



SCOTTISH ROWING

**STRATEGIC
PLAN
2022 - 25**

BACKGROUND

Scottish Rowing is the governing body for rowing in Scotland. It has 28 member clubs with over 3000 active rowers from age 12 to 80+ and provides opportunities for these rowers and for potential rowers to take part and achieve in rowing.

STRATEGIC CONTEXT

This strategic plan comes after a period of significant disruption because of the COVID-19 pandemic, not only within the sport but across society. As Scottish Rowing and our clubs rebuild after this extensive disruption to activities through the COVID-19 lockdowns, there is an increased focus on the importance of physical activity for physical and mental health and wellbeing.

We wholeheartedly support sportscotland's vision of an active Scotland where everyone benefits from sport and this strategic plan sets out how rowing can play its part.

The benefits of being active outdoors are well documented and Scottish Rowing's three-year plan sets out across three strategic areas how we propose to introduce the benefits of rowing to more people's lives. It seeks to demonstrate the contribution rowing can make in helping to get people more active whether that is through trying rowing for the first time, becoming a club member, being an athlete with aspirations to perform on the world stage or giving their time as a volunteer to help make the sport happen.

OUR PROGRESS 2017 - 2022



TWO SILVER MEDALLISTS TOKYO 2020



RECORD NUMBER OF SCOTTISH SELECTIONS FOR TOKYO 2020



BEST EVER PERFORMANCE AT HIR IN 2019



CLUB SUPPORT TOOLKIT LAUNCHED



**PARTICIPANT PATHWAY DESCRIBED AND NOW INFORMING
COMPETITION ACTIVITY AND STRATEGIC PLANNING**



**COMPETITIONS GROUP FORMED TO DELIVER AGAINST
GAPS/OPPORTUNITIES IN COMPETITION FRAMEWORK**



**SCOTTISH ROWING LED COMMUNITY OUTREACH PROGRAMME
AT FIRHILL GOING FROM STRENGTH TO STRENGTH**

OUR PROGRESS 2017 - 2022



IMPROVED CLUB ENGAGEMENT EVIDENCED BY BETTER PARTICIPATION IN SCOTTISH ROWING ACTIVITIES



COACHING FRAMEWORK DEVELOPED AND BEING PILOTED



ACHIEVED SATISFACTORY RATING IN DEVELOPMENT AUDIT



INVESTMENT IN STAFF DRIVING INCREASED ACTIVITY AT THE SCOTTISH ROWING CENTRE



SUCCESSFULLY RESUBMITTED AT THE PRELIMINARY LEVEL OF THE EQUALITY STANDARD



STEP CHANGE IN USE OF TECHNOLOGY (AZOLVE, PLAYWAZE, VIRTUAL INDOORS, REGATTA MANAGEMENT SYSTEMS)

OUR VISION

A welcoming and thriving rowing community

OUR MISSION

To support and empower people in Scotland to enjoy rowing and achieve their potential

OUR VALUES

RESPECT

- WE TREAT EVERYONE WITH DIGNITY AND CONSIDERATION
- WE OPERATE WITH AWARENESS OF INDIVIDUAL DIFFERENCES & NEEDS
- WE OPERATE WITH INTEGRITY
- WE CHALLENGE BEHAVIOUR THAT FALLS BELOW THESE STANDARDS
- WE ENSURE THAT EVERYONE IN OUR SPORT HAS A VOICE

DRIVE

- WE STRIVE TO BE THE BEST THAT WE CAN BE
- WE ARE WILLING TO WORK HARD TO ACHIEVE OUR GOALS
- WE SHARE THE ACHIEVEMENTS OF OUR SPORT AND OUR ATHLETES WITH PRIDE
- WE ENDEAVOUR TO ENSURE THAT OUR ACTIVITIES HAVE THE MAXIMUM POSSIBLE IMPACT
- WE DO OUR UTMOST TO ENSURE THE FUTURE SUCCESS OF OUR SPORT

INNOVATE

- WE LOOK WITHIN AND OUTSIDE OUR SPORT FOR IDEAS AND OPPORTUNITIES TO IMPROVE
- WE ARE OPEN TO THE VIEWS AND OPINIONS OF OTHERS
- WE REGULARLY REVIEW OUR ACTIVITIES AND ADAPT TO SUIT THE CHANGING CIRCUMSTANCES
- WE DARE TO MOVE OUTSIDE OUR COMFORT ZONE IN OUR EFFORTS TO IMPROVE

COLLABORATE

- WE RECOGNISE THE VALUE OF WORKING WITH DIVERSE PARTNERS AND OPINIONS
- WE SEEK OUT AND SHARE BEST PRACTICE
- WE INVEST IN BUILDING PRODUCTIVE AND MEANINGFUL RELATIONSHIPS
- WE RECOGNISE AND SUPPORT THE GROWTH AND DEVELOPMENT NEEDS OF OUR PEOPLE
- WE WORK WITH OTHERS IN THE COMMUNITY TO ENSURE THE HEALTH OF SCOTTISH SPORT

STRATEGIC OUTCOMES & PRIORITIES

MORE OPPORTUNITIES FOR PEOPLE TO TAKE PART IN ROWING

MORE PEOPLE TAKING PART IN ROWING IN OUR CLUBS AND PROGRAMMES

A MORE DIVERSE ROWING COMMUNITY

MORE PEOPLE RETAINED IN THE SPORT

MORE OPPORTUNITIES FOR PEOPLE TO PROGRESS AND ACHIEVE

MORE PEOPLE COMPETING AT THE HIGHEST LEVEL

For each of these outcomes we will set annual targets and monitor and report progress against them. To deliver these outcomes we have identified three strategic priority areas. These strategic priorities are enhanced by the activities of the Scottish Rowing Centre as the 'Thriving Home' of Scottish Rowing and supported by a strong organisation.



EXTENDING OUR REACH



SUPPORTING OUR PEOPLE



PROVIDING PATHWAYS FOR ALL

THRIVING HOME & STRONG ORGANISATION



EXTENDING OUR REACH

Rowing is proud of being a 50/50 sport in terms of female/male participation, but we still have much to do to widen access, to reduce or remove barriers and to build a membership more representative of the communities we operate in. Extending the reach of rowing, with a focus on diversity and inclusion is the first strategic priority. A project like the Firhill Community Project in Glasgow demonstrates what can be achieved with the right partners and investment in equipment and people with the skills and experience to deliver meaningful activity. However, to make a real impact, we also need to mobilise our club network and support their activities to engage their local communities.

Scottish Rowing believes that widening access to rowing and developing more opportunities for people to take part is vital for the future success of the sport. In the next three years, we will work to extend the reach of Scottish Rowing by leading and promoting Equality, Diversity and Inclusion ("EDI") activity and developing new pathways in coastal sculling and disability rowing.



CONTINUED...

Scottish Rowing will:

- work with partners to deliver focused, high impact community outreach programmes with a focus on Changing Lives. We will continue to support the development of the Firhill project, expand activities at Strathclyde Park and pursue additional opportunities where aligned to our strategy;
- develop and deliver a targeted volunteer development programme with a focus on breaking down barriers to inspire, empower and share good practice in EDI with and between clubs;
- develop a new plan in consultation with Scottish Disability Sport and clubs to provide more opportunities for people with disabilities to participate in rowing in Scotland;
- continue to offer opportunities for schools to participate in indoor rowing through the Scottish Rowing Schools league and improve the onward signposting to club rowing; and
- work with British Rowing and Welsh Rowing to develop coastal sculling as a new discipline in Scotland with the potential to open up the sport to new locations currently not accessible to flatwater rowing.

SUPPORTING OUR PEOPLE

Delivery of our plans is dependent on having the right people with the right skills and a passion to make a difference. Our sport is built on volunteers; as coaches, club leaders, event organisers and officials and we need to invest in them if we are to effect genuine, sustainable change and ensure the sport has a strong future.

Supporting our People is our next strategic priority and builds on the work done since 2017.

We will do more to develop the coaches, club leaders and volunteers to secure a successful, sustainable, inclusive sport for the future by:

- supporting club volunteers to embed good governance, business principles and develop partnerships by delivering volunteer workshops and webinars around the key themes in our Club Support Toolkit;
- designing and delivering an inclusive programme for young people in our sport to develop transferable leadership skills and support potential future leaders for clubs, events and the sport;
- rolling out the Coaching Framework to enable self-directed or bespoke supported personal development aligned to a relevant and appropriate programme of formal and informal learning and development opportunities for coaches at all levels.

PROVIDING PATHWAYS FOR ALL

We know, from the work done since 2017 to define the sporting pathways in Scottish Rowing, that while we have an increasingly successful pathway to develop talent, we can do more to keep people active in our sport for longer and provide more opportunities for participants at all levels of the sport to achieve and progress at their own level.

Our third strategic priority is to provide pathways for all, offering a range of options to attract and retain participants. As a sport, we lose a lot of rowers at key transition points (e.g., school exam years, graduation) and we also lose participants, particularly at senior and masters level, for whom the current competitive route through the sport requires a level of commitment (as rowers, coaches or volunteers) that they are unwilling or unable to make.



CONTINUED...

We will improve retention in our sport by providing opportunities for people to progress in and enjoy rowing at whatever stage they are at including:

- events and activities such as camps, clinics, challenges and events for underserved groups (masters, beginners, younger juniors, recreational rowers);
- programmes and connections to support increased transition from student to open club;
- a competition and events programme to meet the needs of rowers at all levels and to address identified gaps in provision; and
- opportunities for existing rowers to take part in coastal sculling.

For those athletes who have ambitions to progress to GB representation, we will build on the strong foundations we have in place to ensure that any individual with potential has the opportunity to succeed. We will ensure that knowledge gained around what it takes to win (WITTW) from previous cycles informs our new athlete and coach curriculum and underpins our performance pathway programme activities.

We aim to enhance Scottish Rowing's delivery capacity in the Paris cycle with the addition of a Pathway Development Coach who will support increased athlete development activity, particularly at junior and under 23 level.

CONTINUED...

We will continue to develop the performance pathway to support Scottish athletes towards GB representation by:

- providing opportunities for young athletes (J16 to U23) with performance ambitions to experience training in a performance environment and racing at the top levels of UK domestic competition by running camps and co-ordinating selection of crews for the major Tideway Heads and Henley events;
- launching a new junior academy programme (after running a pilot during 2021-22) to support a cohort of identified athletes each year through the provision of camp-based athlete development interventions with a parallel programme of linked coach development;
- continuing to invest in our university partner programmes (subject to end of cycle reviews) and host the British Rowing funded World Class Start programme at the Scottish Rowing Centre. This partnership approach has allowed us to leverage significant levels of additional external investment into our performance programmes at under 23 level;
- providing a targeted and bespoke package of support to identified talented athletes on the Scottish Rowing Performance Programme, working in partnership with the sportscotland institute of sport;
- maintain strong working relationships with performance colleagues at British Rowing to ensure that the Scottish Rowing pathway is aligned with emerging national and international standards; and
- work with partners to introduce a coastal sculling pathway offer to be ready for any proposed changes to the Olympic programme for the 2028 cycle.

THRIVING HOME

Our ambition is that the Scottish Rowing Centre is a valued asset for Scottish Rowing by:

- contributing across all areas of the strategic plan e.g.;
 - supporting the performance pathway activity
 - leading and inspiring in community engagement and inclusion
 - supporting domestic and national events
 - being a physical home for coach education and development;
- being financially sustainable as part of Scottish Rowing; and
- building a constructive partnership with North Lanarkshire Council at Strathclyde Country Park.

The recent experience from employing a part time Business Manager has demonstrated the potential for increased community activity and revenue growth (assuming no further COVID closures).

We will seek to appoint a full time Business Manager to:

- manage and develop community and commercial partnerships;
- manage activity delivered by the Centre; and
- to ensure the facility is maintained and meets required health and safety standards.



CONTINUED...

The Rowing Centre plan aligns with the Scottish Rowing business plan as set out below.

PROVIDING PATHWAYS FOR ALL

EXPANDING OUR REACH

1. ACTIVE SCHOOLS PARTNERSHIP
2. DIRECT SCHOOL DELIVERY
3. RECREATIONAL PARA-ROWING DELIVERY
4. NEW BOAT CLUB/PARTNERSHIP TO FOCUS ON GRASS ROOTS PARTICIPATION
5. USE OF CENTRE BY NON-ROWING SPORTS CLUBS

SUPPORTING OUR PEOPLE

1. CENTRE ACCESS FOR AFFILIATED CLUBS
2. BASE FOR COACH EDUCATION & DEVELOPMENT OPPORTUNITIES

PERFORMANCE

1. WORLD CLASS START DELIVERY
2. COORDINATE SIS ATHLETE TRAINING AT THE CENTRE
3. DEVELOPMENT AND TALENT ID CAMPS INCLUDING PARA ROWING

WHOLE SPORT

1. OUTDOOR EVENTS
2. INDOOR EVENTS
3. TRAINING CAMPS
4. 1-1 SESSIONS
5. LEARN TO ROW COURSES



ORGANISATION

We will operate to high standards of governance as set out in the sportscotland governance framework and maintain a robust and sustainable organisation with the skills and resources to deliver our plan. In particular, we will:

- ensure our membership data, club management systems and event entry and management systems are fit for purpose and give a positive user experience;
- provide a membership offer that is relevant to and valued by clubs and individuals;
- diversify our sources of income to help underpin our financial sustainability;
- celebrate and promote the successes in our sport;
- proactively engage with North Lanarkshire Council; and
- continue to proactively engage with British and Welsh Rowing.





LOTTERY FUNDED