

AMATEUR ROWING ASSOCIATION



**NORTHERN REGION
FORWARD PLAN 2005-2009
and
ACTION PLAN**

November 2004

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1. INTRODUCTION

The Northern Rowing Council firmly believes that a strong Vision Statement and related objectives can help and guide the development and future growth of rowing in the region as it develops under the overall umbrellas of the National Plan for Sport, The ARA Whole Sport Plan and the Regional Plan for Sport. It is the purpose of this document to articulate the regional Vision for Rowing, highlight the key needs and to formulate proposals and priorities for action over the period 2005-2009 that build on the developments from the present regional plan.

Over the past five years rowing in the region has seen increasing numbers of people participating in the sport and these numbers look set to continue to grow in the light of international success by our national rowing teams.

The new regional plan will continue to build upon our key regional successes, continuing to develop what has worked and encourage further innovation to ensure the development of rowing in the region is sustained. Key regional successes include:

- The award of funding to Durham University in partnership with Durham ARC and East Durham College to develop World Class Potential and the World Class Start Centre at Durham City
- GB Under 23 and Junior representation culminating with medal successes at both levels in World, European and inter- nation competition (Appendix 3)
- Successes at the National Schools Championships, National Championships, BUSA, and Women's Henley and Veterans Championships at National and International Level.
- The continuing success of the NRC Long Distance Sculling Series
- The introduction of new events – The Sir Steven Redgrave Sprint Challenge at Tees
- Project Oarsome
- The establishment of the Tyne Rowing Partnership
- The development of web based communication across the region

There has been wide consultation within the region that culminated in the production of a regional SWOT and individual club SWOTs to inform the preparation of the new Regional Forward Plan. The results of the National Club Survey will also be used to assist in the determination of priority actions when drafting the Action Plan

This document is a working tool that will guide the work of the Northern Rowing Council over the next 5 years and will be subject to annual review in order that changing circumstances and unforeseen developments can be accommodated. The key to the overall success of this plan is the in-built flexibility that the annual review process will provide

2. THE VISION,

TO PROMOTE AND SUSTAIN A REGIONAL INFRASTRUCTURE THROUGH PARTNERSHIP AND COLLABORATION TO DEVELOP ROWING AS A VIBRANT, EXCITING AND EASILY ACCESSIBLE SPORT THAT PROVIDES OPPORTUNITIES FOR PEOPLE OF ALL AGES AND ABILITY TO PARTICIPATE AND REALISE THEIR FULL POTENTIAL.

To achieve the aims set out in the Vision Statement it is recognised that the approach must consider and encompass a commitment to the following values and principles:

- To seek to ensure that those people with particular need in relation to all aspects of rowing have their aspirations met

- To communicate widely and effectively all existing and new opportunities for those participating and wishing to participate in rowing
- To make new and innovative recreational opportunities available
- To provide learning opportunities for all so as to ensure lasting delivery of all aspects of rowing
- To develop effective partnerships within rowing and to demonstrate the benefits of developing partnerships with bodies and organisations external to rowing
- To ensure delivery of services and development of initiatives that are positive, enabling and empowering for the rowing community to ensure their sustainability going forward

3. KEY THEMES AND PRIORITY ISSUES

Over the past 6-9 Months the Region through the Northern Rowing Council has conducted a Needs Assessment for rowing in the region in the form of a SWOT analysis. A detailed examination of the SWOTS has identified priority needs that are highlighted under each key ARA theme. These priority needs together with proposed actions are set out, where appropriate, under the key themes identified by the draft National ARA Forward Plan 2005-2009. These themes are:

- Organisational Effectiveness
- Elite Rowing
- Coaching and Technical Education
- Clubs and Members
- Competition
- Increased Participation through Innovation
- Young People
- Volunteers
- Athlete Development

KEY THEMES

4.1 ORGANISATIONAL EFFECTIVENESS

NEED:

- Develop effective communication links to minimise the effects of a wide geographical distribution of member clubs, maximise effectiveness, avoid duplication and ensure the region speaks with a united voice
- Develop proposals for a 2000m Rowing Course
- **Develop a Centre of Excellence on the Tyne to complement the existing Centres on the Wear and Tees**
- Requirement for modernisation of facilities to meet current legislation
- To ensure growing volunteer base is aware of equity issues and policies
- To ensure adequate opportunities for all capabilities
- Change the perception relating to the accessibility of the sport
- Improve collaboration
- Raise the region's profile with the ARA and other regions

STRATEGIC OBJECTIVE

To achieve a well organised, effective regional structure with robust policies and administration providing strong local leadership, an infrastructure to represent the interests of its members and rowing to the National Governing Body and with the capacity to deliver a broad range of services within the region to substantially increase participation and to assist the sport to excel on the World stage

Aims	Outcomes
1.To ensure decision making processes are appropriate to assist in the delivery of national objectives	To review the structure of the Northern Rowing Council and to make proposals to ensure that the Council provides clear leadership and transparent decision making processes to ensure engagement by local clubs and that the volunteer and professional policy and executive functions are appropriate for the development of rowing and delivery of approved programmes.
2.To keep policies and practices under review to meet national requirements	Continue to promote key ARA policies and to work with clubs to ensure their full compliance and implementation where relevant <ul style="list-style-type: none"> ➤ Constitutions ➤ Memorandum and Articles ➤ Water Safety ➤ Participant Welfare and Child Protection ➤ Doping Control

	<ul style="list-style-type: none"> ➤ Disciplinary Procedures ➤ Employment ➤ Selection Policy ➤ Appeals Procedures
3. To involve key stakeholders in the development, implementation and monitoring of the Regional Forward Plan to raise the profile of rowing in the region	<p>To consider a regional name change that will assist in raising the profile for rowing to maximise access to funding bodies.</p> <p>To seek a dedicated CDO for the region</p> <p>To consider the administrative support requirements for the Northern Rowing Council</p>
4. Ensure all financial procedures adhere to national governing body standards	<p>Instigate formal review of financial procedures and make appropriate recommendations</p>
5. To ensure the Region maximises all opportunities to secure funding from within the sport and from external sources.	<p>To agree a regional Event/Facility Strategy and put in place a formal consultation mechanism to consider facility proposals to ensure the priorities of the Regional Strategy are met by securing joint working through the National Facilities Plan</p> <p>Agree facility assessment procedures to link to requirement to prioritise through the National Facilities Plan</p>
6. To ensure the Northern Rowing Council raises the profile of region and -continues to represent the interests of the region in all national rowing forums.	<p>Ensure adequate representation at all levels from the Northern Rowing Council within the ARA</p> <p>To seek representation on appropriate regional and sub –regional partnerships to further the interests of rowing</p> <p>To develop the role of the NRC as a facilitating body that supports the work of all its members</p>
7. To ensure that equal opportunities are provided at all levels of participation within the region and to positively embrace appropriate good practice strategies as advised by the governing body at a national level	<p>To develop actions to access hard to reach communities to give opportunities to row that might not otherwise exist</p> <p>Develop a communication strategy that encourages partnership working, and develops a united region working to deliver the Vision for rowing together</p> <p>To work with clubs to develop appropriate equity training for volunteers and coaches to ensure equity issues have a high profile</p> <p>Develop Working relations with other organisations linking with sporting minorities e.g. English Federation Disability Sport, Women’s Sport Foundation</p>

	Develop proposals to ensure more remotely located clubs within the region can grow and develop.
8. To build upon good internal communication structures at all levels in the sport within the region to actively promote a positive external image to the ARA, other rowing regions and potential non-rowing partners within the region.	<p>Ensure continuation and enhancement of NE Rowing News and associated Web-site as a focus for regional communication</p> <p>Appoint a Press and Public Relations Co-ordinator</p> <p>Establish a communications working group to develop and implement regional communication strategy to promote the interests of the region with external partners and with the ARA nationally</p> <p>Continue to encourage all clubs to develop web sites</p> <p>To link into all new IT based initiatives introduced at a National Level</p>
9. To establish effective monitoring and evaluation procedures	<p>Establish regional base – line from National Club Survey and Regional SWOT</p> <p>Implement national requirements once known</p>

4.2. ELITE ROWING

NEED

Develop senior rowing outside the Universities

Develop a regional performance framework to maximise opportunities for aspiring elite athletes to reach their full potential to encourage their retention within the region.

Maximise the opportunities presented by the region's resources beyond the River Wear and Tees

Requirement for club collaboration

Develop high calibre competitions that attract performance and senior rowers from outside the region

Train and develop experienced and qualified coaches and ensure their retention within the region.

Raise the regional performance profile to ensure logistical issues, affecting athletes from this region, are taken into account by the ARA International Rowing Office.

Effective co-ordination and leadership of consistent performance pathways for Junior Rowers, including World Class Start, ensuring their transition to U23 and beyond

STRATEGIC OBJECTIVE:

To assist the regional athletes to reach their full potential

Aims	Outcomes
<p>1. To build on the growing strengths of Junior Rowing and University Rowing by resurrecting Senior Rowing within the region based on the established World Class Start and the High Performance programme to boost the regions club infrastructure</p>	<p>To establish regional performance structure that is overseen by a regional Chief Coach</p> <p>Develop new regional rowing structure based on rowing partnerships established on the regions three main rivers that clearly demonstrates the links to the regional performance structure</p> <p>To establish regional high performance programme that is compatible with ARA International Rowing Office performance pathways open to all</p> <p>Agree terms of reference for Regional Coaching Commissioner to enable dissemination of a consistent technical and coaching policy compatible with ARA International Rowing Office standards across the region</p> <p>Establish a regional rowing association to facilitate the development of high performance regional crews</p> <p>To seek funding for 3 coaching co-ordinators based on each of the three rivers in the region</p>

<p>2. To implement an integrated Talent identification and integrated performance pathway programme</p>	<p>Establish the Junior Commission as a fully operational working sub group reporting to the Regional Coaching Commission and putting forward representatives onto National Committees of the ARA</p> <p>Review all aspects of Junior Performance rowing and to bring forward proposals for implementation to maximise numbers of school/Junior Rowers participating and realising their potential.</p> <p>To maximise access to the Regional Junior Land Training Centre</p>
<p>3. Work to increase the media profile of regional rowing performances</p>	<p>Collate and publish all elite performances from the region and develop media profile to publicise the success.</p>

4.3 COACHING AND TECHNICAL EDUCATION

NEEDS:

- Requirement for experienced qualified coaches
- Requirement for Tutors and Assessors
- Encourage the recruitment of volunteers to reduce the over reliance on a few key individuals
- Understand time constraints imposed on volunteers limits contribution
- Improve communication between coaches
- Streamline bureaucratic procedures:

STRATEGIC OBJECTIVE:

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.

Aim	Outcome
<p>1. To make the region self sufficient for its coaching and technical education needs by identifying coaches, qualifying them and developing them through all Levels of the ARA Coach Education continuum enabling athletes of all ages and all levels of performance to receive an appropriate standard of instruction</p>	<p>Undertake a review of Coaching Management Structures identify priority targets and implement findings</p> <p>Set targets for increasing numbers of Course Leaders, Tutors and Assessors</p> <p>Set targets for increasing numbers of coaches with relevant qualifications</p> <p>Work with appropriate Universities/Local Authorities to develop community coaching infrastructure and to train and improve the skills of club coaches</p> <p>Work to establish Coach Education Centres on each river to allow local delivery of Coach Education and to identify appropriate sources</p> <p>Region to produce an annual programme of coach education to include coaching courses, workshops, seminars and training days in partnership with other service providers e.g. County Sports Partnerships, Colleges of FE etc</p> <p>To develop a coach mentoring scheme</p> <p>To liaise with the ARA nationally regarding the development of the Sequential Training Model.</p>

4.4 CLUBS AND MEMBERS

NEEDS::

- Increase the number of senior rowers to reduce the pressure on Junior Rowers to produce all a clubs' results
- To keep clubs at the periphery of the region fully involved
- To develop a framework that encourages talent pooling
- To develop collaboration between clubs across the region
- To develop successful fund raising strategies
- To develop ways of meeting the differing needs of the athlete/participant/member to ensure club and regional aspirations are met
- Improved facilities to enable equality of opportunity for participation
- Increase the numbers of young people playing a leading role
- Improve access to rowing from major centres of population
- To make use of all available ARA support

STRATEGIC OBJECTIVE:

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 aim of increasing the number of ARA members by 20%.

Aim	Outcome
1. Encourage all clubs to participate and co-operate at a local level to ensure rowing develops strategically in line with the National and Regional Forward Plans and meets the needs of local communities.	Assistance to be given to clubs to publish Forward/Development Plans linked to the regional Plan Assistance be given to clubs to modernise their management structures and to seek Community Amateur Club Status where appropriate To assist all clubs working with Junior Rowers to achieve Clubmark Status. To pilot alternative accreditation for all other clubs To assist clubs to increase new members and volunteers to assist in meeting national target of 20% increase by 2009
2. To identify the facility needs of clubs	Regional Facility strategy developed and agreed in

and embark on a programme of modernization and improvement, including facilities for adaptive rowers, club boats and equipment	line with National Facilities Plan
3. To support the role of the regional and club safety advisors	Assist in the dissemination of good practice through the website Ensure assistance is given to attend regular education and training

4.5 COMPETITION

NEEDS:

- To develop a meaningful senior competition calendar to promote senior and elite and junior elite rowing within the region
- To develop an annual calendar of other rowing opportunities

STRATEGIC OBJECTIVE:

To provide an appropriate range of competition to meet the needs of all participants within the region to promote long-term participation in the sport at all levels

Aim	Outcome
1. To host nationally recognised events in the Region	<p>Establish Competition working group to review competition Calendar and draw up proposals to meet aims and aspirations that will allow development throughout the region for all aspects of rowing</p> <p>Produce regional annual events calendar.</p> <p>To give assistance to clubs wishing to establish new regattas and to develop key events within key regattas to facilitate Senior Rowing</p>
2. To contribute to the agreement of the new national competition structure to provide athlete pathways in accordance with LTAD principles and to promote long term participation	Implement nationally agreed changes through the competition working group
3. To assist the ARA in the introduction of the new on-line entry system	All Clubs using on-line entry system
4. To train umpires, race officials and coxes	<p>Assist in the implementation of the national training scheme for umpires</p> <p>Encourage all clubs to develop pool of umpires and race officials</p> <p>To develop co-ordinated cox training</p>

4.6 INCREASED PARTICIPATION THROUGH NEW INNOVATION

NEED:

- Provision of opportunities for people from disadvantaged communities
- Change the perception of rowing as an elitist sport by maximising opportunities for people to participate

STRATEGIC OBJECTIVE:

To substantially increase the number of participants by providing new opportunities for all to participate in rowing on and off the water, thus promoting long term participation, and the promotion of healthy living

AIM	Outcome
1. To develop new opportunities for recreational and touring rowing to promote rowing as a family friendly sport	<p>Establish Recreational Rowing Sub Group of the NRC</p> <p>Provide representation from the region on the newly formed Touring Committee</p> <p>Host the national recreation rowing tour by 2009</p> <p>Identify and support clubs wishing to apply for recreational rowing status and funding.</p> <p>Create informal opportunities for recreational rowing through the development of opportunities linked to major tourist attractions, the three key waterways and other natural resources e.g. Lake District.</p> <p>Establish links to Primary Care Trusts to promote the health benefits of recreational rowing</p>
2. To develop Indoor Rowing as a sport	<p>To develop Indoor rowing leagues with local schools and based on the three rivers partnerships linked to the School Sport Co-ordinator Programme</p> <p>To develop adult indoor rowing leagues in partnership with Local Authorities and private fitness concerns</p> <p>To develop Intra-regional Indoor Rowing Schools Championship linked to the indoor rowing leagues.</p> <p>To establish a North East Indoor Rowing Championship by 2007</p>
3. To promote the development of	To market the opportunities for rowing with key

<p>corporate rowing</p>	<p>corporate organisations across the region</p> <p>To offer support to clubs establishing corporate rowing opportunities</p> <p>To actively use the development of corporate rowing to secure additional sponsorship</p>
<p>4. To provide opportunities for participation from sections of the population that might not otherwise consider rowing</p>	<p>Liaise with community-based organisations and schools to promote taster sessions to demonstrate the value of rowing to contribute to their overall programmes.</p> <p>Work with groups and organizations tackling anti-social behaviour and substance misuse amongst young people to demonstrate rowing can be a valuable tool in tackling such issues.</p>

4.7 YOUNG PEOPLE

NEEDS:

- Promote accessibility to the sport
- A plan to maximise access for young from areas that are in danger of being excluded from mainstream provision
- Increase the numbers of young people playing a leading role

STRATEGIC OBJECTIVE:

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.

Aim	Outcomes
1. Ensure that young people can participate in rowing at all levels in a safe, child friendly environment	<p>All clubs with Junior sections to be working toward club mark accreditation</p> <p>Encourage clubs to undertake regular child protection training</p>
2. To maximise school/club links	<p>Develop key relations with School Sport Co-ordinator Programme</p> <p>Continue support for clubs participating in Project Oarsome</p> <p>Give support to any clubs securing Project Oarsome Xtra status</p> <p>Develop the go-Row programme aimed at 11-14 year olds</p> <p>Develop competition pathways for Indoor rowing</p>
3. Develop the technical, physical and leadership skills of young rowers	<p>NRC to consider Junior representation on the Rowing Council</p> <p>Clubs to be encouraged to establish Junior rowing sub- committees to work with Club Welfare Officer and Junior Co-ordinator</p> <p>Encourage clubs to introduce Junior Rowing Leadership Scheme</p>

<p>4. To develop high quality participation based programmes</p>	<p>Promote National Junior development programmes</p> <p>Provide assistance to Clubs wishing to work with young people from areas of Multiple Deprivation</p> <p>Provide support to identify participation opportunities within clubs for young people</p> <p>Identify community based opportunities to allow young people the opportunity to be introduced to rowing.</p>
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4.8 VOLUNTEERS

NEEDS:

- To value, encourage, support and develop volunteers at all levels and increase the number of active volunteers supporting the sport.

STRATEGIC OBJECTIVE:

To increase, retain and support volunteers

Aim	Outcomes
1. To value, encourage, support and develop volunteers at all levels and increase to number of active volunteers supporting rowing	Work with clubs to develop strategy to increase volunteers Assist clubs fund training for volunteers Organise regional volunteer training events Give due recognition to volunteer achievements and contributions through all available communication sources Encourage clubs to register for the national VIP programme
2. To provide training and support for club volunteers	Establish an annual programme of volunteer education and training and support in partnership with other service providers

4.9 ATLETE DEVELOPMENT

NEED

- To develop a consistent approach to athlete development across the region

STRATEGIC OBJECTIVE

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

Aim	Outcomes
Ensure the ARA Sequential Training Model (STM) is introduced in all clubs	Assist clubs introduce the STM with regard to Athlete Development Hold Training Seminars as appropriate Utilise ARA support to disseminate key details in relation to the STM

APPENDIX 1

THE CLUBS

Division One of the ARA is an 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 **ten** open non-university clubs in the region:

Berwick ARC
Cambois ARC
Chester le Street ARC
City of Sunderland RC (formerly South Hylton)
Durham ARC
Hexham RC
Talkin Tarn ARC
Tees RC
Tyne RC
Tynemouth RC

Nine School Rowing Clubs

Durham High School
Durham Johnston
Durham School
Newcastle RGS
Ponteland High
Queen Elizabeth Hexham
St Leonard's, Durham
Tynedale High
Yarm School

Five University Rowing Clubs

Durham (this is an open club as it has World Class Potential Designation)
Newcastle
Northumbria
Sunderland
Teesside

Fourteen Durham College Rowing Clubs

Collingwood
Graduate Society
Grey
Hatfield
St Aidan's
St Chads
St Cuthberts Society
St Hild and St Bede
St. John's
St Mary's
Trevelyan
University College
Queens Campus (John Snow/George Stephenson Colleges)
Van Mildert

Appendix 2

REGIONAL EVENTS

The region holds twelve 'open' regattas during the year

Berwick
Durham City(2)
Durham Veterans & Juniors
Durham Regatta(2)
Hexham
Talkin Tarn
Tees
Tyne
Tyne at Home
Sir Stephen Redgrave Sprint Challenge (Tees)

Head Of The River Events

Berwick
Berwick LDS*
Durham Head
Hylton LDS*
Rutherford Head
Tees LDS*
Tees SBH
Tyne Head
Tyne LDS*
Wansbeck LDS*
Wear LDS*

* denotes NRC Sculling Series

There are also a number of 'closed' or inter-collegiate events

Senate Regatta -Durham Colleges
Northumbrian Water Boat Race (Newcastle and Durham Universities and Newcastle and Durham Schools)
Hatfield Novice Cup for Durham Colleges
Pennant Series for Durham colleges
Stan Calvert Cup NU v UNN
Admiral's Cup for Durham colleges

APPENDIX 3

ROWING SUCCESSES BY NORTH EAST ATHLETES 2004

Olympics

Gold HM4- Ed Coode (ex NUBC)
8th HM2x Matthew Wells (ex QEH)
9th LW2x Tracey Langlands (ex DUBC)
10th HM1x Ian Lawson (ex DARC/DUBC)
12th HM4x Peter Wells (ex QEH)

World Championships

6th HW4- Jess Eddie (ex DARC) Ros Carslake (ex NUBC)
7th HM2+ Peter Rudge (ex DUBC)
7th LM4x Huw Mackworth-Praed (ex DUBC) James
Stephenson (ex DUBC)

World University Rowing Championships

Silver HM1x Steve Rowbotham (ex DUBC)
Bronze HW4- Hilary Powell (ex DARC)
5th HMVIII Andrew Stubbs (ex NUBC)
9th Eimar Moran (Ireland) Sunderland

U23s

Bronze LM2- Paul Kelly, James Clarke DUBC
11th HM4x Henry Pelly NUBC

Junior World Championships

Silver JM4+ Harry Scarr DARC

Coupe de la Jeunesse

Gold & silver JW4x Frances Fletcher Tyne

Anglo French Match

1st J16M2- Matthew Pallister, Nathaniel O'Donnel SLS
1st J16W4- Rachel Fawcett, Hannah Dalkin, Hannah
Tyson, Laura Richardson SLS

Home International Regatta

1st JMVIII James Harris, Mark McElroy SLS
2nd HW2x Naomi Hoogesteger, Laura Gater DUBC
2nd HW4x Naomi Hoogesteger, Laura Gater DUBC
2nd JM1x Dan Speed PHSRC [Wales]
2nd JM4x Dan Speed PHSRC [Wales]

National Championships medallists

Golds

HW2x City of Sunderland
MJ16 2- St Leonard's
MJ15 4x/+ St Leonard's
WJ15 4x/+ St Leonard's
WJ14 2x Queen Elizabeth Hexham

Silvers

HM4x Henry Pelly (NUBC)
HW4x Durham University Boat Club
MJ2- St Leonard's
MJ14 1x Durham Amateur Rowing Club

Bronzes

MJ2x Talkin Tarn
WJ1x Durham Amateur Rowing Club
WJ4- St Leonard's
MJ16 1x Queen Elizabeth Hexham
WJ16 2x Queen Elizabeth Hexham/ Durham Amateur Rowing Club
MJ15 1x Yarm
14 4x/+ Will Fletcher, Kieran Emery (Tyne)

**NORTHERN ROWING COUNCIL
REGIONAL ACTION PLAN 2005-2009**

ORGANISATIONAL EFFECTIVENESS					
Objective: To achieve a well organised, effective regional structure with robust policies and administration providing strong local leadership, an infrastructure to represent the interests of its members and rowing to the National Governing Body and with the capacity to deliver a broad range of services within the region to substantially increase participation and to assist the sport to excel on the World stage					
NRC Aim: To ensure decision making processes are appropriate to assist in the delivery of national objectives					
Action	Resources	Person Responsible	Budget	Timescale	Success Criteria
To review the structure of the Northern Rowing Council and to make proposals to ensure that the Council provides clear leadership and transparent decision making processes to ensure engagement by local clubs and that the volunteer and professional policy and executive functions are appropriate for the development of rowing and delivery of approved programmes.	NRC Council members	Barbara Millns/Alan Granlund	N/A	Initiate Review Group June 2005 Publish draft proposals July 2005 Consultation period Sept 2005 Confirm Review and initiate changes AGM November 2005	Review undertaken New structures in place and operational BY Nov 2005
NRC Aim: To ensure decision making processes are appropriate to assist in the delivery of national objectives					
Action	Resources	Person Responsible	Budget	Timescale	Success Criteria
Continue to promote key ARA policies and to work with clubs to ensure their full compliance and implementation where relevant ➤ Memorandum and Articles ➤ Water Safety ➤ Athlete Welfare and Child Protection ➤ Doping Control ➤ Disciplinary Procedures ➤ Employment ➤ Selection Policy ➤ Appeals Procedures	NRC Officers CDO	NRC Chair		On-going	Policies promoted and complied with Increase in clubs achieving Clubmark All clubs adopting modern constitutions by 2009 All clubs to have nominated welfare Officer, approved child protection policy and at least one trained person other than the Welfare Officer by 2009 At least 50% clubs to have published club handbook by 2009
NRC Aim: To involve key stakeholders in the development, implementation and monitoring of the Regional Forward Plan to raise the profile of rowing in the region					
Action	Resources	Person Responsible	Budget	Timescale	Success Criteria
To consider a regional name change that will assist in raising the profile for rowing to maximise access to funding bodies Lobby the ARA to seek a dedicated CDO for the region		As per structural review above Chair NRC?	N/A £30,000	Link to Structural Review above and include in consultation procedure Commence discussions with ARA April 2005 Reach Agreement Sept 2005 Agree job spec etc Nov2005 Place advertisements Jan2006 Interview Feb2006 Postholder commences	Decision finalised by Nov 2005 CDO appointed by March 2006

NRC Aim: Ensure all financial procedures adhere to national governing body standards					
Action	Resources	Person Responsible	Budget	Timescale	Success Criteria
Instigate formal review of financial procedures and make appropriate recommendations	NRC	As per structural Review above Liaise Jane Vaslet?		Link to Structural Review above and include in consultation procedure	Decision finalised by Nov 2005

NRC Aim: To ensure the Region maximises all opportunities to secure funding from within the sport and from external sources.					
Action	Resources	Person Responsible	Budget	Timescale	Success Criteria
To agree a regional Event/Facility Strategy and put in place a formal consultation mechanism to consider facility proposals to ensure the priorities of the Regional Strategy are met by securing joint working through the National Facilities Plan		– Link to NRC Review – BM/AG/WH-C		Convene Events sub – committee of NRC to draw up strategy 2006	Event Strategy agreed and timeframe for implementation initiated by December 2005 Audit region's clubs' facilities, events, risks to rowing where they are and needs for future and by the end of the year collate and draw up forward plan 2000m course feasibility
Agree facility assessment procedures to link to requirement to prioritise through the National Facilities Plan				2006	Each of the three rivers should have centres capable of hosting national events or training groups Facility Assessment procedures agreed

NRC Aim: To ensure the Northern Rowing Council raises the profile of region and -continues to represent the interests of the region in all national rowing forums.					
Action	Resources	Person Responsible	Budget	Timescale	Success Criteria
Ensure adequate representation at all levels from the Northern Rowing Council within the ARA	NRC	Chair of NRC		ID representation required August 2005. Link to Review of NRC	Full representation at all representational meetings by Sept 2005
To seek representation on appropriate regional and sub –regional partnerships to further the interests of rowing				Identify appropriate persons Sept2005 and ensure representation commences	
To develop the role of the NRC as a facilitating body that supports the work of all its members					

NRC Aim: To ensure that equal opportunities are provided at all levels of participation within the region and to positively embrace appropriate good practice strategies as advised by the governing body at a national level					
Action	Resources	Person Responsible	Budget	Timescale	Success Criteria
To develop actions to access hard to reach communities to give opportunities to row that might not otherwise exist		BM		Set up communications sub group to formulate proposals	Proposals developed for consultation by April 2006
Develop a communication strategy that encourages partnership working, and develops a united region working to deliver the Vision for rowing together		Forward Plan Review Group/Ken Hastie		October 2005	Initiate discussions
To work with clubs to develop appropriate equity training for volunteers and coaches to ensure equity issues have a high profile	CDO			Ongoing	At least two people per club undertake training by 2009
Develop Working relations with other organisations working with sporting minorities eg English Federation Disability Sport, Women's Sport Foundation		CDO		On-going	
Develop proposals to ensure more remotely located clubs within the region can grow and develop.				On-going	See coaching section

C Aim: To build upon good internal communication structures at all levels in the sport within the region to actively promote a positive external image to the ARA, other rowing regions and potential non-rowing partners within the region.

Action	Resources	Person Responsible	Budget	Timescale	Success Criteria
<p>Appoint a Press and Public Relations Co-ordinator who sits on NRC</p> <p>Establish communications working group to develop and implement regional communication strategy to promote the interests of the region with external partners and with the ARA nationally</p> <p>Ensure continuation and enhancement of NE Rowing News and associated Web-site as a focus for regional communication Continue to encourage all clubs to develop web sites</p> <p>To link into all new IT based initiatives introduced at a National Level</p>		<p>NRC review Group</p> <p>NRC Co-ordinator</p> <p>Co-ordinator/KH</p> <p>Co-ordinator</p>	N/A	<p>By November 2005</p> <p>December 2005 Working group established</p> <p>June 2006 Publish communication strategy for consultation</p> <p>Sept 2006 Strategy adopted</p>	<p>Co-ordinator appointed to NRC</p> <p>Working group established and meeting</p> <p>Strategy published for consultation</p> <p>Strategy operational</p> <p>All clubs to develop web-sites by 2009</p>

To establish effective monitoring and evaluation procedures					
Action	Resources	Person Responsible	Budget	Timescale	Success Criteria
<p>Establish regional base – line from National Club Survey and Regional SWOT</p> <p>Implement national requirements once known</p>		BM		AS advised by ARA nationally	Baseline established in line with National Key Performance Indicators

COACHING AND TECHNICAL EDUCATION					
Objective: 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.					
NRC Aim: To make the region self sufficient for its coaching and technical education needs by identifying coaches, qualifying them and developing them through all Levels of the ARA Coach Education continuum enabling athletes of all ages and all levels of performance to receive an appropriate standard of instruction					
Action	Resources	Person Responsible	Budget	Timescale	Success Criteria
Send Representatives to Tutor and Assessor updating on Sept 17/18 2005	ARA Funding ARA National Coaching Staff and Officers	Coaching Commissioner		Sept 2005	All current tutors and assessors updated
Send representatives to assessor training				Autumn 2005	
Organise regional coach education seminars		CDO		Dec 2005	Steve Gunn delivers coaching seminar in Autumn 2005 Each rowing sub-committee to deliver an annual seminar
Undertake a review of Coaching Management Structures identify priority targets and implement findings		Wade Hall-Craggs/Barbara Millns Junior Co-ordinator		2009	Review undertaken & proposals issued
Set targets for increasing numbers of Tutors and Assessors				2009	Each sub area to be self sufficient in Tutors and Assessors
Set targets for increasing numbers of coaches with relevant qualifications		River Partnerships in conjunction with Wade Hall-Craggs		On-going	36 Dry Instructors/yr 36 no Level 2 /yr 4 No Level 3 by 2009 1Level 4 1 Level 5
Work with appropriate Universities/Local Authorities to develop community coaching infrastructure and to train and improve the skills of club coaches				Spring 2006	River sub-committees to establish key links with partner colleges and universities by Dec 2005
Work to establish Coach Education Centres on each river to allow local delivery of Coach Education and to identify appropriate sources				Dec 2005	Establish Coach Development sub-committees on each of three major rivers by Dec 2005
Region to produce an annual programme of coach education to include coaching courses, workshops, seminars and training days in partnership with other service providers eg County Sports Partnerships, Colleges of FE etc					Coach Dev sub-committees to commence drawing up programme for submission to regional coaching Commission Commence Jan/Feb 2006 for submission in March 2006 for regional programme to be finalised
To develop a coach mentoring scheme To liaise with the ARA nationally regarding the development of the Sequential Training Model.					Coach mentoring opps to be offered on annual sculling camp J16 camp and beginners sculling camp commencing August 2005

CLUBS AND MEMBERS

Objective: 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 ARA members by 20%.

NRC Aim: Encourage all clubs to participate and co-operate at a local level to ensure rowing develops strategically in line with the National and Regional Forward Plans and meets the needs of local communities.

Action	Resources	Person Responsible	Budget	Timescale	Success Criteria
Assistance to be given to clubs to publish Forward/Development Plans linked to the regional Plan		CDO			All PO &PoX clubs to publish Forward/development Plans by 2006
Assistance be given to clubs to modernise their management structures and to seek Community Amateur Club Status where appropriate	ARA club mailing Inland Revenue Resources	RRC inc Div Rep			All clubs seeking funding
To assist all clubs working with Junior Rowers to achieve Clubmark Status.	Volunteer Support Officer HE Sector Accreditation Scheme	HE Sector club committees VSO/CDO			All clubs by 2009
To pilot alternative accreditation for other clubs					Introduce non-Junior club accreditation in 2 Durham Colleges in Autumn 2005
To assist clubs to increase new members and volunteers to assist in meeting national target of 20% increase by 2009	Step into Sport Local Volunteer Bureau County Sports Partnership	RRC/CDO			

NRC Aim: To identify the facility needs of clubs and embark on a programme of modernization and improvement, including facilities for adaptive rowers, club boats and equipment

Action	Resources	Person Responsible	Budget	Timescale	Success Criteria
Regional Facility strategy developed and agreed in line with National Facilities Plan		Tbc in liaison with National Facilities co-ordinator		2006	Undertake Facility Audit

NRC Aim: To support the role of the regional and club safety advisors

Action	Resources	Person Responsible	Budget	Timescale	Success Criteria
Assist in the dissemination of good practice through the website		Regional Safety Advisor		2007	All rivers and Talkin Tarn to have publicised Water safety Policies
Ensure assistance is given to attend regular education and training		Regional Coaching Commissioner	TBD	Prior to 2006 event 2006	All regatta to submit & publish their safety rules 2 coaches assisted per year

COMPETITION					
Objective: To provide an appropriate range of competition to meet the needs of all participants within the region to promote long-term participation in the sport at all levels					
NRC Aim: To host nationally recognised events in the Region					
Action	Resources	Person Responsible	Budget	Timescale	Success Criteria
Establish competition working group to: <ul style="list-style-type: none"> • Review existing competition structure • Input to national competition review • Promote full use of Rules of Racing for competition organisation • Develop regional competition on three hubs to include all aspects of rowing (elite, adaptive, regional events, primary regattas) 		M Bell/ W Hall-Craggs/ Regional Chair & Divisional Representative		Early 2006 Early 2006 February 2006 council meeting After 2006 regatta season 2007/2008 season	Review group established <ul style="list-style-type: none"> • Review group of clubs and competitions established • Contact with competition committee made via council representatives and method for review and input established • Review group and umpires commission to review requirements and advise competitions • Establishment of specific events: Adaptive Primary Elite
Produce annual competition calendar		NRC Secretary		By end of July each year	Competition calendar submitted to competition committee
Support clubs on competition organisation		Regional Competition Group		2007/2008 season	Development of support systems for competition organisation
Support clubs in development of new events		Regional Competition Group		2008/2009 season	1 new regatta established

NRC Aim: To contribute to the agreement of the new national competition structure to provide athlete pathways in accordance with LTAD principles and to promote long term participation.					
Action	Resources	Person Responsible	Budget	Timescale	Success Criteria
Working group from above to input to competition review via Divisional Representative/ Regional Chair		Regional Competition Group/ Div Rep		Early 2006	Communication with competition review established and regional representation acquired
Implement nationally agreed changes to competition structure		Regional Competition Group and event organisers		On going 2006/2007 season	Changes to structure implemented Establishment of regional primary regatta
Review and develop competition structure in the region to complement new competition structure and ensure range of events at all levels		Regional Competition Group and event organisers		2008/2009 season	Events reviewed and identified specific events established in: Adaptive rowing Recreational rowing Primary events Elite and High performance

NRC Aim: To assist the ARA in the introduction of the new on-line entry system					
Action	Resources	Person Responsible	Budget	Timescale	Success Criteria
Pilot use of online entry system		Durham ARC		February 2005	Entries for Durham Head 2005 accepted using OARA
Feedback improvements and strengths to online ara development team		Events using OARA during 2005/2006		Early 2006	Continue development of OARA by the ARA
Support and develop systems for interfacing online ara with other software for regatta/ head organisation	Computer programming/ software engineering	Regional Competition Group	£1000	2007/2008 season	Interface software from OARA to regionally used regatta/ head organisation available for any event wishing to use it
All clubs and events using online ara		NRC		2009	2 events per year using OARA All regional events using OARA by 2009 All clubs using OARA for submitting entries

NRC Aim: To train umpires and race officials					
Action	Resources	Person Responsible	Budget	Timescale	Success Criteria
To develop co-ordinated cox training by: <ul style="list-style-type: none"> • Review available cox education • Establish coxing commission • Produce standard training material • Produce river & competition training material • Disseminate training materials to clubs • Implement regional coxing seminars • Encourage clubs to continue to develop coxes • Recommend cox training to be further developed by ara 		M Bell/ Coxing commission		Early 2006 End 2006 regatta season 2006/2007 2007 season 2008	<ul style="list-style-type: none"> • Review group established • Training materials produced and reviewed • Materials delivered to clubs • Annual coxing seminar established • Recommendations made to ara

INCREASED PARTICIPATION THROUGH NEW INNOVATION

Objective: To substantially increase the number of participants 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

NRC Aim: To develop new opportunities for recreational and touring rowing

Action	Resources	Person Responsible	Budget	Timescale	Success Criteria
Establish Recreational Rowing Sub Group of the NRC	To be Identified	Recreational Rowing Rep Link to NRC Review		During 2006	Group established
Provide representation from the region on the newly formed Touring Committee		Recreational Rowing Rep		2006	Representation achieved
Host the national recreation rowing tour by 2009		Recreational Rowing Rep		2009	Rowing Tour Held
Identify and support clubs wishing to apply for recreational rowing status and funding.		Recreational Rowing Sub-group		2006	RRSub Group to agree priority clubs and assist in seeking funding
Create informal opportunities for recreational rowing through the development of opportunities linked to major tourist attractions, the three key waterways and other natural resources eg Lake District.		Recreational Rowing Sub Group.		2009	Opportunities established
Establish links to Primary Care Trusts to promote the health benefits of recreational rowing		RR Sub Group		2006	Links established

NRC Aim: To develop Indoor Rowing as a sport

Action	Resources	Person Responsible	Budget	Timescale	Success Criteria
To develop Indoor rowing leagues with local schools and based on the three rivers partnerships linked to the School Sport Co-ordinator Programme		ID rep on each river		2007	Indoor leagues established on each river
To develop adult indoor rowing leagues in partnership with Local Authorities and private fitness concerns		BM		2009	One League established
To develop Intra-regional Indoor Rowing Schools Championship linked to the indoor rowing leagues.		River Reps to liaise		2007/8	Schools Championship established
To establish a North East Indoor Rowing Championship by 2007				2007	Championship held

NRC Aim: To promote the development of corporate rowing

Action	Resources	Person Responsible	Budget	Timescale	Success Criteria
To market the opportunities for rowing with key corporate organisations across the region					
To offer support to clubs establishing corporate rowing opportunities					
To actively use the development of corporate rowing to secure additional sponsorship					

NRC Aim: To provide opportunities for participation from sections of the population that might not otherwise consider rowing

Action	Resources	Person Responsible	Budget	Timescale	Success Criteria
Liaise with community-based organisations and schools to promote taster sessions to demonstrate the value of rowing to contribute to their overall programmes.	Activity budgets held by community groups	River sub groups to liaise with clubs		2007	Taster sessions operational
Work with groups and organizations tackling anti-social behaviour and substance misuse amongst young people to demonstrate rowing can be a valuable tool in tackling such issues.	Positive Futures Programme	BM		2007	Project linked to indoor rowing programme

YOUNG PEOPLE					
Objective: 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 performance level.					
NRC Aim: Ensure that young people can participate in rowing at all levels in a safe, child friendly environment					
Action	Resources	Person Responsible	Budget	Timescale	Success Criteria
All clubs with Junior sections to be working towards club mark accreditation Encourage clubs to undertake regular child protection training	ARA information leaflet ARA CDO CSPs ARA child welfare protection/ SCUK Child protection workshop	Junior Commissioner/CDO			Accrediting 5 open clubs by 2005 Accredit 10 by 2009
NRC Aim: To maximise school/club links					
Action	Resources	Person Responsible	Budget	Timescale	Success Criteria
Develop key relations with School Sport Co-ordinator Programme Continue support for clubs participating in Project Oarsome Give support to any clubs securing Project Oarsome Xtra status Develop the go-Row programme aimed at 11-14 year olds Develop competition pathways for Indoor rowing	PoX funding Dry Instructors JRLA- Dry	CDO CDO			Cambois, Tees Durham Tyne GRI Indoor rowing league
NRC Aim: Develop the technical, physical and leadership skills of young rowers					
Action	Resources	Person Responsible	Budget	Timescale	Success Criteria
NRC to consider Junior representation on the Rowing Council Clubs to be encouraged to establish Junior rowing sub- committees to work with Club Welfare Officer and Junior Co-ordinator Encourage clubs to introduce Junior Rowing Leadership Scheme	CDO	As part of NRC Review Coach Education Centres		Nov 2005 Dec 2006 2009	Decision on representation All clubmark clubs to establish Junior rowing sub- committees One young person per club to have undertaken training
NRC Aim: To develop high quality participation based programmes					
Action	Resources	Person Responsible	Budget	Timescale	Success Criteria
Promote National Junior development programmes Provide assistance to Clubs wishing to work with young people from areas of Multiple Deprivation Provide support to identify participation opportunities within clubs for young people Identify community based opportunities to allow young people the opportunity to be introduced to rowing.		CDO and NRC See section on Innovation See section on innovation		2009	All clubs with Junior rowers following National Junior Development Programme

VOLUNTEERS					
Objective: TO increase, retain and support volunteers					
NRC Aim: To value, encourage, support and develop volunteers at all levels and increase to number of active volunteers supporting rowing					
Action	Resources	Person Responsible	Budget	Timescale	Success Criteria
Work with clubs to develop strategy to increase volunteers	Step into Sport Volunteer investment Programme/Bureau CSPs Coaching & Development Team CSP coaching and volunteer bursaries Running sport/ SCUK workshops CSP education programme ARA Regional Volunteer and coach recognition awards Sports Recognition Awards Calendar VIP under review	Club Committee members/RRC			Increase in baseline figure from 2004 ARA club survey Two courses per year Nominations submitted annually to ARA and other bodies in accordance with calendar
Assist clubs fund training for volunteers		CDO			
Organise regional volunteer training events		RRC/Club Committee/CDO			
Give due recognition to volunteer achievements and contributions through all available communication sources		Coaching Commission/ CDO			
Encourage clubs to register for the national VIP programme		RRC Chairman			

NRC Aim: To provide training and support for club volunteers					
Action	Resources	Person Responsible	Budget	Timescale	Success Criteria
Establish an annual programme of volunteer education and training and support in partnership with other service providers	Coaching Commission & CDO E&T calendar CSP Education Programme	Coaching Commission & CDO/RRC		On-going	Annual Calendar produced (Nov AGM)
Objective: To introduce a model to allow a consistent approach to the development of all athletes					

ATHLETE DEVELOPMENT					
Objective: TO introduce a model to allow a consistent approach to the development of all athletes					
NRC Aim : Ensure the ARA Sequential Training Model (STM) is introduced in all clubs					
Action	Resources	Person Responsible	Budget	Timescale	Success Criteria
Assist clubs introduce the STM with regard to Athlete Development	Coaching Commission & CDO E&T calendar CSP Education Programme	Coaching Commission & CDO/RRC			Annual Calendar produced (Nov AGM)
Hold Training Seminars as appropriate					
Utilise ARA support to disseminate key details in relation to the STM					