and development for all levels of coaches
- Investment in a professional coaching infrastructure with a commitment to better support our volunteer workforce.

Outcomes

- Increase in number of people actively involved in rowing; participating, coaching, volunteering, officiating, and supporting
- Increase in income to support continued investment in the sport
- A strong and sustainable body of coaches supported by a clear Coaching and Volunteering infrastructure
- A supportive environment that encourages volunteers to come forward.

Key Tasks

Coaching

- Develop and deliver a coaching plan aligned to *Coaching Scotland*
- Recruit a Coach Education and Development Manager
- Define, agree and implement the pathway for athlete and coach development in Scotland
- Assess the current and future coaching needs of the sport
- Design and implement a recruitment plan for coaches
- Develop a formal programme of sport specific CPD in line with agreed coaching pathway
- Build a community of club coaches within Scottish Rowing and provide formal and informal opportunities for coaches to share best practice
- Develop and deliver a mentoring programme for targeted coaches.

Volunteering

- Raise awareness of umpiring within the sport and actively support the recruitment of new umpires
- Assess the needs of clubs for recruitment of and support for volunteers
- Design and implement a recruitment plan for volunteers
- Design and implement a training plan for volunteers
- Optimise Scottish Rowing involvement in youth leadership schemes.



Places

Rowing is a facility based sport requiring, as a minimum, accessible water and a boathouse with adequate equipment, storage and changing facilities. The Scottish Rowing facilities strategy will be a clear statement of our facility needs and priorities and we are committed to ensuring the strategy is implemented. The Scottish Rowing Centre is a fabulous asset and we will be reviewing our operations here to ensure it is a centre of rowing excellence.

Priorities

- Implement facilities strategy
- Strategic review of Scottish Rowing Centre.

Outcomes

- Maximised club capacity with improved access to rowing
- The Scottish Rowing Centre is at the heart of performance, people and development and is recognised as a true centre of rowing excellence.

Key Tasks

- Complete and implement a full strategic review of operations at the Scottish Rowing Centre to include:
 - Gym operations
 - Scottish Rowing Performance and Development Activities
 - Water Charges
 - Boat hire/storage
 - Fleet
 - Events
- Address office space requirements necessary to deliver the staffing requirements of this plan
- Work with Glasgow Boathouse Trust and other partners in Glasgow to address the critical need for improved facilities
- Provide support where required to other club development projects aligned to the Scottish Rowing facilities strategy.



Performance

Scottish Rowing Performance is committed to creating a culture of ‘winning’ amongst our athletes, ensuring that a long term athlete development pathway is in place to allow those with the most potential to realise their Olympic dreams. A key priority over the period will be our investment in regional performance centres to ensure that talented athletes across the country have the opportunity to access first class training facilities and coaching.

Priorities

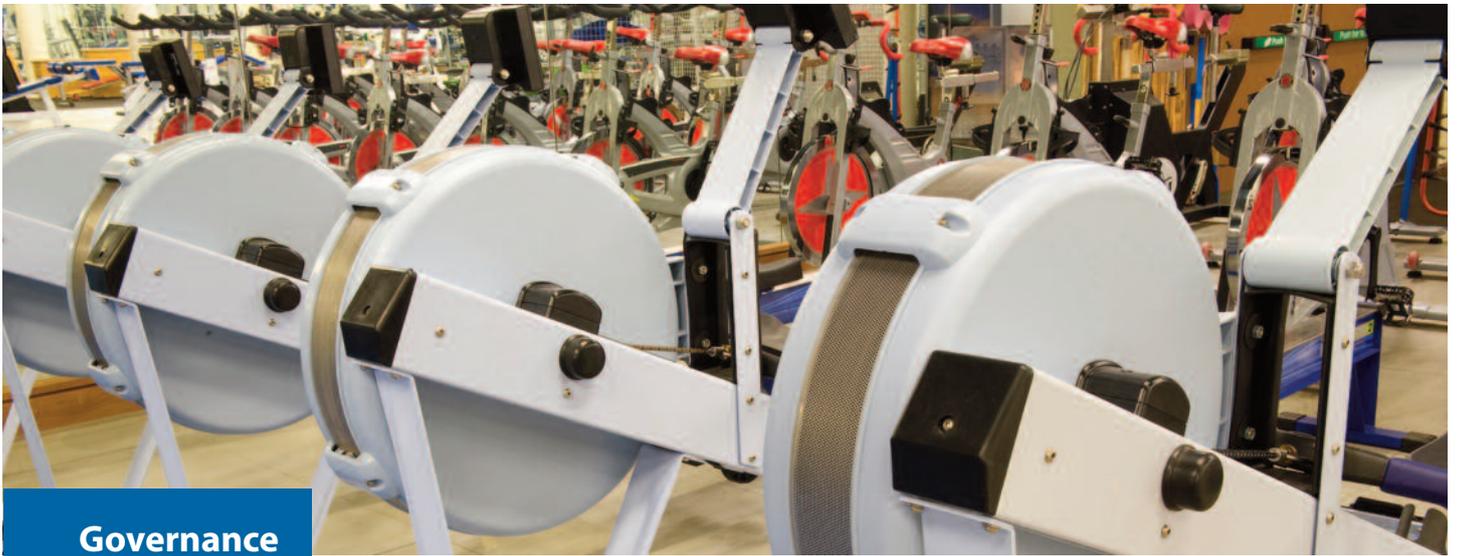
- Developing a world class performance programme with a significant emphasis at Under 23 level whilst focussing on long term athlete development (clear pathways, one team, and quality integrated programme)
- Improve national and regional performance infrastructure (coaching, facilities, equipment, adaptive)
- Improving existing and developing new partnerships (GB Rowing Team, Scottish Rowing Community, University Sector).

Outcomes

- Scottish athletes ‘graduating’ from the Scottish Rowing Performance Programme to the GB team at Olympic & Paralympic events in Rio
- Scottish athletes making up increasing numbers of GB Rowing Teams at U23 level
- Scottish athletes making up increasing numbers of GB Rowing Teams at Junior level
- Scottish based coaches achieving selection on a regular basis
- Improved performance by the Scotland Rowing Team at the 2014 Commonwealth Rowing Championships
- Scottish HIR team winning at all age groups.

Key Tasks

- Establish professionally led regional performance programmes in Aberdeen (North) and Glasgow (West) and further develop the existing programme in Edinburgh (East) in partnership with the University sector
- Recruit a full-time Talent & Performance Manager to lead on all day-to-day aspects of the Scottish Rowing Performance Programme
- Implement a Performance Coach Apprenticeship programme with appropriate CPD opportunities
- Recruit a Junior Co-ordinator to lead on the development and implementation of the Scottish Rowing Junior Development Programme
- Establish a national talent identification programme for Scotland which aligns with the GB Rowing Team Start programme and which feeds our regional performances centres
- Establish the Scottish Rowing Performance Programme in the Scottish Rowing calendar
- Complete the Domestic Competition Review and implement any performance recommendations
- Complete a training needs analysis for performance coaching workforce and run relevant workshops
- Develop an Adaptive Performance Programme at Strathclyde Park
- Develop better links with the GB Rowing Team / establish Scotland as a GB High Performance Centre
- Gain access to improved service provision through the **sportscotland** institute of sport and work to ensure better links between **sportscotland** practitioners and those from GB Rowing Team
- Identify a lead sponsor for Scottish Rowing Performance
- Complete a Performance review of the Scottish Rowing Centre to ensure ‘fit-for-purpose’
- Procure dedicated high performance equipment to support the national performance programme.



Governance

To achieve our vision, Scottish Rowing must operate effectively and efficiently to meet the needs of its members. A key priority is to recruit a full board with the appropriate mix of skills and experience required in a 21st Century governing body. We also recognise the need to develop the professional structure within Scottish Rowing to support the work of the board. We will also make Scottish Rowing an attractive proposition for corporate sponsors with the aim of increasing funding and reducing our reliance on a single source of income.

Priorities

- Professionalise Scottish Rowing
- Review board and committee structure in the context of professional staffing
- Align governance with the needs of an organisation
- Maximise investment from partners and other bodies
- Engage corporate sponsors.

Outcomes

- Professional staff in place where appropriate
- A strong organisation with the ability to deliver, and accountability for delivering, the Scottish Rowing strategy
- A sustainable and targeted income stream
- Scottish Rowing is a brand which sponsors want to be associated with.

Key Tasks

- Recruit a Chief Executive Officer
- Recruit other staff in line with plan
- Complete phased implementation of new membership system including governance changes to allow communication with Scottish Rowing members.
- Skills audit of Scottish Rowing Board and training for board members
- Review board and committee structures and responsibilities
- Recruit new board members
- Achieve Preliminary status on the Equality Standard
- Identify key potential funding partners and allocate lead contacts for each. Plan engagement
- Identify potential sponsors and build business case
- Manage impact of Commonwealth Games on staff time and resources.



Partnerships

We will continue to build relationships with key partners and stakeholders.

Priorities

- Strengthen existing relationships
- Identify and develop new key partnerships with stakeholders at local, national and international level.

Outcomes

- Increased access to and better use of shared and supplied resources and expertise
- Improved relations with new and existing partners
- Increased recognition of rowing in Scotland by key stakeholders
- A better understanding of the planning landscape and the implications for rowing.

Key Tasks

- Work with British Rowing/GB Rowing Team to ensure Scottish Rowing maximises its share of available UK funding
- Build productive relationships with North Lanarkshire Council
- Perform gap analysis of partnerships
- Produce detailed plan for engagement with identified partners including responsibilities, timescales and desired outcomes.

Communications and Marketing

Raising the profile of rowing will benefit the sport in a number of ways. Increased public awareness of the sport will bring increased demand for opportunities to participate. A higher media profile will also enable us to market the sport and its achievements to partners and potential funders.

Priorities

- Improve Scottish Rowing to membership communication
- Promote rowing and rowing clubs through:
 - local and national media
 - website, social media
- Harness the power of the Olympics and the Commonwealth Games.

Outcomes

- Increased transparency and two-way communication with wider membership resulting in more engaged membership
- Raised profile of the sport within the General Public
- Public awareness of Scottish contribution to the GB Rowing Team.

Key Tasks

- Clear external media and communications strategy produced and implemented
- Identify and cultivate key media relationships
- Direct communication with individual members through new membership system.

Key Performance Indicators / Targets

Priority	Target
Clubs	8-12% increase in Scottish Rowing membership numbers (vs. agreed baseline)
	8-12% increase in racing licence numbers
	Year on year increases in active club membership where clubs have received investment
	Development hubs and development clubs defined and identified
	Develop updated membership monitoring system and increase membership as above following agreement of baseline data
People (coaching)	Up to 100 UKCC Level 2 and 3 coaches qualified and deployed over the plan period
	The rowing coach pathway is agreed and all identified development clubs have a coaching structure aligned to it
	Establish an up to date and accurate database of deployed coaches
People (volunteers)	A better understanding of the needs of clubs for recruitment of and support for volunteers
	Increase number of umpires by 10%
Places	Support at least 2 club facilities projects through to agreement of planning and funding
	Produce and implement business case for the Scottish Rowing Centre
Performance	7.5% Scottish Athletes on GB Team
	4-6 homegrown athletes on GB Teams by 2017
Governance	A full, balanced board with the appropriate mix of independence and skills to run the sport.
	All committees fully populated with clear remits and responsibilities
	Maintain "reasonable" status in fit for purpose audit
	Achieve "Preliminary" status on the equality standard
Partnerships	Organisation has structured approach to engagement with partners including who, how and when
Communications & Marketing	Grow online and social media usage and audience by 25% over 4 years



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