



**SCOTTISH
ROWING**

STRATEGIC PLAN 2017-21



SCOTTISH ROWING

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INTRODUCTION

Scottish Rowing is the governing body for rowing in Scotland. Our members are our affiliated clubs, and our organisation is led by a volunteer board of Directors, supported by a staff of eight. This staffing support has been made possible by core investment from **sportscotland** and has enabled us to develop rowing in Scotland in a number of areas.

In 2013, we set out a four-year Strategic Plan which was clearly aligned to Reaching Higher, the national strategy for sport in Scotland. Our key objectives were to increase participation and improve performance in rowing, and we achieved – and in some cases exceeded – our strategic targets.

We have now devised a new plan with a new set of ambitious targets for the next four years which builds upon the foundations we put in place from 2013-17. A key difference in our 2017-21 plan is our focus on ensuring that all forms of rowing can access support from Scottish Rowing if required.



VISION

Scottish Rowing's vision is to support and empower people in Scotland to enjoy rowing and achieve their full potential. To do this, we have set strategic targets for the 2017-21 period covering every level of rowing in Scotland – these include:



DEVELOPMENT

- Membership growth of 15%
- Complete a detailed strategic review of rowing competition in Scotland and implement a competition framework relevant to the ages and stages of all participants
- Establish and deliver a workforce plan to develop coaches and volunteers
- Have 4+ athletes training in a structured para-development programme

PERFORMANCE

- 6+ Scots on Team GB at Tokyo 2020, with a target of 2+ Olympic medals
- 2-3 new home-based Scots on the British Rowing World Class Performance Programme

UMPIRES

- Increase total number of umpires by 20%
- Train 5 new multi-lane umpires
- 1 new umpire on FISA pathway

INTERNAL

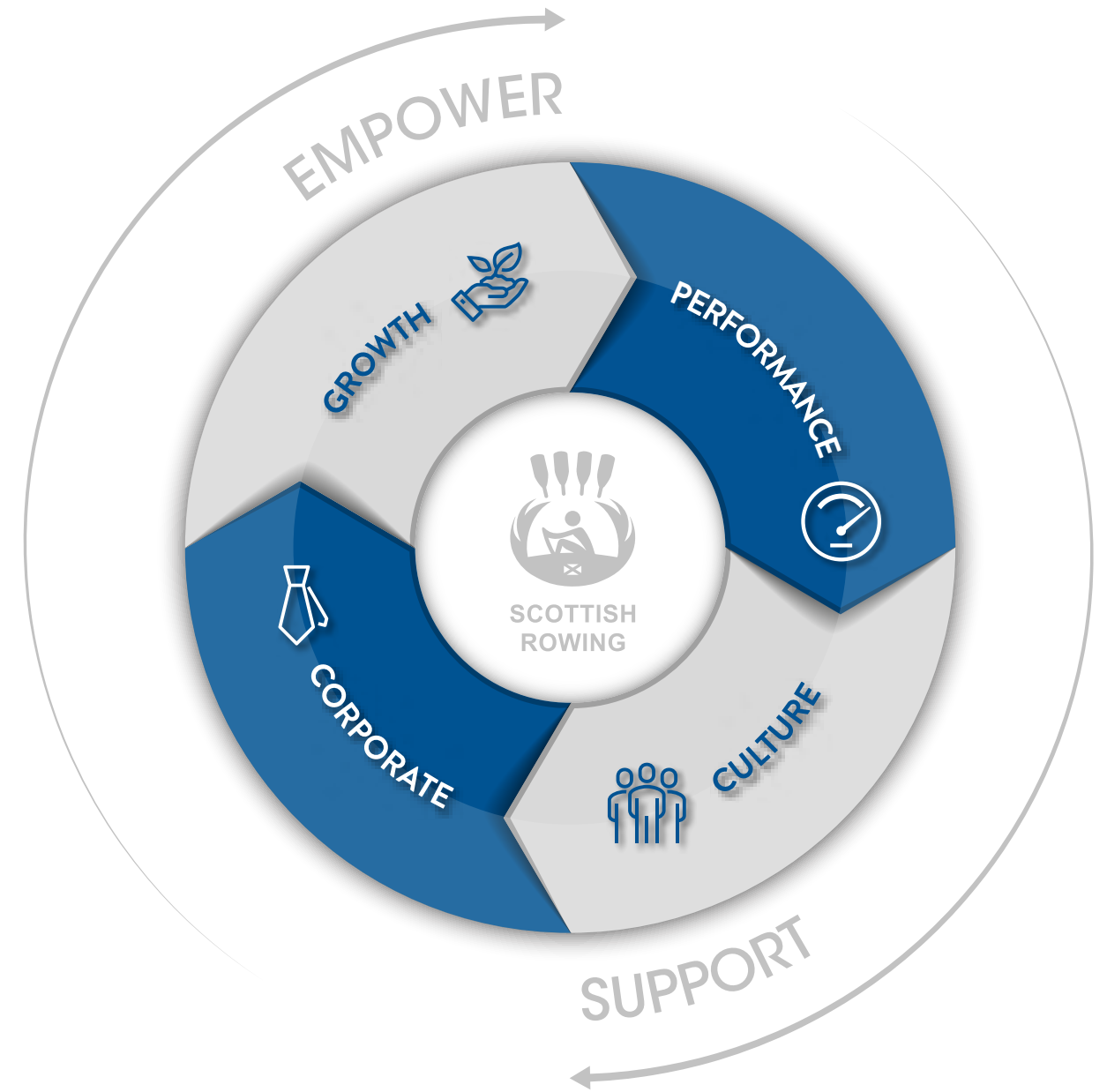
- Maintain satisfactory audit status
- Achieve Intermediate Level on the Equality Standard for Sport



STRATEGIC PRIORITIES

We have identified four areas of focus to help us meet our high-level strategic targets:

- **Growth** – creating opportunities to row and growing the sport of rowing in all its forms
- **Performance** – facilitating the environment and culture required to raise the bar at all levels of the performance pathway and help support the transition of more Scottish athletes directly on to the GB Rowing Team senior programme
- **Culture** – partnering with all of our members to create quality experiences of rowing within an open and welcoming environment
- **Corporate** – ensuring we are a sustainable, professional organisation with strong governance and the capability and capacity to deliver efficient and effective support



GROWTH

In aiming to widen access to rowing in all its forms, we have four key areas of focus:

- **Sliding-seat rowing:** helping our member clubs develop coaches and volunteers to increase their capacity and better meet the needs of current and potential participants
- **Indoor rowing:** continuing to develop this accessible and derivative form of rowing both as a sport in its own right and as a potential gateway to rowing on the water
- **Coastal rowing:** complementing and adding to the work of the Scottish Coastal Rowing Association (SCRA) by offering governance and support to the coastal rowing community if required
- **Adaptive and para-rowing:** developing key partnerships within disability sport to secure additional resources and provide further inspiration and motivation to Scottish Rowing as a whole

Key growth-related actions will include:

- Helping participants understand their possible routes into and through the sport within clearly defined pathways
- Conducting a detailed review of all competition in Scotland, ensuring all events are well run and meet the needs of all member clubs and participants
- Providing appropriate levels of infrastructure to develop the sport by recruiting and training more coaches, umpires and volunteers
- Offering more attractive and inclusive forms of membership for individuals and clubs
- Engaging with the SCRA and incorporating the needs of coastal rowing into our membership review
- Developing indoor rowing, particularly at the schools level
- Balancing development of the Scottish Rowing Centre – particularly as a knowledge centre and venue for adaptive and para-rowing – with facilities development projects which increase the capacity of clubs to meet the basic needs of their individual members





PERFORMANCE

Our partnership approach to targeted performance development aims to build on past successes and ensure:

- **Healthy competition:** driving up standards across the sport
- **Capacity:** retaining and building upon our two programmes in Edinburgh and Glasgow to cope with further expansion
- **Opportunity:** creating opportunities for more Scottish rowers across the country to progress on the GB performance pathway, irrespective of background
- **Developing partnerships:** creating strategic partnerships to support long-term athlete development, including British Rowing/the GB Rowing Team, **sportscotland** and the **sportscotland** institute for sport, and Winning Students
- **Good governance:** ensuring anti-doping and athlete welfare standards are maintained

Key performance-related actions will include:

- Establishing a performance programme in Aberdeen, and a para-rowing programme at Strathclyde Park
- Providing targeted support for junior rowing, particularly in facilitating transition to U23 level
- Ensuring coaches within key junior and U23 programmes and/or who aspire to coach at higher levels are identified, developed and aligned to our performance programme
- Maintaining close links with the GB Rowing Team
- Introducing a professional data management platform to monitor and track athlete development



CULTURE

Clubs are vital to the Scottish rowing experience - it is through our member clubs that participants first experience the sport, and no matter how far they proceed in the sport, their clubs will still be at the centre of everything they do. We're committed to helping clubs attract and retain members by encouraging:

- **Clear direction:** understanding the priorities of each club and how they align to Scottish Rowing's vision and values
- **Positive values:** ensuring all events and activities are delivered to a very high standard within a fun, inclusive and safe environment
- **Mutual understanding:** helping clubs understand our purpose and role as a Governing Body and our relationship both with clubs and the wider rowing and sporting community

Key culture-related actions will include:

- Working with the wider rowing community to define a set of shared values aligned to our vision and strategic objectives
- Reflecting those values in our education and training programmes, our club resources and our internal and external communications
- Introducing an annual member satisfaction survey to track our progress over time
- Better identifying club needs and supporting the delivery of club programmes, including those such as "Project Rio" centred around inspirational events
- Improving the "Grow2Row" club accreditation scheme



CORPORATE

To deliver our objectives effectively, we need to operate with integrity and transparency and strive for best practice in all areas of corporate governance, including:

- **Compliance:** meeting all legal, safeguarding and anti-doping requirements
- **Accountability:** being financially accountable and operating ethically and with integrity
- **Inclusiveness:** creating an inclusive environment both for members and for our Board, staff and volunteers

Key corporate-related actions will include:

- Ensuring we have effective strategic input and decision-making at Board level
- Evolving our Committee structure to ensure it is properly resourced and continues to support the development of rowing in Scotland
- Moving to a new membership system with broader functionality that helps us capture information better
- Producing a new business plan that helps us develop revenue streams from sources other than **sportscotland**
- Developing and implementing new policies and procedures as appropriate to manage the organisation and the sport
- Assessing the appropriateness of Charitable Status for Scottish Rowing





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Scottish Rowing looks forward to working with our members and partners during the delivery of this plan.



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