



British Rowing Whole Sport Plan 2005-2009

Building our Future Growing and Succeeding

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



Amateur
Rowing
Association





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Reference documents

- ARA World Class Performance Programme 2005 - 2009
- ARA World Class Start and Potential Programme 2005 - 2009
- High Performance Programme in Clubs 2005 - 2009
- ARA Major Events Strategy 2003 - 2012
- Scottish Amateur Rowing Association Forward Plan
- Welsh Amateur Rowing Association Forward Plan
- ARA English Regional Plans 2005 - 2009
- ARA Volunteer Support Strategy 2003
- ARA Club Survey - 2004
- 'Rowed to Health' - Indoor Rowing Research 2004
- World Cup 2005/World Championships 2006 Facility Development
- Recreational Rowing Programme
- University Club Rowing Programme
- British Rowing Almanack
- ARA Website



1 Introduction

The British Forward Plan 2005 to 2009 will build on our **success** at each end of the sporting continuum, high achievement by British teams at Olympic and World level through the World Class programmes, and increased growth through the Amateur Rowing Association's (ARA) development programmes, such as the ARA's club/school link programme, Project Oarsome.

Through the medium of a 'Whole Sport Plan', we have the exciting and challenging task of creating a strategy to develop rowing that will be relevant and successful in engaging with a much larger participant base throughout Great Britain.

Partnerships are crucial to our success and will be at the centre of our strategy, at national, regional, county and local level.

We have **consulted** widely to produce this plan, within the Home Countries, with the English regions, with athletes and coaches, staff and volunteers. We have worked closely with our partners at UK Sport and Sport England, Sport Scotland and the Sports Council of Wales. The English regions will be working with their Regional Sports Councils.

In addition to the plan for British rowing and England, the Scottish ARA (SARA) and the Welsh ARA (WARA) have worked with Sports Councils in Scotland and Wales to produce their national plans. All the home countries have agreed the development of the sport encapsulated in the strategy document. This includes a model for development for both athletes and coaches, including the ARA's World Class Plans for Performance, Potential and Start.

The ARA, SARA and WARA, will continue their commitment to **equity within the sport**, and to developing **adaptive rowing**.

Good corporate governance and effective good practice policies will continue to be developed by the ARA, SARA and WARA, to underpin all our programmes at international, national, regional, and local levels.

2 The Vision

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

3 Values and Principles

- Encouraging and developing good practice to provide a transparent and accountable organisation at national, regional and local level
- Providing equal opportunities to participate in rowing regardless of age, gender, disability, faith and ethnic origin
- Creating the opportunity for those with the desire and talent to join the High Performance pathway and achieve medal success at World and Olympic level
- Playing an active part in developing rowing as part of the broader sporting and social agenda, and to benefit local communities
- Providing a welcoming environment and support for participants to enjoy the sport at whatever level they choose to participate
- Encouraging and developing safe practices in rowing and the culture of safety in general
- Valuing the work of volunteers and providing recognition, support and training
- Providing excellent career development opportunities and a caring supporting environment for our staff.



4 Context in Sport, and Working in Partnership

The ARA, SARA and WARA have worked closely with a number of partners at national, regional and local level to achieve joint objectives and targets. We will ensure that this process continues, at British level with UK Sport, and at Home Country level with the Sports Councils for England, Scotland and Wales. We also expect to work closely with the British Olympic Association (BOA), Central Council for Physical Recreation (CCPR), English Institute of Sport (EIS), sports coach UK, Department of Culture, Media and Sports (DCMS) as well as other government departments and agencies on programmes such as the Community Club Development programme (CCDP), the UK Coaching Certificate (UKCC), Community Sports Coaches and PE in Schools and School Club Links (PESSCL). The ARA, SARA and WARA are also ready to play their part in helping to raise the levels of fitness and health of the nation to achieve the targets set out in 'Game Plan'.

The ARA's English regions will work closely with the Regional Sports Councils (RSC) and Regional Sports Boards (RSB) to ensure our strategies and policies help to achieve regional objectives and targets.

In England we are developing good working relationships with a range of County Sports Partnerships to deliver the Community Sports Coach Scheme (CSCS). As the County Sports Partnerships (CSPs) and Local Sports Partnerships (LSPs) develop their roles, we expect those relationships to become closer and to be most beneficial in bringing rowing to a wider community.

Within England through Project Oarsome, the ARA's club/school link scheme, we have formed direct links with over 100 schools in the maintained sector. Some of these schools have Sports College status and are thus at the hub of a network of schools. By the end of this plan many more schools will be offering rowing, both on the water and through Indoor rowing in school. The ongoing development of Project Oarsome, Go-Row and Go-Race, school/club links in Scotland and Wales, and extending the relationships with schools and Sports Colleges will be an important focus of our plan.

We will continue to work with the partners who have made a significant contribution to our programmes, e.g. the Henley Stewards' Charitable Trust (HSCT), and to

develop new partnerships, both commercial and non-commercial to expand the sport.

We also believe we can have an even wider impact on community health and social welfare, by the expansion of an Indoor rowing programme to be delivered through local health facilities, and through private and public health and fitness clubs.

We are developing a whole range of interactive web-based products and services that will promote this work, as well as providing a very efficient method of measuring impact and tracking participants.

We see great opportunities for expanding our work with coastal rowing associations e.g. the Cornish Pilot Gig Association, The Welsh Longboat League. By working closely with these and other organisations, we aim to provide a range of supporting services appropriate to their needs, whilst supporting their wish to retain their unique character and independence.

5 Our Priorities

– Building on Success, Focusing on What has Worked, Further Innovation

Clubs are at the centre of the sport of rowing, in all the Home Countries, 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 sport.

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.

Additionally 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.

Clubs have also been crucially important in providing a **performance pathway** leading to World Class competition. In England, the World Class Start (WCS) and Potential programmes, have provided a critically important addition to the traditional club route into



rowing, by identifying talented individuals who can be supported and nurtured to achieve excellence. The WCS programme has involved over 30,000 young people since its introduction in 2002, mainly in state schools and universities without a traditional rowing base.

The World Class programme has again proved highly successful in **maximising the potential of our talented athletes**, by providing a whole range of technical, logistical and organisational support to achieve world level performances. In order to maintain and improve our high position on an ever more competitive world stage, we must continue to work with our partners in the Institutes of Sport to be at the leading edge of knowledge and **invest** in athletes, coaches and technical support to deliver demanding targets.

A key success area has been the investment through UK Sport in High Performance programmes in 6-8 clubs which are coaching athletes at the edge of becoming National squad members. This has allowed these clubs to employ coaches and work with us to provide a strong programme to talented athletes.

The major new 2,000 metre elite rowing training facility at Caversham will play a vital role in providing still water training for our High Performance athletes.

Dorney Lake, Eton is a privately funded regatta course, currently being upgraded to FISA International standard, that will provide the venue for the 2005 World Cup and the 2006 World Championships. We will work with partners to develop and fund an appropriate legacy programme for rowing at national and regional level.

The rowing course at Strathclyde Park is the only Olympic class sports facility in Scotland. It is also home to the National Rowing Academy in Scotland. Continued investment by North Lanarkshire Council and other funding partners helps to maintain the park as one of the best rowing facilities in the World. It is an essential part of this plan that we continue to attract major events to this venue in order to sustain this legacy venue.

Strathclyde Park will be the venue for the Masters Championships in 2005, and the 2007 Under 23 World Championships.

The Holme Pierrepont National Water Sports Centre will continue to be an extremely important venue as the National training base for our National squad athletes in the Midlands and North. Holme Pierrepont is the only regatta course in England, other than Dorney Lake (which can only provide limited use), providing water

facilities for regattas with on-site accommodation, and for training events, particularly juniors where on-site accommodation is essential.

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. The centre is also at the leading edge of development for adaptive rowing in the UK. Cardiff Bay will be a 1,500m 7 lane course, with a pontoon start at this stage. There is suitable rowing water for 4km up the Taff and 3km up the Ely at Swansea, and 4km on the Towe.

There are further important potential regional rowing courses in England, at various stages of development, some of which will require funding support. Progress is dependent upon a number of external factors including planning, gravel extraction, environmental and other sport interests. These include courses at Bedford, Norwich, Ely, and we are seeking to identify suitable water facilities for new clubs including Leeds, Watford and Cumbria.

More detail is contained in the ARA regional plans, the SARA and WARA plans.

In England 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 have started in the last year, thus providing sustainable sports activity for the large number of 11-14 year olds who have entered the sport.

We will focus on what has worked by developing these successful programmes, by investing substantial resources in our professional Coaching and Development Team (C&DT), investing in regional and club infrastructure both facilities and personnel, and by new and innovative schemes to broaden our participation base through recreational and coastal rowing, and indoor rowing. We are developing a new IT system which will provide us with comprehensive and sophisticated tracking and monitoring of our progress to achieve our targets. Ultimately the system will also help the ARA to develop new streams of funding and to market its intellectual property through a wide range of technical and information services.



It is important that similar programmes are developed within Scotland and Wales.

People of all ages are attracted to rowing for its proven health benefits. Recreational rowing, indoor rowing (using rowing ergometers), and innovative IT technology provide an **unprecedented opportunity** for rowing to contribute significantly to the broader sporting agenda, which aims to increase participation rates of the population in regular physical activity to 70% by 2020.

Rowing motivates professionals and volunteers alike, to enthuse, deliver and expand the sport, and rowing will attract as many participants as the infrastructure can support. Sir Steve Redgrave won his fifth Olympic Gold medal, despite publicly announcing that he 'never wanted to get in a boat again' after his fourth. 94% of children taking part in our Project Oarsome scheme, all of them from previously non-rowing schools, said that their rowing experience had been 'excellent' or 'very good'.

The ARA, SARA and WARA acknowledge the excellent support they have received from UK Sport, Sport England, Sport Scotland, Sports Council for Wales, the DCMS, and other partners, and believe that **with the appropriate investment, we can deliver ambitious targets to develop rowing and to make a significant contribution to the wider sporting agenda.**

6 Key Performance Indicators

Start/Stay

- ***New participants through new partnerships***
- ***Rowing for Life through well-resourced clubs***
- At least 80,000 individuals accessing ARA programmes
- At least 175 of 530 clubs running accredited programmes
- At least 3,500 qualified coaches
- At least 6,000 active volunteers

- Increase committed competition members by 25% from 20,000 to 25,000
- Provide support, information and training to 6,000 active volunteers
- Support 50 Project Oarsome clubs, with their 100+ schools, and through them 30,000 children who will access the programme over four years
- Directly involve 300 schools in ARA junior rowing programmes
- Identify and support a further 200 schools through School Sports Partnerships (SSP)
- Employ 25 coaches through 20 CSPs
- Introduce a national indoor rowing league for schools by 2006
- Assess potential of 30,000 children through the WCS programme
- Directly engage with 5,000 participants in coastal and traditional rowing through developing coaching and education programmes
- Establish indoor rowing as a sport in its own right
- Attract new participants through hosting World class events in the UK
- Through adult Learn-to-Row programmes, GP referral schemes etc. attract new participants wanting to improve their health and fitness
- 30 new accredited club adult Learn-to-Row programmes
- 20 new accredited University club rowing programmes
- 20 new accredited club recreational rowing programmes
- 10 high performance club programmes
- 20 WCS/Potential programmes
- Support 530 community/school/Higher Education (HE) clubs
- Build new facilities, modernise premises, secure leases
- Develop the UKCC and develop four levels of award by 2006
- Provide a new range of OnlineARA services to support clubs, volunteers, and professionals, and to monitor our progress
- Implement Competition Review through a Three Tier National, Intermediate and Primary Regatta programme.



Succeed

● *Inspiration through success on the world stage*

- Win at least three medals at the Beijing 2008 Olympic Games
- Be in the top three nations at the world cup series in 2005-2008
- Win 2-3 medals at each of the World Junior and World Under 23 Championships in 2005-2008
- Increase the number of Scottish and Welsh athletes seeking and gaining selection for British teams
- Win Adaptive rowing medals at World Championships in 2005-8
- Hosting World standard events in the UK
 - 2005 Worlds Masters Regatta – Strathclyde Park
 - 2005 World Cup – Dorney Lake, Eton
 - 2005 Coupe de la Jeunesse (Western European Junior Championships)
 - 2006 World Rowing Championships – Dorney Lake, Eton
 - Bid for 2007 World Under 23 Championships Regatta

Aims, Objectives and Outcomes

1. Organisational Effectiveness

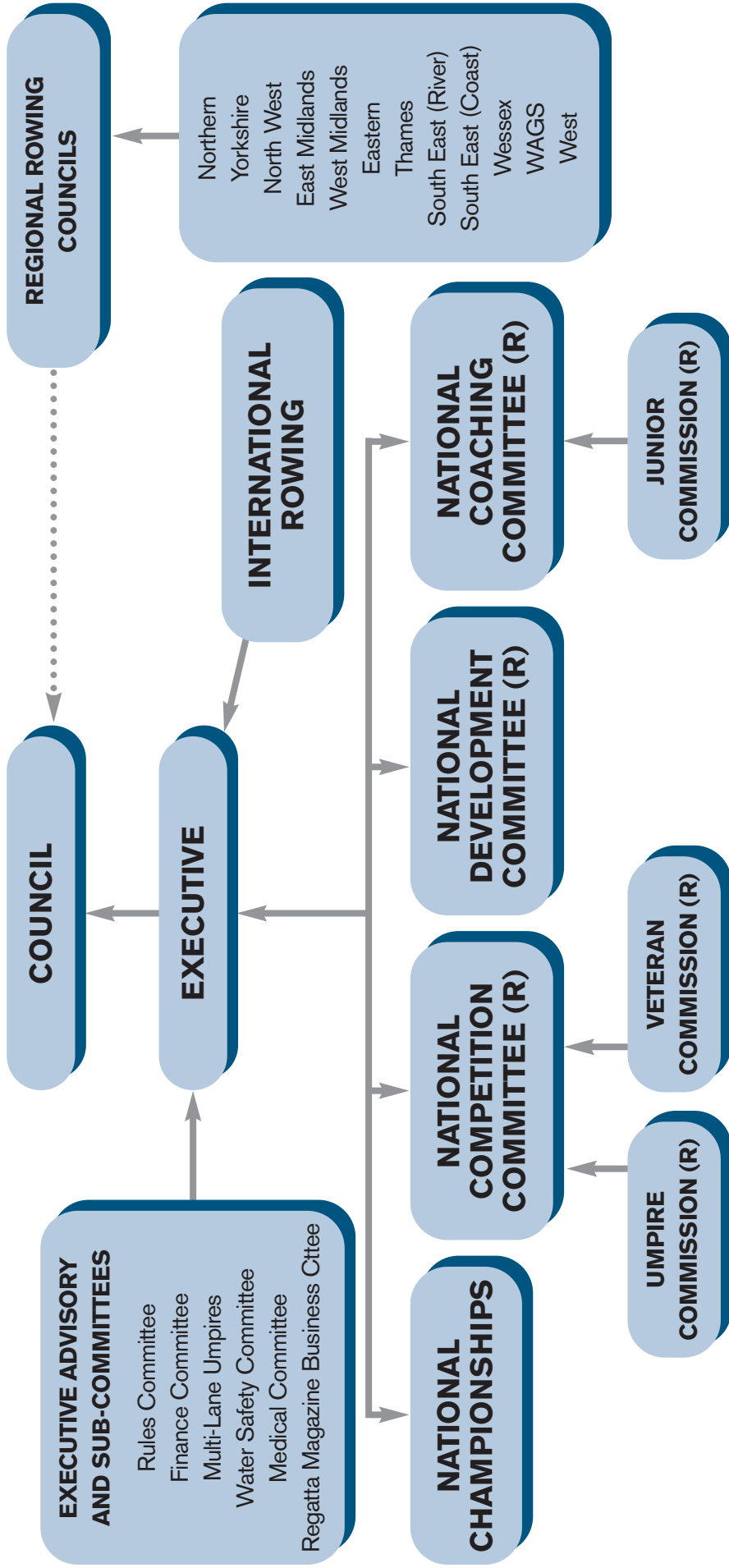
A well organised, effective governing body, with robust policies and administration, providing a strong infrastructure for the sport, to represent the interests of its members and rowing in Great Britain and abroad, and with the capacity to deliver a broad range of services to its members, to substantially increase participation, and to excel on the World stage.

Aims	Objectives and Outcomes
1.1 To comply with the Assurance Statement and external audit procedures as applied by Sport England Sport Scotland, the Sports Council of Wales and UK Sport	<ul style="list-style-type: none"> ● Continue to implement agreed recommendations and ensure ongoing compliance
1.2 To keep policies and practices under review to reflect legislation and ensure good practice throughout.	<ul style="list-style-type: none"> ● Memorandum and Articles ● Water Safety ● Participant Welfare and Child Protection ● Doping Control ● Disciplinary and Grievance Procedures ● Employment ● Selection Policy ● Appeals Procedures

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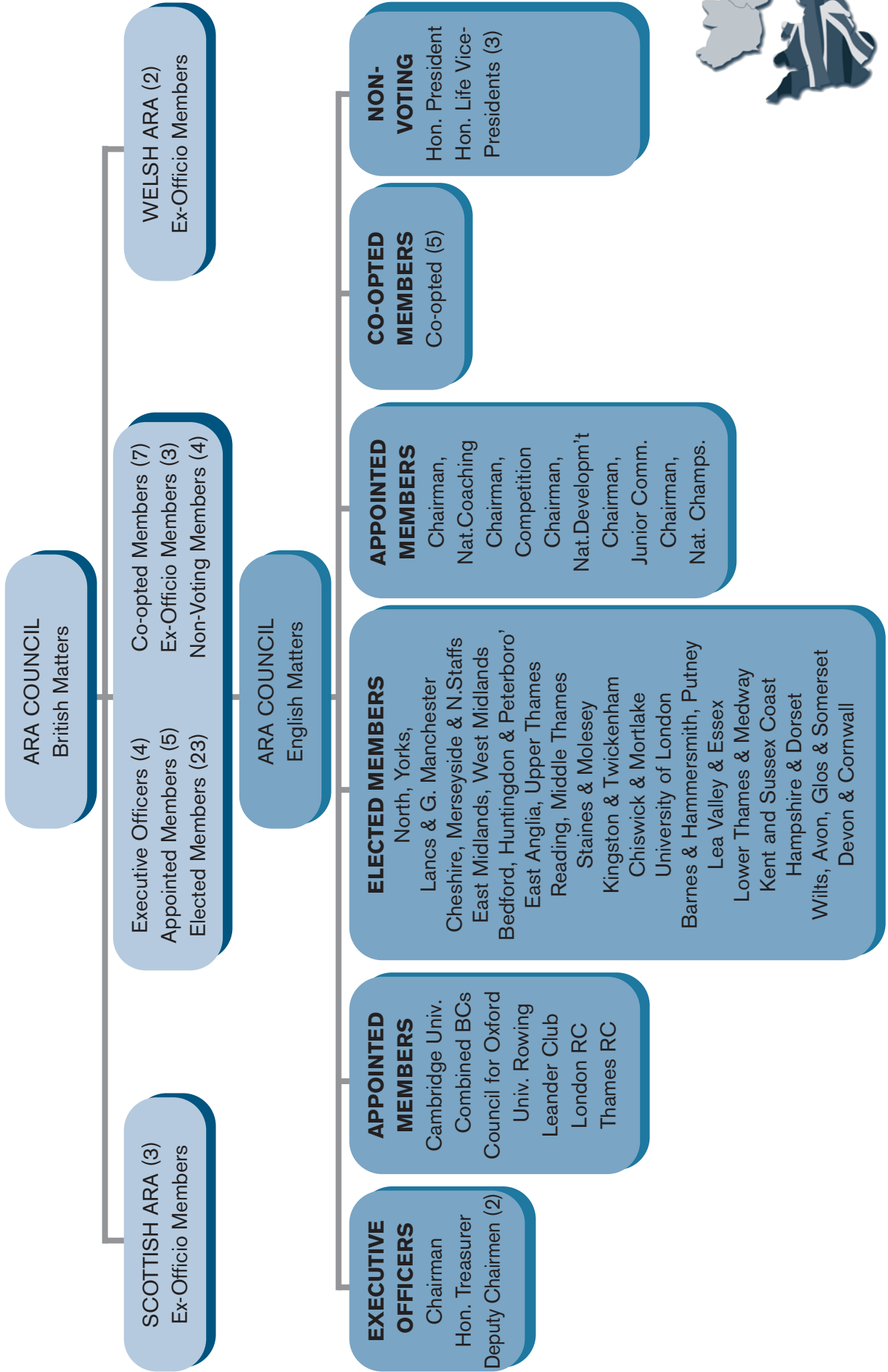
ARA Committees



Accountable to →
 Undertake responsibility as delegated by Council
 (R) These Committees/Commissions are regionally constituted and provide input/feedback with the Regional Rowing Councils



ARA Governance Structure





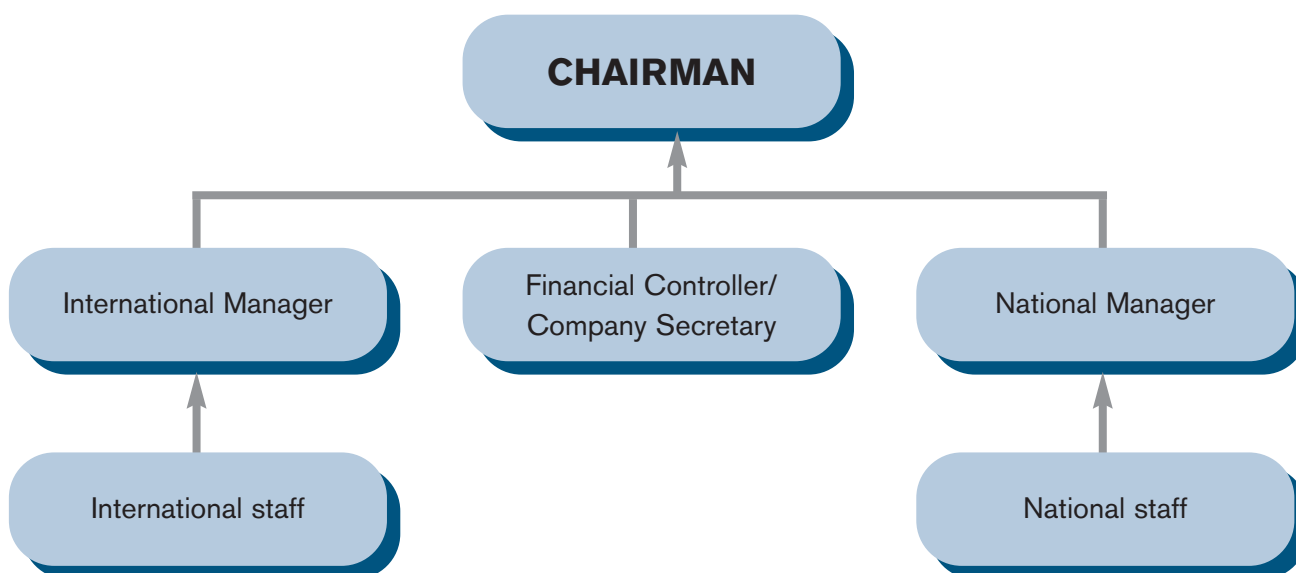
ARA Organisational Structure

NOTE: UK and an England remit.

The ARA has chosen not to employ a Chief Executive. Instead we have a Senior Management Team, chaired by the ARA Chairman, to whom all ARA Staff are responsible, through our Line Management structure.

The Senior Management Team consists of the Chairman, the Financial Controller, the International Manager and the National Manager. This system has been in place since 1991, and has worked very well in underpinning the growth and success of the ARA during this time. There have been changes in personnel for the posts of Financial Controller and International Manager, and the structure has successfully accommodated these changes.

The ARA reviews the structure on a regular basis, and in 2004 decided to award an annual Honorarium to the Chairman.





Aims	Objectives and Outcomes
1.3 To ensure the decision making processes are appropriate to delivery of British objectives, at national, regional and local level	<ul style="list-style-type: none"> ● Continue to review the role of committees and commissions of the ARA, SARA and WARA ● Encourage and support regions in fulfilling their responsibilities ● Encourage regions and clubs to implement effective and streamlined management systems appropriate to delivery of their development plans ● Ensure individuals are empowered to deliver their targets, within procedures that ensure accountability
1.4 To involve key stake-holders in the development, implementation and monitoring of the ARA's Whole Sport Plan	<ul style="list-style-type: none"> ● Continue consultation and develop effective monitoring procedures for the Whole Sport Plan through regular meetings with ARA/SARA/WARA ● Allocate C&DT time to assist regional rowing councils (RRC) in strategic planning and development ● Allocate C&DT time to creating effective links with key partners, RSBs/CSPs/SSPs
1.5 To develop effective financial strategies to control and monitor the ARA's finances.	<ul style="list-style-type: none"> ● Develop IT systems to streamline financial planning and management ● Appoint additional Finance Assistant
1.6 To implement best practice as employer for the professional staff, and to encourage and support their development	<ul style="list-style-type: none"> ● Appoint a Human Resources Officer ● Introduce appraisal scheme ● Continue to develop the Continued Personal Development (CPD) programme for all staff ● Keep under review and create opportunities for career development within the ARA
1.7 To seek out new commercial opportunities and to safeguard and exploit the ARA's intellectual property, and to enhance financial security to underpin future development	<ul style="list-style-type: none"> ● Develop and implement a marketing strategy to exploit the ARA's intellectual property and to promote the positive benefits of rowing for health and social benefit ● Develop the web-based IT system to develop new streams of income, by providing technical and other information through SMS, email, and other developing communication platforms ● Offer an integrated sponsorship package, capitalising on what rowing can offer, i.e. World Champions, World Championship events in GB, high quality youth and development programmes, indoor rowing



Aims	Objectives and Outcomes
1.8 To implement an effective strategy for communication and information at all levels	<ul style="list-style-type: none"> ● Review strategy to ensure effective, consistent communications, i.e. <ul style="list-style-type: none"> • Regatta magazine • Rowing Action • ARA, SARA and WARA website • Junior website • Web-based communication system for committees and regions • British Rowing Almanack • Printed resources and new media ● Find new ways of communicating the success of rowing as a sport to members, non-members and the wider public
1.9 To implement an effective IT strategy to underpin all areas of activity	<ul style="list-style-type: none"> ● Ensure that the ARA's IT strategy is efficient and streamlined and meets the needs of volunteers and staff ● Develop the ARA's new web-based database to monitor performance and track members ● Provide web-based and wireless services to members, club, competition organizers, and for marketing the ARA's services ● Share information and technology within the different organisational structures within rowing
1.10 To represent the interests of Great Britain on FISA and its committees and commissions	<ul style="list-style-type: none"> ● Represent British interests at World level through representation at the annual FISA congress ● Represent British interests through FISA commissions and committees, by selecting nominees from experts in their field with an ability to influence by becoming Chairmen or Executive members.
1.11 To ensure that equal opportunities are provided at all levels of participation in the sport, and within all ARA, SARA and WARA programmes, and to positively embrace appropriate good practice strategies being developed by government and non-governmental agencies.	<ul style="list-style-type: none"> ● Develop the new Equity Standard for rowing ● Promote the ARA, SARA and WARA as Equal Opportunities employers ● Work with the international rowing community to get rowing included in the Paralympics ● Ensure equity is considered as an integral part of all ARA programmes at national, regional and local level ● Promote equity training for staff and volunteers ● Encourage consultation with juniors at club, regional and international level
1.12 To take an active part in the work of other organisations such as the BOA, CCPR and Sports Councils, to enhance and improve the opportunities for sport and recreation in the wider sporting agenda.	<ul style="list-style-type: none"> ● Support the work of the BOA, CCPR, and Sports Councils, to promote and develop sport as part of the wider sporting agenda, as well as promoting the interest of rowing.



2. Elite Rowing

Aims	Objectives and Outcomes
2.1 To win at least three medals at the Beijing 2008 Olympic Games	<ul style="list-style-type: none"> ● Implement the ARA World Class Performance programme 2005-2009
2.2 To be in the top three nations at the World Cup Series in 2005-8	
2.3 To win 2-3 medals at each of the World Junior and World Under 23 Championships in 2005-8	<ul style="list-style-type: none"> ● Implement the WCS and Potential programme 2005-2009 ● To continue the recruitment of athletes through the WCS and Potential programme and increase the number of club-based Talent Development Coaches so that a new talent stream is established to perform in the 2009-12 Olympiad
2.4 To increase the number of Scottish and Welsh athletes seeking and gaining selection for British teams through the High Performance pathways	<ul style="list-style-type: none"> ● Work with the SARA, Sport Scotland, the WARA and Sports Council of Wales to achieve this
2.5 To build on the initial success of the High Performance Adaptive rowing programme, achieve funding for it and win medals at World Championships 2005-8	<ul style="list-style-type: none"> ● Support FISA in working for inclusion of rowing in the 2008 Paralympics ● Write and submit a Performance Plan for High Performance Adaptive rowing
2.6 To build on the success of the High Performance programmes in clubs	<ul style="list-style-type: none"> ● Develop further the pathway for athletes into the senior national squads from High Performance (HP) club programmes ● Increase the number of participating club programmes to 10
2.7 Work to maintain and increase the media profile of GB rowing teams	<ul style="list-style-type: none"> ● Present the National Lottery's support for rowing to the public through positive media exposure ● Build on the success of the PR & Media plan for rowing in the Athens Olympiad to ensure public interest in rowing and in British Olympians.



3. Coaching and Technical Education

To ensure that all participants receive the coaching they need to perform to their optimum level, enjoy their rowing and improve their health. This will be achieved by improving the skill base of coaches at all levels through high quality coach education, and by defining excellent career pathways for both the paid and unpaid workforce.

Our programmes will support 3,500 active coaches

Aims	Objectives and Outcomes
<p>3.1 To develop the British Coaching Award Scheme (BCAS) to reflect the principles of the UK Coaching Certificate (UKCC) and the Sequential Training Model (STM). The STM incorporates rowing's Long Term Athlete Development Model (LTAD).</p>	<ul style="list-style-type: none"> ● To develop four levels of award by 2006 ● The ARA UKCC to be universally accepted as providing the standard of coaches required for rowing ● Reflect the aspirations of the sport with performance and development awards at levels 4 and 5 by December 2007 ● Home Countries, their respective associations and English regions to be self-sufficient to deliver qualifications at level 2 UKCC and the Dry Instructors Award ● As part of the UKCC adapt the BCAS where appropriate, and work with the coastal associations to provide coach education for coastal, fixed seat, and adaptive rowing
<p>3.2 To increase the quality and number of qualified and currently active coaches</p>	<ul style="list-style-type: none"> ● Through the online experience we will be able to monitor and track coach development to signpost CPD opportunities leading to a licensing scheme ● Using online training to offer a wider range of opportunities to access education and training ● Develop local, regional and home country coaching plans. Promoting coaching and identifying individual to become coaches and coach educators (course leaders, tutors, assessors) ● 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, through coach mentoring and buddy mentoring delivered at a local level ● Identify and co-ordinate the funding sources to support the development of coaches at differing levels ● Develop a wide range of technical resources



Aims	Objectives and Outcomes
<p>3.3 To provide a technical lead through the ARA Technical Panel for all aspects of the sport including coaching and programmes</p>	<ul style="list-style-type: none"> ● Determine the technical content and direction of coaching and coach education ● Determine the technical content of emerging and established programmes and reference to the STM ● Develop a wide range of technical resources that can be accessed through a range of multi-media sources and delivery methods, appropriate to the needs of members and non-members ● To shape and define the level of qualification and skills for paid and unpaid coaches appropriate to their coaching situation.

4. Clubs and Members

To increase the capacity of the sport to provide high quality rowing opportunities through well resourced and supported clubs, by designing and implementing accredited rowing programmes, with the result of increasing the number of registered ARA, SARA and WARA members by 20%. (Current registered members 20,000, plus a further 30,000 estimated club and active rowers).

In England the ARA will support at least 75 accredited junior clubs, at least 30 accredited adult Learn-to-row programmes, at least 20 accredited university clubs, 20 accredited recreational clubs, and cascade the 'best practice' and experience gained to other clubs. (Current total clubs 530, of which 50 are accredited).

Aims	Objectives and Outcomes
<p>4.1 To provide a quality assurance framework for accrediting clubs, and to work with strategic partners to achieve joint targets</p>	<ul style="list-style-type: none"> ● Encourage clubs to clearly define their aims and objectives, and to support them in delivering high quality rowing programmes. (Base line established through Club Survey – Interim plan) ● Increase the number of Clubmark clubs by 50% ● Introduce an adult Learn-to-Row programme in 30 clubs within two years and to use this example of good practice to cascade the scheme to all rowing clubs ● Work through the adult and continuing education sector, particularly Further Education (FE) colleges and post 16 skills development, to provide training and participation programmes ● Provide a system of 'accreditation' to 20 HE clubs, which will build infrastructure, and set a minimum operating standard
<p>4.2 To provide support for clubs and volunteers in streamlining administration and reducing bureaucracy.</p>	<ul style="list-style-type: none"> ● Develop a web-based club administration kit ● Provide information and advice to clubs through a variety of media including email and SMS.

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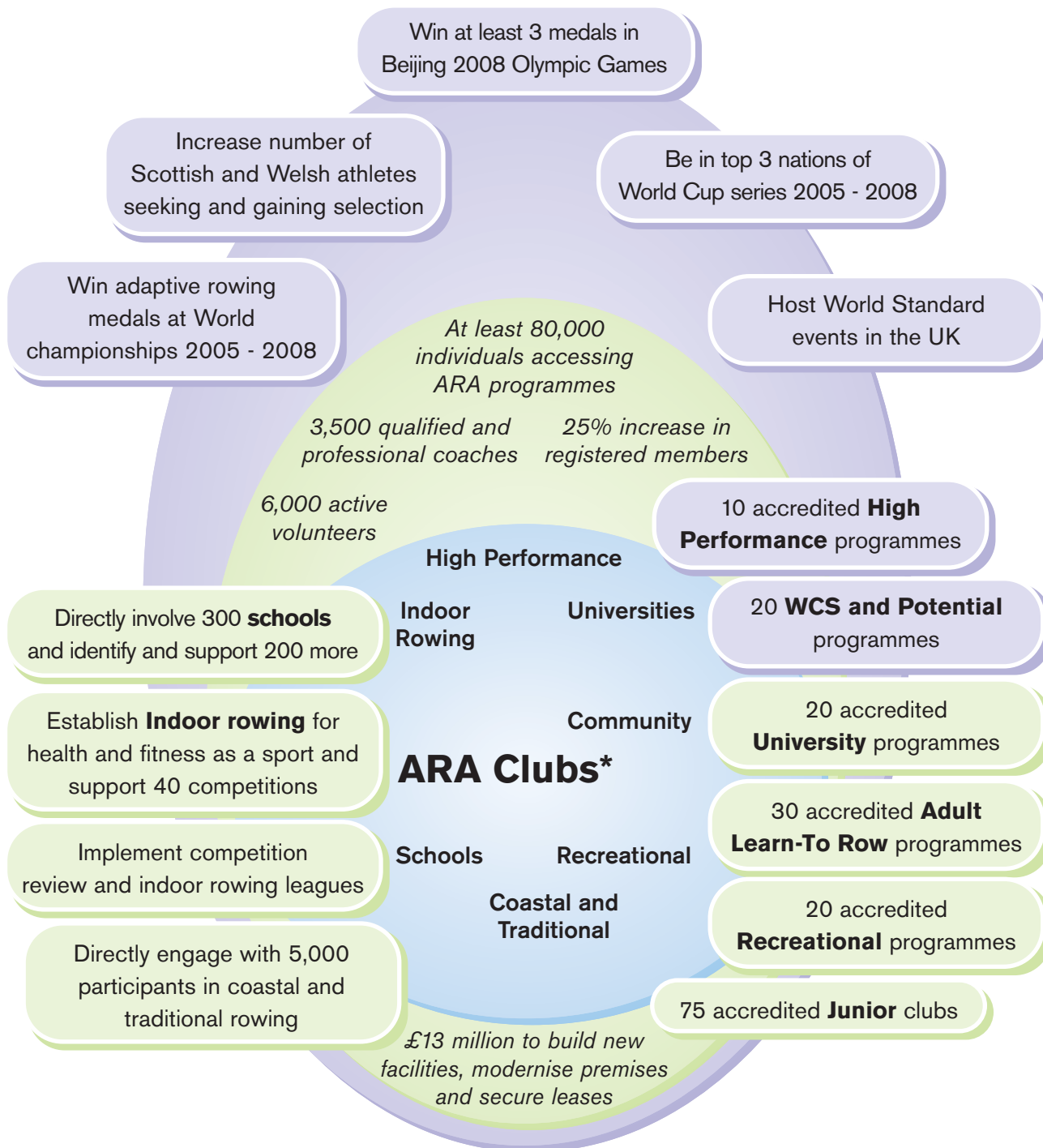


ARA Clubs

Inspiration through success on the world stage

Rowing for life through well-resourced clubs

New participants through new partnerships



ARA Clubs* - At the centre of rowing



ARA Education & Training Framework

CPD	Coaching	Indoor Coaching	Development	Education	Young People	Safety	Performance	Events	Club
	CSLA (30)		Self Directed Learning*(?)	JSLA (30)	Water Safety (1.5)				ARA Guide*
CPD 3 Credits	Instructor Award (30)	Concept 2 Coach Course	Adaptive Rowing* (2)	Dry Leader* (6)	Club Water Safety Adviser (1.5)	Rules of Racing* (1.5)			15-21 Programme*
Coaching 10 hrs	Equity in your coaching (SCUK) (3)	Dry Instructor (6-8)	British Rowing Technique (2)	Course Leader* (3)	Emergency Aid (1.5)	Event Management 1*			Sports Development Planning (15)
200 hrs	Child Protection (SCUK) (3)	Concept 2 Instructors Award	BAWLA Instructors Award (8)	Strand Tutor Training* (8)	Trailer Driving Interactive (1.5)	Umpire			A Club for All (3)
CPD 6 Credits (2 strands)	Bronze (30)	ERowing* (15)	Rigging* (2)	Coach Mentoring 1* (6)	Trailer Driving Course* (4)	RYA Launch Driver Level 2 (12)			Club Mark (15)
Coaching 20 hrs		YMCA Group Rowing*	Core Stability One (3)	ARA Tutor (12)	Risk Management (1.5)	Event Management 2*			Fundraising (3)
400hrs	Fueling Performers (3)	Dry Bronze Award (20)*	Psychology (1.5)	ARA Assessor (18)	Sharing the Water (1.5)	Multi Lane Umpire			Awards for All (1.5)
	Injury Prevention (SCUK) (3)	Master Instructor	National Conference (6 per day)	Tutoring / Assessing (6-12)	Care of Equipment* (1.5)	RYA Launch Driver Level 3 (12)			Lottery & Facilities* (?)
CPD 12 Credits (3 strands)	Silver (30)		Force Time Curves* (2)	Coach Mentoring 2* (6)	First Aid (4)	Coaching Team* (3)			Building for the Future (3)
Coaching 20 hrs			Core Stability Two* (3)	ARA Tutor Trainer (12)	Rehab from Injury* (1.5)	IT Skills			Valuing Volunteers (3)
CPD 24 Credits (3 strands)	Gold*		Cross Training* (2)	Internal Verifier (12)	First Aid (6.0)	Coaching and Athlete Relationships* (3)			
Coaching 20 hrs			Strategic Management* (2)	Coach Mentoring 3* (6)		Data Management			
			Under-performance Syndrome* (15)	Employee Mentoring Programme (24)		Assessment and Selection* (3)			
			FISA Conference (6 per day)			Dealing with the Media* (5)			





Aims	Objectives and Outcomes
<p>4.3 To identify the facility needs of clubs and embark on a programme of modernisation and improvement, including facilities for adaptive rowers, and club boats and equipment</p>	<ul style="list-style-type: none"> ● Provide advice and support to clubs in developing excellent sports development plans ● Work with strategic partners, RSBs, CSPs, Local Authorities (LA) to undertake major modernisation of approximately 30 club premises, through the CCDP, and through other sources of national, regional and local funding ● Work with strategic partners (as above) to develop approximately 10 new sites for rowing, providing both water and land facilities ● Support applications for buildings, revenue costs, boats and equipment, within the context of the club, regional and national development strategies
<p>4.4 To train and improve the skills of club coaches</p>	<ul style="list-style-type: none"> ● C&DT to work with the regional rowing councils (RRCs) to produce an annual programme of coach education for each region, to include coaching courses, workshops, seminars and training days (details in RFPs) ● Provide workshops, training days, on-line discussion forums to educate and support volunteers in clubs
<p>4.5 To initiate and support applications for club coaches through the CSCS, Henley Stewards Charitable Trust, and other sources, aim to employ 25 full-time club coaches delivering club/school links</p>	<ul style="list-style-type: none"> ● Continue to be the employer for Community Coaches through the CSCS, and work with CSPs to increase the number of rowing coaches, particularly working with accredited clubs. Provide full line-management and training and team support through the C&DT ● Work with HSCT to develop the successful scholarship coach scheme to support the Project Oarsome and Clubmark clubs, with the aim of at least five coaches in England and one each in Scotland and Wales. Provide full line-management and training, and team support through the C&DT
<p>4.6 To provide training and support for club volunteers</p>	<ul style="list-style-type: none"> ● C&DT to work with the RRCs to produce an annual programme of volunteer education, training and support



Aims	Objectives and Outcomes
4.7 To support the role of the regional and club water safety adviser	<ul style="list-style-type: none"> ● Disseminate good practice through the website, CD Rom, communications, posters etc. ● Work with and support regional rowing councils in providing seminars and training days for club safety advisers ● Continue providing regular education and training programmes for regional water safety advisers ● Work with navigation authorities and other agencies such as Royal Society for the Prevention of Accidents (RoSPA) to develop safe practice and a good rowing environment ● Encourage all involved in rowing to respect the environment and other water users
4.8 To review the club membership structure to embrace the needs of all who wish to join the ARA, SARA and WARA	<ul style="list-style-type: none"> ● Work with coastal, fixed seat, and any other rowing organisations who wish to work with the ARA, SARA and WARA to develop rowing, and to provide appropriate services for their clubs and participants
4.9 To review the individual membership structure, to provide an attractive package to each target group	<ul style="list-style-type: none"> ● Provide an excellent and appropriate range of services to individual members
4.10 To maintain and develop the investment in coaching through clubs with High Performance programmes	<ul style="list-style-type: none"> ● Continue the partnership with clubs delivering High Performance programmes by investing in coaches ● Ensure that athletes in these clubs are progressing along the HP pathway into National squads and teams ● Increase the number of clubs from the current 7 to 10.



5. Competition

To stage World Class competitions in the UK, to enhance the ARA's reputation at home and abroad, and to provide a legacy for rowing in Great Britain.

To encourage people to stay in the sport by providing competitions throughout the year, to promote long-term participation in the sport at all levels as identified with the Sequential Training Model (STM).

Aims	Objectives and Outcomes
<p>5.1 Bringing World standard rowing events to the UK by hosting –</p> <ul style="list-style-type: none"> ● the 2005 World Masters Regatta at Strathclyde Park ● the 2005 World Cup at Eton Lake, Dorney ● the 2005 Coupe de la Jeunesse (Western European Junior Championships) ● the 2006 World Rowing Championships at Dorney Lake, Eton ● the 2007 World Under 23 Championship Regatta 	<ul style="list-style-type: none"> ● Through the Organising Committees, host a series of excellent major events to budget, to provide an excellent experience for competitors, officials and spectators and to publicise and enhance the reputation of rowing, and of Great Britain as a host country ● Seek all possible opportunities to maximise the impact and provide an ongoing legacy for rowing at national level and for the local communities
<p>5.2 Ensure that a wide range of clubs, schools and universities utilise the impact of the 2006 World Rowing Championships (WRC) to increase participation</p>	<ul style="list-style-type: none"> ● Promote the WRCs by using the publicity generated to involve and expand by 33% the partners involved in the ARA local schools scheme ● Expand the Dry Start programme by using gym facilities, educational establishments and workplaces to promote the health benefits of rowing ● Expand the Wet Start programme by introducing a formal 'Learn to Row' programme in 50 clubs, schools and universities ● Inspire young people with potential to follow pathways to World Class Performance through WCS ● Inspire coaches to follow a high performance pathway ● Develop an integrated programme to train officials and volunteers, including young people ● Benefit the economy in Slough, Maidenhead and Windsor by introducing an integrated Competition and Training plan for the Dorney area, to promote tourism and day trips ● Create stronger and safer communities in Slough by promoting rowing as a positive activity for young people and support schools in developing their swimming and water safety strategy
<p>5.3 To implement a new competition structure to provide athlete pathways and long-term participation in the sport in accordance with the Sequential Training Model</p>	<ul style="list-style-type: none"> ● Implement changes agreed following the Competition Review ● Produce an annual competition calendar providing quality opportunities for a range of target groups



Aims	Objectives and Outcomes
5.4 To promote nationwide competition through Great Britain and to support competition organisers in promoting and developing their events	<ul style="list-style-type: none"> ● Introduce web-based entry and results system for all ARA, SARA and WARA competitions, that will stimulate interest, increase the number of competitors, and encourage long-term participation in the sport ● Provide a range of web-based resources and aids to support volunteers and officials, by streamlining administration, avoiding duplication, and using data to assess impact and plan for the future
5.5 To develop and monitor the ARA, SARA and WARA Rules of Racing to promote safe and fair competition	<ul style="list-style-type: none"> ● Develop and monitor rules that will assist in achieving the objectives of the new competition structure
5.6 To train umpires and race officials	<ul style="list-style-type: none"> ● Implement the national training scheme for umpires to be piloted from October 2004/05.

6. Increased Participation through Further Innovation

To substantially increase the number of participants in the sport by providing new opportunities for people of all ages to participate in rowing on and off the water, thus promoting long term participation, and to promote healthy living. Targeted increase in named individuals registered on our database who can be tracked and monitored, 10,000. Depending upon the findings of the Indoor Rowing Survey we believe there is scope for this target to be upgraded.

Aims	Objectives and Outcomes
6.1 To develop new opportunities for recreational and touring rowing. This is a key programme to substantially increase participation in the sport, and will depend on adequate investment being available	<ul style="list-style-type: none"> ● Develop recreational rowing schemes in 20 rowing clubs. The programme will support 'active lifestyles' ● Each scheme will require funding for recreational boats, amounting to circa £20,000 per club (50% will be sought from public or partnership funding) ● Work with Environment Agency, British Waterways, Broads Authority and other agencies to promote recreational and touring rowing, in particular the Thames, and East Anglia ● Through interest by the staging of the 2003 FISA Rowing Tour develop regular touring events ● Support the newly formed Touring Committee ● Support links with local communities, healthy living centres, GP referral schemes, to encourage rowing for health benefits ● Allocate C&DT time to assisting clubs in developing recreational and touring rowing



Aims	Objectives and Outcomes
6.2 To seek new opportunities to increase participation from under-represented groups, particularly in urban areas	<ul style="list-style-type: none"> ● Identify partners within key cities to establish rowing programmes, e.g. Birmingham, Leeds, Manchester, Bradford, Leicester, London, Plymouth, Newcastle, Slough. Allocate C&DT time to development
6.3 To develop Indoor rowing as a sport. This will be a key programme in increasing participation in the sport, and will depend upon adequate investment being available	<ul style="list-style-type: none"> ● Assess findings of 'Rowed to Health' project, funded through the Interim plan ● Develop Indoor rowing as a sport, both competitive and non-competitive, and to work with both public and private sectors to deliver mutually beneficial programmes ● Allocate C&DT time to developing Indoor rowing
6.4 To develop new opportunities to substantially increase the number of people accessing the ARA's education, technical and information services, and generate revenue streams through provision of services	<ul style="list-style-type: none"> ● Develop a range of on-line information and technical services that will attract new participants ● Develop robust monitoring through the web-based IT system to monitor participation ● Allocate C&DT time to developing services to be accessed through multi-media including CD-Rom, internet, wireless technology.

7. Young People

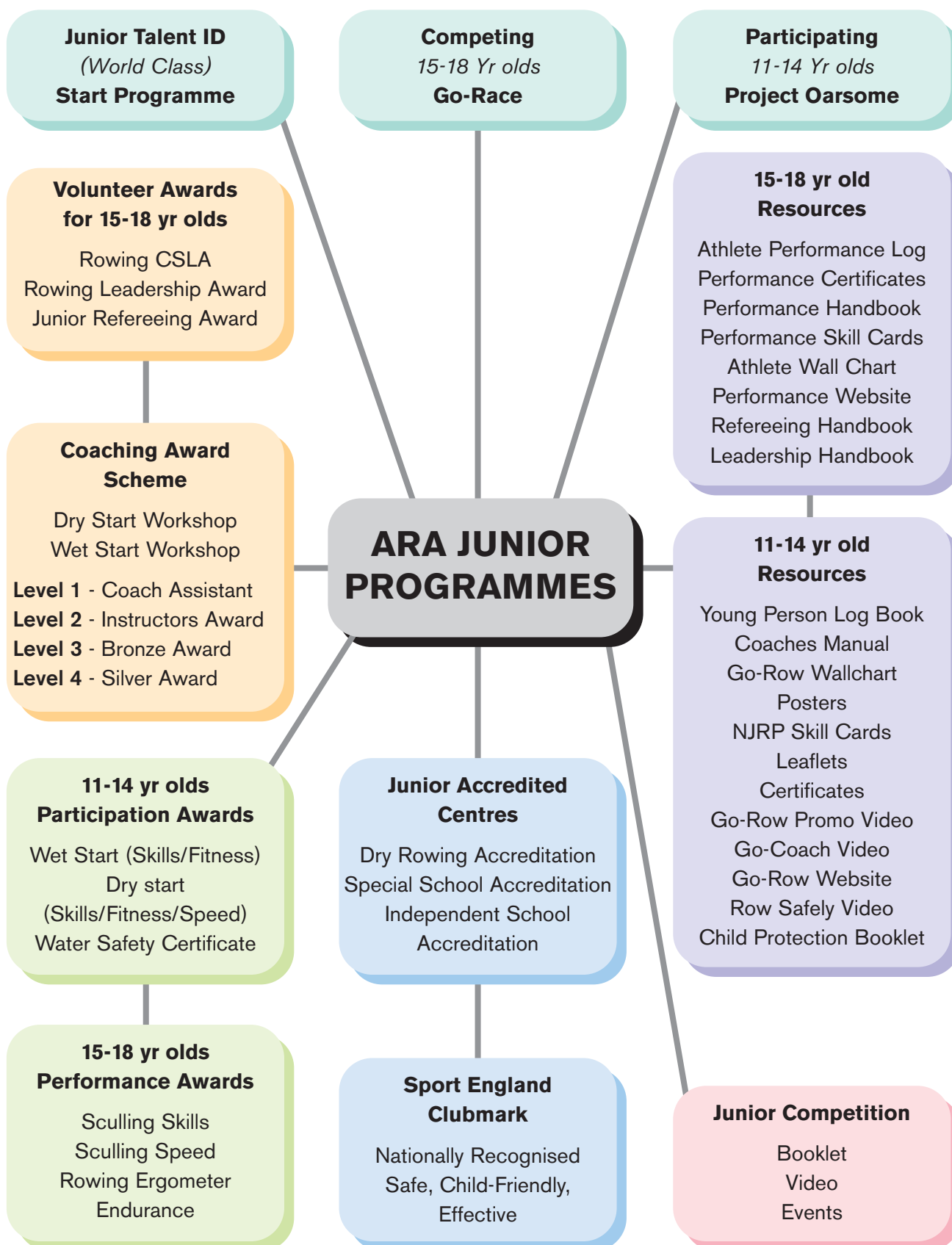
Increase the number of young people starting rowing and provide a broad based range of activities to encourage long-term participation in the sport at levels of performance.

Aims	Objectives and Outcomes
7.1 Ensure that young people can participate in rowing at all levels in a safe, child-friendly environment.	<ul style="list-style-type: none"> ● Encourage all clubs with a junior section to become accredited through the Clubmark scheme ● Review and update Child Protection policy, and complete the necessary standards for the CPSU/ NSPCC ● Develop a network to support Child Welfare officers in clubs ● Encourage consultation with young people at all levels.

Continued on page 25



Junior Rowing Structure





Aims	Objectives and Outcomes
7.2 Develop the technical, physical and leadership skills of young rowers, and ensure an effective performance pathway for talented athletes	<ul style="list-style-type: none"> ● Identify the skill development required and produce activities to develop these appropriate to age group and ability ● Link all athlete, coach and support personnel development, both paid and unpaid, to the sequential training model ● Continue to develop the Go-Row programme aimed at 11-14 year olds ● Promote the Go-Race Decathlon programme in 50 clubs ● Annually organise 8 regional training days and one national course for 15-18 year olds ● Introduce the Junior Rowing Leadership scheme in 50 clubs ● Deliver the WCS and Potential programme
7.3 Competition pathways for Indoor rowing	<ul style="list-style-type: none"> ● Support the organisation of 40 indoor rowing competitions annually ● Introduce a national indoor rowing league for schools by 2006
7.4 Human and Capital Resources in clubs	<ul style="list-style-type: none"> ● Support at least 75 'Clubmark' clubs (and associated volunteers) with their young peoples programmes ● Introduce a series of curriculum resources for indoor rowing in GCSE PE and Sports Science ● Develop resources to promote the WRC and its 'Legacy' programme ● Co-ordinate a revision of the Go-Row resources in 2008 ● Provide Project Oarsome Xtra grants for a total of 20 clubs ● Liaise with and provide appropriate support to 20 CSPs (and their LAs) by 2007
7.5 School Sport Partnerships (SSPs) and County Sports Partnerships (CSPs)	<ul style="list-style-type: none"> ● Directly involve a total of 300 schools in ARA junior rowing programmes. A similar plan for Scotland is referred to in the SARA plan ● Identify and provide appropriate support to a further 200 schools across a range of SSPs in key areas ● Draw up a framework for gifted and talented children by 2006 ● Develop at least 50 young leaders each year through ARA or British Sports Trust (BST) courses ● Provide training to 200 teachers ● Promote swimming and water safety in 200 schools



Aims	Objectives and Outcomes
7.6 Supporting voluntary and career coaches	<ul style="list-style-type: none"> ● Support 500 coaches working to deliver club/school links ● Support the employment of 25 coaches across at least 20 CSPs, of which at least 7 will be HSCT Scholarship coaches working to deliver club/school links in England, Scotland and Wales
7.7 Working with partners	<ul style="list-style-type: none"> ● Continue to promote rowing and watersports via Team Watersports ● Liaise with the PESSCL management team in the DCMS and DfES ● Liaise with the Activity Co-ordination team and/or its successor ● Build on work with local and regional Health, Education and Regeneration agencies ● Attend and proactively promote rowing at the SE PDM and Youth Sports Trust (YST) Sports College Conferences ● Attend and promote the National Association of Sports Development Seminar ● Work with the CCPR National Governing Body (NGB) Forum ● Support the work of the education arm of the BOA.

8. Volunteers

To increase, retain and support volunteers in the sport. This will be a critical success factor in delivering our Whole Sport Plan. We currently do not have reliable statistical evidence for a base figure, although research by other agencies estimate the volunteer numbers for rowing as 10,000. The programme will aim to increase the numbers of active volunteers, and track their long term participation in rowing.

Aims	Objectives and Outcomes
8.1 To value, encourage, support and develop volunteers at all levels and increase the number of active volunteers supporting the sport.	<ul style="list-style-type: none"> ● Deliver the recommendations of the ARA's Volunteer Support Strategy ● Identify and promote volunteering from both within and outside the sport ● Assist the RRCs to define their role, use job descriptions, succession planning, meeting organisation, etc. to encourage new volunteers to contribute to the work of the region ● Liaise with CSPs and their Volunteer Support Teams ● Liaise with national, regional and local Volunteering Organisations ● Work with other NGBs through the 'Step into Sport' volunteer management group ● Develop induction and training programmes for new volunteers



Aims	Objectives and Outcomes
	<ul style="list-style-type: none"> ● Develop the web-based IT system to provide <ul style="list-style-type: none"> • Club administration • Competition entries • Committee communication zone • A robust and meaningful monitoring system that will establish a base line for volunteers in the sport and allow us to track their involvement and design appropriate support programmes ● Organise annual National conference ● Organise regular regional consultations and seminars to disseminate information and training to key regional, club and competition personnel, in areas such as Water Safety, Child Protection ● Liaise with the National Coaching Committee to ensure coaching courses meet the needs of volunteer coaches with regard to cost and accessibility ● Work with BST and YST to develop young volunteers. Build on the new Junior Rowing Leaders Award developed to support 'Go-Race Indoors' ● Recognise the achievements of volunteers through all available communication sources, within and outside the ARA, SARA and WARA.

9. Athlete Development

Aims	Objectives and Outcomes
<p>9.1 Develop the Sequential Training Model (STM) that guides participants' development, regardless of their intended time, commitment or ability</p>	<ul style="list-style-type: none"> ● Identify and develop the opportunities offered by rowing in the STM ● Use this model to shape programmes appropriate to the development needs of the individual ● Identify the UKCC coaching skills and competencies required to deliver all sections of the model ● Develop outcomes which enable individuals to progress at an appropriate pace, thus enabling the most talented athletes and coaches to progress more quickly ● Provide support for individuals to acquire the skills and knowledge required at different levels of development ● Develop the areas of participation, personal challenges and goals ● Ensure the model is utilised within the sport of rowing and understood by our partners ● Identify access and exit routes between non competitive and competitive programmes



10. Staff

To employ, support and develop a team of professional staff, who will work with the volunteers to deliver the objectives of our Whole Sport Plan. This is a key and critical success factor of our plan.

Aims	Objectives and Outcomes
<p>10.1 To implement best practice as an employer for the professional staff, and to encourage and support their development</p>	<ul style="list-style-type: none"> ● Appoint a Human Resources Officer ● Develop a formal appraisal scheme ● Offer a comprehensive CPD programme for all employees ● Keep under review and create opportunities for career development within the ARA, SARA and WARA
<p>10.2 To develop and expand where appropriate, our professional staff team to meet the objectives contained in our Whole Sport Plan</p>	<ul style="list-style-type: none"> ● Appoint staff in accordance with delivery of objectives.



7.1 Scottish Amateur Rowing Association

Forward Plan 2005 –2009

Introduction and Executive Summary

Our progress 2001-2005

During the period of the plan the sport has successfully completed the building of the National Rowing Academy at Strathclyde Country Park and employed our first full time employees at high Performance and Development level.

The key aspects of this stage of the Association's development has been to put in place the building blocks for expanding our sport and securing the financial security for its further development.

In conjunction with our colleagues in the ARA and WARA we have implemented a British Coaching Award scheme that is now established as the benchmark for coach education in Scotland.

In 2003 we saw Katherine Grainger achieve Britain's first Women's World Championship Gold medal in an Olympic Sweep rowing event. Katherine continued her success and won her second Silver medal in Athens in 2004.

Lottery funding support for our High Performance Coach programme and talented athlete programme has continued to provide valuable support for the development of athletes with GB potential. In 2004 this programme was extended to our top junior athletes.

The Association in conjunction with SportsScotland adopted a robust Child Protection policy together with a code of conduct for sports coaches.

There has been an increase in the number of rowing licences issued over the past four years and this has been reflected in a general increase in the number of entries at domestic regattas.

The Association's communication with members has improved through the use of the website (in 2004 - 254,000 people visited the site). In addition the Association has published 24 editions of its magazine Rowing Action.

To further raise the profile of the Association and to promote use of Strathclyde Country Park the Association has produced and promoted an extensive programme of major international events to be held at the Park. The first of these will be the FISA World Masters Regatta in 2005. This is the largest rowing event in the world.

Moving Forward 2005-2009

The Association forward plan will form part of the One Stop plan or British Rowing Plan (BRP) which will run for the same period.

The Association recognises a requirement for modernisation and the need for a review of its corporate governance. In addition the need for staffing support in Administration and Finance is seen as an essential part of the efficient running of the sport in Scotland.

The main focus will be on six main areas of activity.

- Participation
- Performance Development
- High Performance
- Major Events
- Communication
- Finance

These areas will become executive roles within the Association. The first three areas provide the pathways for progression through the sport. Major Events are an important partnership activity to secure our World class facility at Strathclyde Park. Communication and Finance are key elements of all other areas of activity. Following a review of the resources required to implement these programmes the Association will prioritise activities.

Participation – Widening opportunities

The key focus for the Association over the next four years is to increase the participation base of our sport at all levels. Participation is regarded as the first step on our pathway structure. As part of this process we hope to appoint a Participation Manager to oversee this important area.

- Club Development programme
- University Development programme
- Schools Development Programme
- Volunteer recruitment of officials and support
- Domestic Regattas
- Recreational Rowing
- Coastal Rowing
- Adaptive Rowing
- Indoor Rowing



Performance Development – Developing potential

The performance element of the plan is the second step on the pathway structure. It will involve the activities of the National Rowing Academy in providing delivery of the British Coaching Award Scheme and its provision of other facilities to the Scottish Rowing Community. In addition the SARA sees the Home International as a valuable stepping stone to Commonwealth and GB selection.

- National Rowing Academy
- Coaching
- HIR
- Multi-lane Umpires

High Performance – Achieving Excellence

The final step on our pathway is High Performance. This is the one area of the Association's activities that is almost totally provided by professional staff. A number of programmes have been established in conjunction with GB Rowing and Sportscotland

- Academy Athletes
- Athlete Support
- World Class Plan
- Talent ID
- International Umpires
- International Coaches

Major Events

The Association has a programme to attract major international events to Strathclyde Park running until 2014. For each event an Executive structure will be established in partnership with NLC to run and deliver the event. This programme is seen as a cornerstone of the Association's responsibility to ensure the continued investment in Scotland's only Olympic class sports facility.

Communication

The need for a robust communication structure to deliver information to the Scottish Rowing Community is seen as an essential part of our forward plan. This will involve the following areas

- Club Liaison
- Membership Database

- Website
- Rowing Action
- NGB Liaison
- Marketing

Finance

The Association has a range of complex financial activities. There is a need to provide a range of financial information to the Association and its management committees.

- Grant Applications
- Budget Control
- Management accounts
- Sponsorship and fundraising

Corporate Governance

The present structure of the Association does not suit the current range of activities and operation of rowing in Scotland. A process of modernisation is required and this change will take up to two years. It is envisaged that the new forward plan will operate within our existing structure and constitution in year one and that appropriate changes will be made to governance and corporate structure of the Association over a 24 month period.

Staffing

The Association currently employs a full time member of staff working on High Performance. We have two part-time members of staff working under Participation. We have one part-time member of staff working on Performance Development and Major Events. In order to run the Association efficiently we have identified the need to appoint a full-time Participation Manager and a part-time administrator as well as professional financial support. These positions will be subject to obtaining the appropriate financial support.

Events insertion

The Rowing Course at Strathclyde Country Park is the only Olympic class sports facility in Scotland. It is also home to the National Rowing Academy in Scotland. Continued investment by North Lanarkshire Council and other funding partners helps to maintain the Park as one of the best rowing facilities in the World. It is an essential part of this plan that we continue to attract major events to this venue in order to sustain this legacy venue.



7.2 Welsh Amateur Rowing Association vision

"Steady Expansion, motivated clubs, dynamic coaching"

We intend to build on our steady expansion, gradually utilising water that has only become available in the last decade, and forming clubs on those new areas to relieve the pressure on existing and historic stretches of water.

Cardiff Bay with its new multi-lane course and ideal rivers will become a high performance centre for Welsh and Regional Rowing.

We intend to build pathways from the clubs so that athletes can progress through Welsh selection to World and Olympic level, mirroring and using the Amateur Rowing Association's world class programmes, and expanding our Dragon Row programme for children.

Unlike England, our current clubs are fully utilised and our aims will be to provide new clubs and facilities for the growing numbers of the population who want to take up the sport of rowing.

Not only Cardiff Bay but also the Tawe at Swansea and the Millennium Lakes of Llanelli will be targeted for development, with the two principal Universities based at Cardiff and Swansea invited to join in the venture of new development on new water.

WARA needs to encourage the clubs to find new partners from local schools, organisations and sports clubs. This will mean a continued programme of coach education, Roadshows to demonstrate potential, and links to an indoor rowing league.

WARA also needs to find new commercial partners to assist in this nationwide expansion.

Criteria

Clubs

- WARA needs to audit all affiliated clubs and associations
- The current high performance programme needs to be linked to junior and identification programmes throughout South Wales
- School and junior clubs need to be created to compliment existing clubs
- Recreational rowing needs to be encouraged

Links to the Amateur Rowing Association

The coaching development and high performance links to the Amateur Rowing Association are vital, and close attention needs to be paid to their maintenance. Attendance on A.R.A. commissions by volunteers will be encouraged.

Participation

- We aim to increase the numbers of registered participants
- We aim to increase the numbers of recreational rowers
- We aim to use indoor rowing as an identification tool for the sport generally

Commercial

WARA intends to offer a small but high class squad that can be identified to a sponsor, and also to use the new facilities that are emerging to increase revenue.



7.3 Northern Regional Rowing Council

The Northern region of the ARA is a very large area bounded by the River Tweed in the North, and the River Tees in the South, Brampton in the West and the North Sea to the East. There are thirty-seven rowing clubs within the region with a very wide geographic spread. This has been accounted for in developing this plan.

Key Themes and Priority Issues

To develop the Forward Plan the Northern Regional Rowing Council (NRRC) has conducted a needs assessment for rowing in the form of a SWOT analysis. These priority needs together with proposed actions are set out, under the key themes identified by the ARA's Whole Sport Plan 2005-2009. In summary they are:

Clubs and Members: The region aims to increase the capacity of the sport to provide high quality rowing opportunities through well resourced and supported clubs.

- All clubs to have development plans by 2009
- All eligible clubs to achieve clubmark by 2009
- To pilot ARA accreditation schemes for other clubs

Organisational Effectiveness: The region aims to develop a well organised, effective regional structure with robust policies and administration providing strong local leadership.

- Seek a dedicated Coaching and Development Officer for the region
- Undertake structural review of NRRC

Coaching and Technical Education: The region aims to ensure that all participants receive the coaching they need to perform to their optimum level, enjoy their rowing and improve their health.

Competition: The region aims to provide an appropriate range of competition to meet the needs of all participants to promote long-term participation in the sport at all levels.

- Establish new senior rowing events eg. Three Rivers Championship
- Develop club partnerships based on the three key rivers

Increased Participation

through Innovation: The region aims to substantially increase the number of participants by providing new opportunities in rowing both on and off the water.

- Develop recreational rowing opportunities
- Develop community and school based indoor rowing leagues

Young People: To increase the number of young people starting rowing and provide a broad based range of activities to encourage long-term participation in the sport at all levels.

- Develop work with community-based groups and schools within socially disadvantaged areas.

Volunteers: To increase, retain and support volunteers.

- Maximise use of university based volunteer programmes that place students in community settings

Elite Rowing: To assist the regional athletes to reach their full potential

- Establish performance centre in the region linked to Durham University supported by all three river partnerships

Athlete Development: To introduce a model to allow a consistent approach to the development of all athletes

- All clubs to adopt STM by 2009

The NRRC aims to build the capacity of existing clubs by supporting them in modernising and improving facilities and equipment. Recent analyses, including the ARA Club Survey 2004 and the regional SWOT analysis, have identified a number of development issues and concerns which include:

1. Ustinov, St Leonards School and Talkin' Tarn tenure of current club sites.
2. The following clubs have indicated the desire to modernise or develop their premises: Chester-le-Street, City of Sunderland, Durham and Tyne (Newcastle).
3. The potential for new rowing sites exist in Cumbria: Bassenthwaite (Keswick), Windermere, and Thirlmere.



Yorkshire Regional Rowing Council

The Yorkshire Regional Rowing Council represents the clubs and events within the counties of West, North and South Yorkshire together with the Humber. There are in total 20 clubs in the region. The majority of these are engaged in river rowing but there is a developing interest in both coastal and indoor rowing within the region.

Working in partnership

South Yorkshire Sport and West Yorkshire Sport are key partners for the development of rowing in the areas of Sheffield, Doncaster and Bradford during the duration of the plan. As a region we will also be developing partnership links with North Yorkshire and the clubs situated within York. Clubs are also encouraged, and will be supported, to work with other external bodies to develop opportunities for widening access to the sport, developing recreational rowing and enhancing training opportunities for the region's volunteers.

Regional Priorities

- To ensure the sport in the region provides equal opportunities to participate in rowing regardless of age, gender, disability, faith and ethnic origin
- Creating the opportunity for those with the desire and talent to join the ARA Performance pathway and achieve success at an appropriate level
- To value the work of volunteers and provide recognition, support and training for them, in order to ensure continued involvement in the sport and personal development, to benefit the sport
- To play an active part in developing rowing as part of the broader sporting, health and social agenda allowing for the local communities to gain benefits

Through these priorities the region can support the 'Yorkshire Plan for Sport' in delivering upon its outcomes to improve levels of performance, the health and wellbeing of the region's population and widening access to the sport.

The region aims to build the capacity of existing clubs by supporting them in their desire to modernise and improve facilities and equipment. Recent analyses, including the regional SWOT analysis and the ARA Club Survey 2004, have identified a number of development issues and concerns which include:

1. Sheffield Dam Flask reservoir clubs, Doncaster and York City RC need to establish permanent tenure.
2. Leeds is major development opportunity for the region tenure has been established at Roundhay Park but improved facilities are required. There is also the opportunity to introduce rowing on the River Aire close to the city centre.
3. The ARA tour is taking place in North Yorkshire in 2005 and we should be prepared to take advantage of any legacy which emerges.



North West Regional Rowing Council

The North West Regional Rowing Council represents the clubs and events within Lancashire, Cheshire, Merseyside, Greater Manchester and Staffordshire areas. The North West has been major player in Project Oarsome with seven schemes developing formal links with over 14 schools in the maintained sector. Our aim is to increase the number of clubs with school links offering rowing, both on the water and through indoor rowing in schools. The NWRC will work to provide a support structure to its member clubs and events. It will encourage developing partnerships with the Regional Sports Council and Regional Sports Boards with the aim of achieving the regional objectives and targets.

Regional Priorities

The North West Rowing Council Regional Plan 2005-2009 will build on the work done within the region to develop the sport both at Junior level and for new participant groups. There is a key need to develop facilities in a number of key rowing centres. The aim will be to provide the capacity to support the expansion of the sport at all levels of participation as well as providing modern facilities for existing participants. Additionally we will support the development of new clubs where there is an existing water facility, as well as supporting proposals for sustainable new water and land based facilities.

Our aim will be to increase the rate of participation by 20% over the life of the plan and to develop club capacity to respond to this increase. Clubs are also important in providing access opportunities to the high performance pathway leading to World Class competition.

The region will also promote the development of modern management in all of its clubs with a view to developing the capacity and effectiveness of the region. The NWRC will also encourage an increase the uptake of training and education, and the forming of lasting and mutually beneficial links with the local community, schools and universities.

The NWRC will through the CDO role develop links with County Sports Partnerships and Local Sports Partnership and especially to deliver the Community Sports Coach Scheme with the aim of bringing the sport to the wider community.

There will be a key emphasis on developing new partnerships in an ever growing leisure market responding to the emphasis on health promotion and well being. Rowing is a sport that can be accessed at

many different levels and an expansion of non-competitive participation will be encouraged.

The Region will encourage the expansion of the sport through greater participation in dry rowing investigating a variety of development models. The North West has significant good practice in bringing together the wider community of indoor rowers and will consider the most effective way of developing this opportunity of supporting the wider health and social welfare of our communities.

The NWRC aims to build the capacity of existing clubs by supporting them in modernising and improving their facilities and equipment. Recent analyses have identified a number of development issues and concerns which includes:

1. The facilities' priorities lie within the Cheshire basin and the extreme north of the region. The facilities at Chester and Lancaster in particular are in need of serious improvement.
2. In Greater Manchester the facilities at Trafford are also hindering the progress of this expanding club.
3. The facilities at Northwich and Warrington will need modernising in the longer term.
5. There will also be a need to develop a strategy to address the needs of those Merseyside Clubs north of the Mersey.



East Midlands Regional Rowing Council

The East Midlands Region is a compact region with a very long tradition within the sport of rowing. The region encompasses Nottinghamshire, Derbyshire, Lincolnshire and parts of Staffordshire. There are 25 clubs in the region and a number of events. The National Water Sports Centre in Nottingham provides a strong focus for the region and many national and international events are held there.

There are three Project Oarsome clubs in the region – Burton Leander, Nottingham Schools Rowing Association and Newark. These have shown how working with partners such as schools can be beneficial to the growth of participation numbers in their clubs. Clubs within the region are being encouraged to link to partners as a source for new participants. This does not necessarily just have to be school, but can include health organisations such as the Primary Care Trust, Local Authority and County Sports Partnerships.

Partnerships

The East Midlands Regional Rowing Council (EMRRC) will work closely with the Regional Sports Councils and Regional Sports Boards to ensure strategies and policies aid the achievement of overall regional objectives and targets. Within the East Midlands the ARA is developing good relationships with the County Sports Partnerships to deliver the Community Sport Coach Scheme. At present there are two full time positions within the region both in Staffordshire. These relationships will continue to develop in order to bring rowing to a wider community within the region. The EMRRC supports the ongoing development of Project Oarsome, Go-Row and Go-Race, school/club links and sees the extension of relationships with schools and Sports Colleges as an important focus within this plan. We have seen the development of the Nottinghamshire Indoor Rowing League and plan to develop this scheme in other counties in the region. We also believe that we can have a wider impact on community health and social welfare through Indoor rowing being delivered through local health facilities, and both private and public health and fitness clubs.

Priorities

The East Midlands Region's 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. People of all ages are attracted to rowing for its proven health benefits. The EMRRC has identified a number of clubs to develop both recreational and indoor rowing. There are a number of opportunities within the region to enter the Performance Pathway. Selection for the Junior and Senior Inter-regionals is open to all clubs and clubs are encouraged to take part in both. High quality J15/J16 athletes are able to access the regional J16 camp which in turn can lead to selection for the national J16 camp for the top athletes.

The EMRRC aims to build the capacity of existing clubs by supporting them in modernising and improving their facilities and equipment. Recent analyses have identified a number of development issues and concerns which include:

1. Boston RC, Nottingham BC, Nottingham Britannia RC, NCRA, Trent RC, Trentham BC, Nottingham University BC, Nottingham Trent University BC are all seeking security of tenure.
2. Trentham BC, Derby/Derwent and Loughborough University have indicated their wish to develop new facilities to meet the needs of their memberships.
3. There is the potential to re-establish a rowing centre at Gainsborough.

West Midlands Regional Rowing Council



The West Midlands Regional Rowing Council (WMRRC) represents the clubs and events within Worcestershire, Herefordshire, Shropshire, Greater Warwickshire and Birmingham.

Priority Actions for West Midlands Region (via WMRRC)

- To provide a transparent and accountable organisation and to elect a Divisional Representative to represent the views of the region at National Level
- To help clubs provide equal opportunities to participate in rowing regardless of age, gender, disability, faith, sexual orientation or ethnic origin
- Advise clubs of relevant matters and assist if and when necessary
- To promote appropriate ARA initiatives in the region as and when they become available
- To develop and share good practice by developing effective communication links with the clubs in the region – by developing a regional website and a regional electronic club and coach contact list
- Encourage and disseminate safe practices in rowing and the culture of safety in particular
- To value the work of volunteers and provide recognition, support and training by introducing regional volunteer awards
- To support regional clubs in the provision of quality rowing opportunities, by promoting and supporting the training and development of club officials and volunteers in conjunction with ARA guidelines and any appropriate National guidelines
- To increase the numbers of coaches and volunteers becoming qualified and staying active. To improve the training and education infrastructure of the West Midlands by encouraging clubs to ensure their coaches and volunteers have appropriate qualifications and experience, by establishing an effective annual coaching and volunteer development programme and promoting the Community Sports Coach scheme
- To increase the number of accredited clubs within the region
- To support the emerging relationships between outside agencies and West Midland clubs. To increase participation at recreational and competition level – by 1% per annum for the duration of the plan
- To support the delivery of the Whole Sport Plan and the Regional Plan for sport
- To support clubs in their quest for new facilities and equipment (see below)
- To encourage the use of indoor rowing as a fitness activity by promotion to schools and other groups and to increase the number of young people involved in rowing by providing a broad range of activities within the region
- To create the opportunity for those with the desire and talent to join the ARA Performance pathway and achieve success at an appropriate level. Promote Regional Performance pathways including Junior Trials and Sculling Camp for the National J16 Sculling Camp, Junior Inter-Regional Team and World Class Start
- Promote and increase regional competition entries by increasing the number of appropriate level events in the region in line with the ARA Competition review, with a corresponding increase in the number of trained umpires
- Support the work of the regionally based ARA Coaching and Development Officer

The WMRRC aims to build the capacity of existing clubs by supporting them in modernising and improving their facilities and equipment. Recent analysis, including the ARA Club Survey 2004, has identified a number of development issues and concerns which include:

1. Stratford upon Avon RC, Upton RC and Worcester RC tenure of current club sites.
2. The following club has expressed the wish to modernise or develop their premises; Pengwern RC.
3. To develop rowing in the Birmingham City area, as far as is possible, given the available resources.

Eastern Regional Rowing Council



The Eastern Region Rowing Council (ERRC) encourages the development of rowing through the affiliated clubs and events within the boundaries of the region. The region includes Bedfordshire, Cambridgeshire, Essex, East London, Hertfordshire, Milton Keynes, Norfolk, Northamptonshire, Suffolk and is the ARA's second largest in terms of membership. The ERRC works closely with the Sport England – East and the Regional Sports Board to align ARA national strategies and policies with regional objectives and targets. The ERRC wishes to develop effective partnerships with the County Sports Partnerships (CSPs) to deliver the Community Sports Coach Scheme. As the CSPs and Local Sports Partnerships develop their roles, we expect relationships to become closer and to be beneficial in bringing rowing to a wider community within the Eastern region, and through supporting and developing the involvement of volunteers as coaches through Sports Coach UK.

With the ARA's Project Oarsome and Project Oarsome Xtra many clubs and schools within the region will be offering rowing, both on the water and through indoor rowing. Extending the relationship with schools, Sports Colleges and universities will be an important focus of our plan. The ERRC believes it can have a wider impact on community health and social well-being by implementing the nationally developed Indoor rowing programme delivered through local health facilities, private and public health and fitness clubs plus other agencies. Inter-school leagues have been set up in Peterborough and Bedford and the ERRC would like to develop further leagues throughout the whole region. Increased interest in indoor rowing competition gives the Region the opportunity to encourage, develop and support the formation of indoor rowing clubs, thereby developing further indoor rowing.

The ERRC aims to build the capacity of existing clubs by supporting them in modernising and improving facilities and equipment. Recent analyses have identified a number of development issues and concerns which includes:

1. Norwich RC, Yare BC and St Ives RC tenure of current club sites. Oundle Town RC needs to establish permanent tenure and build basic boat storage and changing facilities.
2. The need to develop off river facilities including training water at Bedford Rowing & Country Park, Willington, Bedford; Whittingham Lake, Norwich; Cambridge Sports Lakes, Cambridge Rowing Trust; Hinchingsbrooke Lake, Huntingdon; Panshanger Park, Herts; Broadwater Lake, Denham, Herts; Northampton Lakes.
3. Proposed activity and developments at the Isle of Ely; Harlow; Stevenage; Kings Lynn; Downham Market; Calford School; Lower Thames, Leigh-on-Sea.
4. Community programme Milton Keynes Town rowing/Caldecote Centre; Graham Water; Rutland Water.
5. Extension of current activity at Cambridge (Camtoo), Norfolk Broads, Beccles, Broxbourne, Deben and Lea.
6. A new opportunity for coastal rowing at Lea-on-Sea (Southend on Sea)

The ERRC aims to encourage the growth and modernization of current clubs along with the creation of new clubs in the areas of the region with existing water facilities, as well as supporting proposals for sustainable water and land based facilities. Priority schemes will be those where we have support from partners such as CSPs, local authorities and schools. People of all ages are attracted to rowing for its proven health benefits. Recreational rowing, indoor rowing innovative IT technology provide an unprecedented opportunity for rowing in the Eastern region to contribute significantly to the broader sporting agenda which aims to increase considerably participation by all age groups in physical activity. The ERRC is aware of regional developments to support voluntary sector infrastructure, and of recent re-opened discussion between Sport England – East and voluntary sports bodies in the region.

For further information on the ARA-ERRC and its activities please look at our website:

www.ara-rowing.org and follow the links.

Thames Regional Rowing Council



The purpose of the Thames Regional Rowing Council (TRRC) is to represent its members: these comprise clubs (including educational establishments) and events both regattas and head races. There are 60 open rowing clubs, 60 universities and colleges, 46 schools and 70 events (30 regattas and 40 head races). The members are all based along the course of the river Thames from its head waters to Tower Bridge. The region's registered rowers represent approximately 41% of the ARA's total registered membership. The 2,000m course at Dorney is to be the venue for the Rowing World Cup, the Coup de Jeunesse in 2005 together with the 2006 World Rowing Championships. Near Reading there is the 2,000m Caversham rowing lake which is intended for use by performance athletes.

The TRRC's mission is:

"To enable the Thames region to develop rowing at all levels by enabling every community within the region to participate in the sport and to maximise our strength at local, national and international level."

In line with the ARA values and principles, the TRRC is committed to:

- Encouraging and developing good practice to provide a transparent and accountable organisation at national, regional and local level
- Providing equal opportunities to participate in rowing regardless of gender, race, disability, sexual orientation, age and religion
- Creating the opportunity for athletes with the desire and talent to join the High Performance pathway and achieve medal success at World and Olympic level
- Playing an active part in developing rowing as part of the wider sporting community
- Playing an active part in developing rowing to benefit local communities
- Providing a welcoming environment and support for participants to enjoy the sport at whatever level they choose to participate
- Valuing the work of volunteers and providing recognition, support and training.

The Thames region aims to build the capacity of existing clubs by supporting them in modernising and improving their facilities and equipment. Recent analyses have identified a number of development issues and concerns which include:

1. Barnes Bridge Ladies, Burway, Cygnet, Goring Gap, Kingston, Thames Tradesmen, Weybridge, Weybridge Ladies, and Wraysbury where tenure of current club sites needs to be secured.
2. Facilities to extend current activity are required at Oxford University Lightweight, Hinksey (Oxford), Putney Town, Combined Services RC, Dorney, Upper Thames, and Maidenhead.
3. There is the potential for a new site for rowing at Broadwater Lake near Denham and Uxbridge (M40/M25)



South East Regional Rowing Council (River)

The South East Regional Rowing Council (SERRC) is a representative body made up of rowing clubs and events affiliated to the ARA in Kent, Sussex and South East London. The SERRC governs and promotes rowing in the region and has developed this plan to prioritise and co-ordinate the SERRC's aims and activities for the next four years and to mesh the region's specific needs with the priorities identified within the ARA's Whole Sport Plan. The SERRC's Forward Plan tries to give vision and lead the way as to the future development and growth of rowing within the SERRC's region.

The Region's Forward Plan sets out the values and principles the SERRC wishes to encourage and seeks to guide clubs and events in:

- Playing an active part in developing rowing for the benefit of their local communities
- Developing good and transparent practices and being accountable organisations
- Assisting the creation of new rowing clubs in the region
- Providing a welcoming environment with support for the participants
- Developing safe practices in rowing and a culture of safety
- Continuing to provide equal opportunities to all the participants in rowing
- Creating opportunities for those with talent to join High Performance pathways
- Valuing and recognizing the work of volunteers and providing them with support and training.

The SERRC values all its partners and welcomes the cooperation and help that the sport has obtained from all its partners. It will continue to work with the two Sport England regions and three County Sports Partnerships that the Council's region spans, and it will work with the other ARA regions served by those Sport England regions to ensure that the SERRC's requirements are taken into account and are not in conflict with those of our neighbouring ARA regions. We are pleased to be considered a priority sport for Sussex by the Sussex Sports Partnership. The SERRC will continue to work with current partners and actively seek out new partnerships to support the needs and aims of its plan and for the good of rowing in the SERRC's region.

In its Forward Plan the SERRC set out its aims, priorities and the actions to be taken with regard to them. The priorities are to:

- Build the capacity of, and modernize, the facilities of existing clubs and help them gain security of tenure
- Increase the take up of education and training by participants and to help give a modern and clear structure to the sport within the region
- Help clubs form lasting links with their local communities, schools and colleges etc.
- Help generate new clubs in new locations
- Increase participation in rowing as a recreational activity by promoting the benefits of indoor and touring rowing
- Increase participation in rowing by minority groups
- Increase competition in the region and increase the numbers of trained umpires
- Improve communication in the region by creating a regional web presence
- Encourage members to be more aware of the plans of existing and potential partners who could help them achieve their aims.

Through its regional survey, the ARA club survey and existing ARA files, the region has identified:

- Opportunities to expand the sport on to new waters at Sevenoaks, Ashford, Eastbourne, The Isle of Sheppey, Rye and Surrey Quays.
- Tenure issues for clubs at: Ardingly RC, Erith RC and Medway Towns RC.
- The following clubs have indicated their wish to modernize or develop their premises Danson Lake, Trafalgar Rowing Centre - Greenwich, Medway Towns RC, and Maidstone Invicta RC.



South East Coast Regional Rowing Council

The South East Coastal region comprises clubs in Kent and Sussex. The clubs have a rich history and proud traditions to maintain. The region is also aware that this is only part of the story and that the clubs need to be innovative in order to develop rowing still further.

SECRRRC's Forward Plan 2005 to 2009 will build on the success which was achieved over the past five years in the region since the implementation of our first development plan. In the last five years SECRRRC has developed from an inactive region to a proactive region increasing membership at its local clubs, increased events/activities for members and increasing ARA membership.

Partnerships are crucial to our success and will be at the centre of our strategy, at regional, and local level. Our current partners include Sport England, County Councils, Local Councils, South East (River) Regional Rowing Council, Local Network Fund, local businesses, East Kent Health Promotion Unit, Local Sports Councils, County Sports Partnerships, Coast Amateur Rowing Association, SEEDA.

We are developing good working relationships with the Kent and Sussex County Sports Partnerships. We are also working with our National ARA office to provide Community Sports Coaches. As the County Sports Partnerships develop their roles, we expect those relationships to become closer and to be most beneficial in bringing rowing to a wider community within the region. We are pleased to be considered a priority sport for Sussex by the Sussex Sports Partnership.

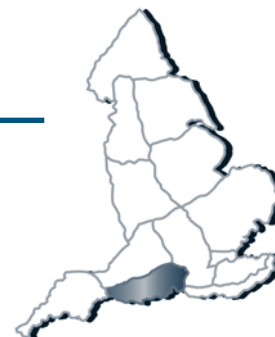
SECRRRC through the ARA's club/school link scheme, will help clubs in the region form direct links with local schools in the maintained sector and are currently working to develop links with the local Sports Colleges. These are the hub of a network of schools. By the end of this plan it is hoped that more schools will be offering rowing, both on the water and through Indoor rowing in school through the ongoing development of Project Oarsome and Project Oarsome Xtra, Go-Row, Go-Race and club/school links. We also believe we can have an even wider impact on community health and social arena, by the expansion of an Indoor rowing programme to be delivered through youth and sports clubs and other organisations. The ARA have seen great

opportunities for expanding their work with coastal rowing associations and as the only region consisting solely of coastal rowing clubs we wish to be at the centre of these activities and programmes.

The SECRRRC aims to build the capacity of existing clubs by supporting them in the modernisation and improvement of facilities and equipment. Recent analysis has identified a number of development issues and concerns which include:

1. Dover, Eastbourne, Hastings and Shoreham Rowing Clubs need to establish security of tenure.
2. Eastbourne and Shoreham Rowing clubs have also indicated their desire to modernise and/or develop their premises.
3. A key priority in the development strategy of the South East Coast region is the provision of a Water Sports Centre at Dover. This will provide a suitable safe environment to enable sports development to be achieved in the region. A multi sport based family environment will promote both an economy of effort and scale with partners working together towards common sports development goals for the region.

Wessex Regional Rowing Council



The Wessex region represents rowing clubs within Hampshire and Dorset. The majority of these clubs are based along the coastline and a mixture of both coastal and river rowing is undertaken by the clubs. There are 26 clubs in the region, including four school and three university clubs.

This plan is pivotal to continue the growth of the sport in the region. The plan aims to give the national ARA Whole Sport Plan a regional perspective, with aims, objectives and importantly will try to set targets which can be monitored over the next four years and further, allowing the plan to be a working document. Wessex region is one of the most ambitious regions in the country, the key to this ambition is a knowledge that this body cannot single-handedly change the sport but it is down to, firstly, the fantastic club and volunteer structure the region has, and secondly partnerships with a range of key agencies. These partnerships are essential to the region, and the region will continue to work closely with as many partners as possible, including Hants and Dorset ARA, the ARA, County Sports Partnerships, Local Authorities, schools, funding agencies, businesses, as well as many more.

The Wessex RRC is here to support and help develop the clubs, and encourage good, safe and effective guidance. The region's priority will be to promote Clubmark to all clubs with juniors, and to provide training courses and performance pathways for as many coaches and athletes as possible. As a region we will build on Sport England and ARA framework of participation. This will be centred around introducing as many juniors as possible to rowing via the national framework of Go Row and schemes such as Project Oarsome, Project Oarsome Xtra and Community Sport Coach. It will also try to widen opportunities to adults by offering more adult learn-to-row opportunities. Wessex is a thriving region and our open door policy will continue. Most of all clubs still have room for growth, and we will support this development to the best of our ability for all individuals.

Working in Partnership

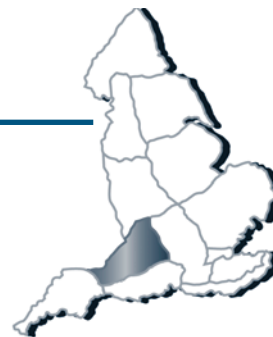
The Wessex region already has a structure which allows co-ordination with large and small partners very successfully. Partnerships with ARA and Hants and Dorset ARA have been key throughout the RRC's existence. The Wessex RRC also has links with Local Authorities, County Sports Partnerships, Sport England and Sportscoach UK, however, these links need to be strengthened and used more effectively. The region also sees the need to develop more partnerships links, especially where the body would be able to access funding across the region, therefore greater links are needed with Primary Care Trusts, local trusts, national and regional funding bodies as well as businesses with a local base which may not only wish to help financially but may wish to participate.

The plan gives targets which when implemented and monitored at bi-monthly regional rowing council meetings and at the regional AGM will give the region a developmental legacy. With this plan in place, a framework of development has been set not only to continue the recent growth but also to further expand participation levels for all ages and abilities.

The Wessex region aims to build the capacity of existing clubs by supporting them in modernising and improving their facilities and equipment.

The region has information on a number of clubs through the ARA club survey and existing ARA files, which highlight tenure and facilities issues and opportunities. The region intends to support and help all its clubs develop in this area in line with regional and national priorities.

WAGS Regional Rowing Council



WAGS Regional Rowing Council represents all members across the counties of Wiltshire, Gloucestershire and Somerset, and the unitary authority areas previously referred to as the county of Avon.

The RRC itself has been elected by, and is here to support its members, whether they be grouped by open clubs, universities or schools, and will represent them and their interests in the wider community.

The region will provide encouragement, services and information to its members and will act as an interface between clubs and the ARA, while actively promoting co-operation between Clubs and society for their mutual benefit.

The WAGS Forward Plan will build on our successes, whether it be in providing more Olympic rowers (Three Golds, six participants), training for veterans, (Eight Golds at the World Championships) bettering our steadily improving place in the Junior Inter-Regional regatta, incrementing our Adaptive rowing programme (the only rowing club to be specifically listed in the Disability Sport Foundation is in this region) or simply providing more opportunities for the population to take part in enjoyable physical activity in line with the Government's 'Game Plan'.

Most of the activities required for the encouragement of rowing, organisation, resourcing, the raising of standards, coaching, competition, inclusivity and so on, are the responsibility of all clubs, including the universities, colleges and schools in the region. There are however certain activities that must be organised and run on a regional basis.

While the region fully supports all clubs in their day-to-day activities, the primary concern and priority for this region in the next five years must be the dire state of the region's clubs' facilities. Only two clubs hold the freehold of their premises; the others hold tenancies varying from 5 to 51 years duration, and many tenures are far from secure. All facilities are of the most basic nature, and some clubs lack even the most elementary hygienic requirements. One club even has no shelter either for its members or its equipment. It is a credit to the outstanding quality of the volunteers in this region that Clubs are functioning, expanding and providing sport, training and support to all sections of the community in spite of the problems.

The Regional Rowing Council will undertake to continue to support fully all its members and member clubs in their projects, whether this be Project Oarsome, World Class Start, Clubmark or any ARA initiative, or indeed their own development plans.

West Regional Rowing Council



The West Regional Rowing Council (WRRC) is the youngest in the ARA having been in existence for just three years. The large geographical area, encompassing all of Devon and Cornwall, combined with the various types of rowing that take place in the South West make this region rather unique. The region supports nearly 8,000 rowers who are represented by various different Associations these are; Cornish Pilot Gig Association, West of England Amateur Rowing Association, Seine Boat Group, Isles of Scilly Gig Association and Cornish Rowing Association. Although this is a young region rowing has been taking place for hundreds of years and some of the associations were in existence before the current National Governing Body. With this history it is not surprising that some rowers from the area have achieved national and international success. A few modern day stars from the region include Olympians Ed Coode and Guin Batten and World Indoor Champion Melanie Moore.

All of the associations have a busy racing calendar with events on both Saturdays and Sundays from April through to October with World Championships in both Pilot Gigs and Seine boats being held annually. All of the associations have competed internationally in events in Holland, France and America along with 'The Great River Race' in London and look for opportunities to promote rowing at all times.

Partnerships should be at the forefront of all aspects of rowing. Besides the obvious interaction between the rowing organisations themselves the WRRC takes great pride in their involvement with Local Education Authorities, schools, Sports Partnerships at County and Local Authority level along with various Heritage groups. Recent initiatives and future proposals are designed to engage many other groups such as; DEFRA, Environment Agency, South West Lakes, Harbour/Port Authorities, the Market and Coastal Town initiative, the Beautiful Bays initiative, Sports coach UK, business partnerships, housing associations and their specific community groups and Primary Care Trusts including disability and drug groups.

Our Priorities

It is apparent that one of the greatest successes has been getting people onto the water. In the case of fixed seat coastal rowing membership has escalated in recent years. This has occurred not through heavy financial investment, but through hard working and enthusiastic members who have not been hampered by unnecessary bureaucracy. With this success comes the problem that many clubs are at, or reaching, saturation point. The region will encourage the sharing of knowledge from clubs that have been successful in obtaining large grants and sponsorship for facilities expansion and improvement along with input and support from the National Governing body so that we can all continue to welcome new members. The coach education system is well established now within the river rowing clubs and has a number of Tutors and Assessors who are able to deliver Dry Start and Instructor Award courses. The other associations have different requirements to the ARA standard courses; qualified coaches from the Region's Coaching Commission will work with fixed seat coastal rowing groups to develop a coach award programme suitable for their needs.

The WRRC aims to build the capacity of existing clubs by supporting them in modernising and improving their facilities and equipment. Recent analyses have identified a number of development issues and concerns which include:

1. Exmouth and Exeter where secure tenure of current club sites is required.
2. New or improved facilities to extend current activity are required at Bideford, Plymouth, Salcombe and Wimbleball.
3. The recent audit and survey of the fixed seat group has indicated facilities issues with 23 clubs and equipment shortages at a further 18.
4. Establish a new site at Stithians Lake, Falmouth.



Glossary of abbreviations

ARA	Amateur Rowing Association
BCAS	British Coaching Award Scheme
BOA	British Olympic Association
BST	British Sports Trust
C&DT	Coaching and Development Team
CCDP	Community Club Development Programme
CCPR	Central Council for Physical Recreation
CDP	Continued Personal Development
CPSU	Child Protection Support Unit
CSCS	Community Sports Coach Scheme
CSP	County Sports Partnership
DCMS	Department of Culture Media and Sports
DfES	Department for Education and Science
EIS	English Institute of Sport
FE	Further Education
FISA	Fédération Internationale des Sociétés d'Aviron
HE	Higher Education
HP	High Performance
HSCT	Henley Stewards' Charitable Trust
KPI	Key Performance Indicator
LA	Local Authority
LEA	Local Education Authority
LSP	Local Sport Partnership
LTAD	Long Term Athlete Development
NGB	National Governing Body
NSPCC	National Society for the Prevention of Cruelty to Children
PESSCL	PE in Schools and School Club Links
RRC	Regional Rowing Council
RoSPA	Royal Society for the Prevention of Accidents
RSB	Regional Sports Board
RSC	Regional Sports Council
SARA	Scottish Amateur Rowing Association
SSP	School Sports Partnership
STM	Sequential Training Model
UKCC	UK Coaching Certificate
WARA	Welsh Amateur Rowing Association
WCS	World Class Start
WRC	World Rowing Championships
YST	Youth Sports Trust