

Amateur Rowing Association
Strategic Plan 2009-13





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- **ARA Facilities Strategy 1999-2005**
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1 Introduction

The ARA's Strategic Plan for 2009 to 2013 will build on our success at Olympic and World level, our strong club base and a range of innovative participation programmes.

We have the exciting and challenging task of creating a strategy to develop rowing that will be relevant and successful in engaging with a new and growing participant base whilst ensuring we sustain and develop the club infrastructure which is so crucial in developing our sport in the community.

Rowing is still a sport delivered nearly entirely by volunteers, and increasing and retaining them is important to our success. They are supported by a team of staff, many of whom work in the field with our clubs and delivery partners, and their role is also important to the growth of the sport.

We are particularly aware with this Plan that we have a 'once in a lifetime' opportunity with the publicity and profile that is being generated for sport through the staging of the London 2012 Olympic Games, to play our part in delivering a real and lasting legacy for future generations.

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

2 The Vision

Our vision statement was developed to headline our last Strategic Plan and it remains entirely relevant to the next four years.

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

However we are making some amendment to reflect the next stage of our development –

- new participants through new activities
- rowing for life through clubs with excellent facilities and well-supported volunteers
- inspiration through success on the world stage and at London 2012

3 Values and Principles

- Recognising that the development of the sport depends on the development of all the ARA's member clubs, and therefore adopting policies that enable each of them to achieve their full potential
- Providing a welcoming environment and support for participants to enjoy the sport at whatever level they choose to participate
- Playing an active part in developing rowing as part of the broader sporting and social agenda, and to benefit local communities
- Creating the opportunity for those with the desire and talent to achieve success to receive the support they need to fulfil their potential



- Providing equal opportunities to participate in rowing in accordance with the standards and best practice in sport
- Encouraging and developing safe practices in Rowing and the culture of safety in general
- The welfare of both children and vulnerable adults will remain as fundamental principles of all our activities at every level in line with the standards and best practice in sport
- Valuing the work of volunteers and providing recognition, support and training
- Providing excellent career development opportunities and a caring supporting environment for our staff
- Encouraging and developing good practice to provide a transparent and accountable organisation at national, regional and local level

4 Partnerships

4.1 National partners in sport

Partnerships are crucial to our success and will be at the centre of our strategy. In particular we will work with -

- UKSport to develop our World Class programmes, in staging World class events in the UK, contributing to international development in sport, to provide effective ethical policies, e.g. anti-doping and equity, and representation of the ARA and British Rowing on international bodies
- Sport England to develop a world leading community sports system for rowing that will offer an attractive and quality experience to both potential and existing participants in our sport and nurture and develop talented individuals in clubs
- The Youth Sport Trust to develop rowing and indoor rowing in schools
- SportsCoach UK to develop our coaching strategy and action plan
- British University and Colleges Sport (BUCS) in developing new opportunities to grow and sustain rowing in the HE sector, and to ensure talented individuals are encouraged and supported.

We also wish to work with the specialist national agencies who can provide advice and support in our work with targeted groups, i.e. EFDS, Skills Active, Sporting Equals, WSFF, Volunteering England, ISPAL etc.

At regional level we welcome the support of regional Sport England offices and the CSPs to ensure we are within local community and regional networks, to promote the opportunities we are making available to local communities, LAs, LEAs and other providers to develop rowing through our WSP, and to gain funding and other support for our clubs.

We will work with a range of other partners and agencies, public sector, commercial and non-commercial agencies to provide the appropriate training, advice and information they require to deliver physical activity programmes, particularly for indoor rowing.



4.2 Other national and international partners

The ARA represents both England and Great Britain on a range of national and international bodies, including FISA, BOA, BPA and CCPR. All are important partners in promoting and supporting rowing in the wider sporting context. They have also contributed to other junior rowing schemes.

4.3 Partnerships within the Rowing Family

We will continue to work with the partners who have made a significant contribution to our programmes, e.g. the Henley Stewards' Charitable Trust. During our last WSP the HSCT have increased the donations to their highly successful scholarship scheme for junior HSCT community coaches, who continue to provide extremely valued support in club junior programmes.

We will continue to expand the range of services we offer to our affiliated organisations, particularly through coaching and development. These include the Cornish Pilot Gig Association, The UK Surf Rowing Association, the Cornish Rowing Association, and The Scout Association.

5 Our Priorities – Building on Success, Focusing on What Has Worked, Further Innovation

5.1 Our record

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 lead into our long-standing and successful competition programme.

We will focus on what has worked by continuing to developing these successful programmes, by investing substantial resources in our coaching and development team, investing in regional and club infrastructure both facilities and personnel, and by new and innovative schemes to broaden our participation base through new local competitions, time trials, personal challenges, recreational, coastal rowing and indoor rowing.

5.2 Research and marketing

We are currently undertaking a major piece of work which will underpin the rationale and evidence for our targeted expansion. This has been made possible through the BOA's initiative for Olympic NGBs to receive support from FTSE100 companies to assist them in incorporating business principles into their work.

The ARA is delighted to have been linked with AstraZeneca with the objective of –

- Building on the success achieved to date in promoting rowing to a wider audience
- Adding to the high profile strength of the sport at Olympic level, by growing the brand of rowing through increased participation at the grass roots level and a more consistent media presence for the sport