

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	Success Criteria	Timescales
Work with clubs to develop strategy to increase volunteers	CSPs	CDO		Numbers of volunteers increasing	Ongoing
Assist clubs fund training for volunteers	Coaching & Development Team	CDO			
Work with regional partners to deliver appropriate training	CSP coaching and volunteer bursaries	RRC/Club Committee/CDO			
Give due recognition to volunteer achievements and contributions through all available communication sources	Running sport/ SCUK workshops	Coaching Commission/ CDO			
Encourage clubs to register for appropriate volunteering programmes	CSP education programme	Coaching Commissioner/CDO		Nominations submitted annually to British Rowing and other bodies in accordance with calendar	

INDOOR ROWING					
NRC Aim: To develop Indoor Rowing as a sport					
Action	Resources	Person Responsible	Budget	Success Criteria	Timescale
To develop Indoor rowing leagues with local schools and based on the three rivers partnerships linked to the School Sport Co-ordinator Programme		CDO/Div Rep		Indoor leagues established on each river	2010/ongoing
To develop Intra-regional Indoor Rowing Schools Championship linked to the indoor rowing leagues.		CDO/Div Rep		Schools Championship established	2010/ongoing
To develop adult indoor rowing leagues in partnership with Local Authorities and private fitness concerns and To establish a North East Indoor Rowing Championship by 2012		CDO/ Div Rep		Leagues established and Championship	2010/on-going
To develop indoor rowing opportunities for adaptive athletes linked to special schools and clubs		CDO		Opportunities established	2011 ongoing

NRC Aim: To maximise school/club links					
Action	Resources	Person Responsible	Budget	Success Criteria	Timescale
Develop key relations with School Sport Co-ordinator Programme		CDO/ Clubs		Links developed	Ongoing
Continue support for clubs participating in Project Oarsome		CDO		Support Maintained. Targets met	On-going
Give support to any clubs securing Project Oarsome Xtra status	PoX funding	CDO		Support Maintained. Targets met	Ongoing
Continue to develop the go-Row programme aimed at 11-14 year olds	Dry Instructors JRLA- Dry	CDO		Increase in numbers participating	Ongoing
Develop competition pathways for Indoor rowing		CDO		Competition pathways developed	Ongoing

NRC Aim: To train umpires and race officials and coxes					
Action	Resources	Person Responsible	Budget	Success Criteria	Timescale
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 		CDO		<ul style="list-style-type: none"> • Review group established 	Early 2011
		Regional Umpires Commission		<ul style="list-style-type: none"> • Training materials produced and reviewed • Materials delivered to clubs • Annual coxing seminar established 	End 2011 regatta season 2011/12 Ongoing
To develop annual programme of race official training in partnership with Region Umpires Commissioner				Twice yearly courses delivered	Ongoing

London 2012					
Objective: To showcase our sport through Team GB and to provide a lasting legacy for rowing for future generations					
NRC Aim To maximize new participation opportunities for people wishing to learn to row					
Action To participate in 'Explore Rowing' Initiative	Resources	Person Responsible	Budget	Success Criteria	Timescale
Establish 'Explore Rowing Sub Group of the NRC		Chair/CDO		Sub group established	November 2010
Support clubs seeking Explore Rowing Boat package and accreditation		CDO		Clubs secure boats and accreditation	Ongoing to 2013
CCF Coaches to assist clubs develop coaching and volunteer capacity to deliver L2R programmes		CDO		Capacity developed	Ongoing to 2013
To develop broader opportunities for adaptive rowing		CDO/NRC		2 New clubs delivering adaptive rowing	2013
To consider hosting the national recreation rowing tour by 2013				Recreational Tour hosted	2013
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.				New opportunities identified and held	Ongoing to 2013
Encourage Clubs to Establish links to Primary Care Trusts to promote the health benefits of recreational rowing				Clubs established links and providing rowing opportunities	

NRC Aim: To provide opportunities for participation from sections of the population that might not otherwise consider rowing					
Action	Resources	Person Responsible	Budget	Success Criteria	Timescale
Encourage clubs to 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	CDO		Taster sessions operational	2010/on-going
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	CDO/Div Rep		Project linked to indoor rowing programme and local clubs	On-going

UNIVERSITY ROWING					
NRC Aim: To establish partnership working					
Action	Resources	Person Responsible	Budget	Success Criteria	Timescale
Develop Strategic Links with British Universities and Colleges Sport		Div Rep/Wade Hall-Craggs		Working relationships established	2011
Encourage closer collaborative working between clubs, colleges and universities		CDO/Div Rep			2012
Develop Partnership working through SUNNEE to commission feasibility study for 2000m rowing lake					2012
Increase university representation on the Northern Rowing Council Executive					2012
Develop partnership working with Scottish Rowing		Chair/Div Rep		Partnership Working established	2012

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: Undertake Competition and Calendar Review					
Action	Resources	Person Responsible	Budget	Success Criteria	Time Scale
Establish competition working group to:	NRC	Chair/Secretary		Review group established	Sept 2010
<ul style="list-style-type: none"> • Review existing competition structure • Prepare alternative proposals for consultation 				Review Completed	December 2010
				Consultation at Development Conference	January/February 2011
				Review Finalised at Council Meeting	February 2011
				Implement	After 2011 regatta season
Produce annual competition calendar		NRC Secretary		Competition calendar submitted to competition committee	By end of July each year
Support clubs on competition organisation		Regional Competition Group		Development of support systems for competition organisation	Ongoing
Support clubs in development of new events		Regional Competition Group		1 new regatta established	Ongoing

WORLD CLASS PERFORMANCE AND TALENT PATHWAYS					
Objective: To assist the Governing Body achieve its targets to win medals at the Olympics 2012 by assisting the regions athletes to reach their full potential					
NRC Aim: To establish Regional Performance Programme within the region led by Durham University					
Action	Resources	Person Responsible	Budget	Success Criteria	Timescale
Initiate discussions with British Rowing		NRC Chair, Div Rep, Chief Coach Durham University		Working Group established within region Initiate discussions with British Rowing Undertake 2000m feasibility	Sept 2010 December 2010 June 2011
Undertake feasibility Review and develop options				Integrated regional pathway achieved	End 2011

NRC Aim: To develop Rowing Academies with further educational establishments					
Action	Resources	Person Responsible	Budget	Success Criteria	Timescale
Initiate discussions with British Rowing		CDO/Div Rep		Discussions Initiated	March 2010
Agree in principle to deliver national pilot based at one establishment				Pilot identified Pilot operational	May 2010 September 2010
Establish further centres on each of the other two rivers in the region				Two further academies established	2012

NRC Aim: To develop an enhanced programme of CPD, training and mentoring for club coaches					
Action	Resources	Person Responsible	Budget	Success Criteria	Timescale
Secure funding for Lottery funded regional coaching posts		Chair/Div Rep/CDO/Head Coach Durham University		Funding Secured	August 2011
Work in partnership with British Rowing to develop appropriate CPD, training and mentoring modules for club coaches					
Work to increase numbers of trained tutors and Assessors Work with Colleges of Further Education to become accredited training centres for British Rowing Coaching qualifications					

NRC Aim: To retain the Services of a fulltime CDO					
Action	Resources	Person Responsible	Budget	Success Criteria	Timescales
To initiate discussions with National Manager		Chair/Div Rep		Discussions Initiated Decision Finalised CDO Services Retained	2011 2012 post 2012

NRC Aim: To encourage Clubs with time limited funded posts to secure a succession strategy					
Action	Resources	Person Responsible	Budget	Success Criteria	Timescales
Tyne United RC to seek to secure mainstreaming of Community Coach post with Gateshead Council		CDO/Div Rep		Discussions initiated Post mainstreamed	June 2010 April 2011
Tyne RC to seek to secure mainstreaming of Community Coach post with Newcastle Council		CDO/Div Rep		Discussions initiated Post mainstreamed	June 2010 April 2011
Durham ARC to liaise with funding partners to secure mainstreaming of Community Coach and Explore Rowing Co-ordinator		CDO/Div Rep		Discussions initiated Post mainstreamed	June 2010 April 2011

NRC Aim: Secure a succession strategy for the two Lottery Funded Club Coach Fund Coaches					
Action	Resources	Person Responsible	Budget	Success Criteria	Timescales
Management Group to assess options and initiate discussions		Chair/Div Rep/CDO/Head Coach Durham University		Forward Strategy identified Forward Strategy implemented	May 2010 August 2011

NRC Aim: Develop significant press profile					
Action	Resources	Person Responsible	Budget	Success Criteria	Timescale
Appoint a Press and Public Relations Co-ordinator who sits on NRC		Chair	N/a	Co-ordinator appointed to NRC at AGM	November 2010
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		NRC Co-ordinator		Working group established Working group established and meeting	March 2011
				Strategy published for consultation	June 2011
				Strategy published	November 2011
Ensure continuation and enhancement of NE Rowing News and associated Web-site as a focus for regional communication		Co-ordinator/KH		Web site enhanced	On-going
To link into all new IT based initiatives introduced at a National Level		Co-ordinator		Links achieved	On-going

Corporate Governance					
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 regional and national objectives					
Action	Resources	Person Responsible	Budget	Success Criteria	Timescale
To review the structure of the Northern Rowing Council to ensure it continues to meet the needs of the region. This to include review of the 3 rivers structure	NRC Council members	Regional Chair/Div Rep		Review undertaken New structures in place and operational By Christmas 2011	Initiate Review Group Nov 2010 Publish draft proposals March 2011 Consultation period April -June 2010 Confirm Review and initiate changes AGM November 2011
NRC Aim: To ensure decision making processes are appropriate to assist in the delivery of national objectives					
Action	Resources	Person Responsible	Budget	Success Criteria	Timescale
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"> ➤ Memorandum and Articles ➤ Water Safety ➤ Athlete Welfare and Child Protection ➤ Doping Control ➤ Disciplinary Procedures ➤ Employment ➤ Selection Policy ➤ Appeals Procedures ➤ Equity 	NRC Officers CDO	NRC Chair		Policies promoted and complied with Increase in clubs achieving Clubmark from 70% to 100%	On-going End of Plan Period
Review all club constitutions to ensure they are fit for purpose	CDO	CDO		All clubs adopting modern constitutions	End of 2011
NRC Aim: Seek opportunities to broaden our financial base					
Action	Resources	Person Responsible	Budget	Success Criteria	Timescales
Increase Revenues from NRC Sculling Series	NRC Officers	Chair/Secretary		New funding streams identified	2012
Conduct financial assessment of potential funding streams	NRC Officers	Chair/Div Rep/Treasurer		Financial Assessment undertaken Take appropriate action	March 2011 March 2011 onwards



REGIONAL ACTION PLAN

Appendix 2

REGIONAL EVENTS

The region holds a variety of events each year. This includes

Open Regattas

Berwick
Durham City
Durham Primary
Durham Regatta(2)
Hexham
Talkin Tarn
Tees
Tees Adaptive and Primary
Tyne
Tyne at Home
Chester-le-Street
Cambois (New in 2010)

Head Of The River Events

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

* denotes NRC Sculling Series. This scheduled to change in 2010/11

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

Admiral's Cup for Durham colleges
Hatfield Novice Cup for Durham Colleges
Northumbrian Water Boat Race (Newcastle and Durham Universities and Newcastle and Durham Schools).
Pennant Series for Durham Colleges
Senate Regatta for Durham Colleges
Stan Calvert Cup Newcastle University versus Northumbria University



Trevelyan
University College
Ustinov
Van Mildert

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 **eleven** 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
Tyne United RC
Tynemouth RC

5 School Rowing Clubs

Durham Johnston
Durham School
Queen Elizabeth Hexham
St Leonards, Durham
Yarm School

5 University Rowing Clubs

Durham (this is an open club)
Newcastle
Northumbria
Sunderland
Teesside

16 Durham College Rowing Clubs overseen by Durham Colleges Rowing (DCR)

Josephine Butler
Collingwood
George Stephenson
Grey
Hatfield
John Snow
St Aidans
St Chads
St Cuthberts Society
St Hild and St Bede
St. Johns
St Marys

6. Overall Impact

The region will contribute towards the adopted National performance targets as indicated below

Target	National	Regional
To support additional participants over the period of the plan to either take part in the sport for the first time or to stay in the sport. This will include rowing on the water and indoor rowing participants.	10,000	1,000
To increase the breadth and depth of the talent pool by supporting competitors in high quality club environments to improve through competition, with 50% of this group moving up at least one status point.	1200 (600)	120 (60)
To increase the overall satisfaction of participants in the sport by	5%.	5%.

In addition, the region will look to increase British Rowing Membership by 5% per year over the March 2009 baseline figure of 1803 British Rowing members

Year	March 2009	March 2010	March 2011	March 2012	March 2013
Target (5% pa)		1893	1988	2087	2192
Actual Membership	1803				

5.12 University rowing

The 5 rowing Universities of Durham, Newcastle, Northumbria Teesside, and Sunderland together with the 16 Durham Colleges have already played and will continue to play a vital part in the successful development of the sport in the region. Not only do they provide the greatest numbers of participants, they also contribute significant facility resource, support to the region's clubs through their volunteer and educational programmes, provide modern apprentice opportunities to support young elite rowers, and offer complementary support to the region's coaches.

In the future the region wishes to enhance its working with these universities by

- Developing strategic links with British Universities and Colleges Sport (BUCS).
- Encourage closer club/university links to develop collaborative working to maximise the use of resources and facilities
- Championing the University Accreditation package as a way of improving club management in clubs with an inherently high turnover in terms of membership
- Develop partnership working to commission a feasibility study for a 2000m rowing lake

managers in the region and the SUNEE program have been instrumental in achieving this.

Durham University also hosts an annual North - East Indoor Rowing Championships for adult athletes.

To date there has been minimal quality technical training for teaching and coaching indoor rowing, and this has led to many indoor rowers using bad technique. British Rowing has now launched a new United Kingdom Coaching Certificate (UKCC) endorsed Level 1 and Level 2 coaching qualification for indoor rowing coaches and fitness instructors. The qualifications will be made widely available through trainers in the fitness industry and gyms throughout the country. Additionally a new training course for teachers of indoor rowing, in line with the new PE curriculum – ‘Indoor Rowing in Secondary Schools’ was launched in July 2008.

Both L1 courses and the Indoor Rowing for Secondary Schools courses are being rolled out in the region and British Rowing will continue to work with a wide range of partners, including ISPAL and English Federation of Disability Sport (EFDS) to develop all aspects of indoor rowing.

5.11 Corporate governance

The Regional Council will be examining its structure to ensure we can respond to the challenges of our ambitious plans for the future. This will include

- Seeking opportunities to broaden our financial base.
- Complying with good corporate governance and effective good practice policies including Equality, Child Protection, Water Safety etc. as developed by our governing body will continue to be fundamental to all our activities within the region
- Ensure we retain the services of our allocated paid staff member
- Secure a succession strategy for the two Lottery funded Club Coach Fund Coaches
- Encourage clubs with time limited funded posts to secure a succession strategy
- We will also examine our volunteer and committee structure to ensure that we retain our ability to progress and implement our strategic plans in a timely and effective way. We wish to ensure that the views of our members, the clubs and competitions, and the individuals who participate at all levels of the sport in the region are represented.

Schools and Veterans regattas, the British Universities and Colleges Sport (BUCS) Championships, multi-lane regattas, and five London Thames Tideway Head of the River races attract many thousands of competitors. These events can only run with the assistance of a large contingent of volunteer organisers, umpires and officials. These are supplemented by many and varied traditional river events that are part of the history and culture of our cities, towns and villages, and are very much valued and supported by their local communities. Appendix 2 sets out the present events hosted in the region.

We expect these events to flourish, and the recent review of competition status points aims to ensure that the structure encourages and enables rowers to progress, to gain satisfaction and rewards and to carry on competing. The system also underpins the athlete pathway for talented individuals to achieve their potential and reach regional, national and international representation.

We will ensure that we develop easy entry and exit pathways from the status competition structure, from and to other competitive and non-competitive rowing activities. Our new participation programmes will provide many more informal opportunities for competition.

The volunteers who work so hard to organise competitions are crucial in providing a highly trained and technically competent workforce to run all aspects of international rowing events in the UK. The 2006 World Rowing Championships (WRCS) at Dorney Lake was organised almost entirely by 600 volunteers who gave their time and expertise over the two weeks of the event. Our Junior Officials Awards initiated for the Championships will continue to be supported to develop young volunteers.

Within the region we intend to support competitive rowing nationally by

- Undertaking a regional competition review to develop an annual calendar of events that will complement national events as well as meeting the changing needs and aspirations of our rowers. In this way we aim to raise the competitive standard within the region as well as developing the more informal opportunities to compete linked to the new participation programmes

5.10 Indoor rowing

The region has benefited from significant investment in rowing machines at the local (school) level and at the regional level; (eg Newcastle and Gateshead School Sports Partnerships, the Strategic Health Authority and Tony Blair Sports Foundation). This has created opportunities for the enlargement of the Schools Indoor Rowing Competition Framework. This involves the development of online rowing virtual leagues and virtual racing at a School Sport Partnership, county and regional level. The competition

- Develop and implement an enhanced programme of CPD, training and mentoring for club coaches will be a key element of our work.

5.7 Major Water Rowing Sites

Our SWOT analysis has identified the lack of a 2000m rowing facility as a weakness (development of elite and senior rowing) as well as an opportunity for the region. The last regional plan also identified a similar need. This time the region has set itself the aim of developing a regional performance pathway in partnership with British Rowing. It is considered that if this aspiration succeeds then the development of a 2000m facility will bring even greater opportunities.

The region recognise that at present this proposal presently does not receive the support of British Rowing but we are proposing to seek funding for a feasibility study to look at the options (if any) for the development of such a facility. We will seek to do this in partnership with British Rowing.

5.8 London 2012

London 2012 will provide an unprecedented opportunity to showcase our sport through our GB Team and to provide a lasting legacy for rowing for future generations. Success by GB Rowing will generate huge interest in participating in our sport and we must be ready to maximise our opportunity to grow the numbers participating in our sport. There is a huge opportunity to develop a significant regional legacy and this region plans to do that. We will

- Participate in the new adult participation programme, 'Explore Rowing' that will provide a country - wide legacy of boats, trained volunteers, and new activities, to underpin sustainable growth for community rowing.
- Prepare our clubs to cope with the potential increased demand by developing coaching and volunteer capacity to deliver learn to row and explore rowing programmes
- Encourage our clubs to develop partnerships with local authorities and other service providers (eg Primary Care Trusts) who have a significant interest in developing opportunities for physical exercise
- Encourage increased collaboration between clubs through strengthening the working of the 3 river rowing forums

5.9 Competition

The core activity for many club members is British Rowing's annual calendar of competitions that are run throughout the country and throughout the year, with regattas in the summer months and head of the river races in the winter. The major competitions such as the National Championships, National

- Durham University BC and the Stockton based colleges are benefitting from substantial investment by Durham University and their alumna to provide to boat storage facilities, an indoor rowing tank and new gym facilities
- St Johns College Durham University funded the rebuilding of the College Boathouse.

Future investment requirements include

- Securing tenure and new facilities for Talkin Tarn RC
- Newcastle University BC hope to upgrade their facilities with funding from the University
- Tyne United RC are seeking funding for an indoor rowing tank and clubhouse extensions
- Chester-le-Street ARC are seeking an extension to their boathouse, social and changing facilities and land training area.
- Tyne RC are seeking to upgrade their facilities.
- Tynemouth RC are seeking improved changing facilities.

5.6 Performance and talent pathways

Within the region there has been a developing partnership between clubs, World Class Start and Durham University, as the designated High Performance Programme in the region, to ensure all athletes aspiring to row on the world stage are given an opportunity to do so. Clubs are encouraged and supported to develop talented individuals within the club environment with expertise and help being sought from the performance coaches at Durham University and the two full-time coaches being funded from an award of grant from the Club Coach Fund. These two coaches are also working with clubs throughout the region to develop coaching numbers and capacity at all levels of the sporting pathway.

During this next Plan Period the region will

- Seek to develop an enhanced Regional performance pathway in partnership with British Rowing, the North East Universities led by Durham, World Class Start, and the clubs.
- Seek to develop rowing academies with further education establishments
- Secure funding for the Lottery funding coaching posts.

Explore Rowing programme. Tyne United RC has also been awarded accredited status.

Our clubs are going to be in the front line in developing a sustainable and productive volunteer / coaching workforce. They will therefore be charged with working to retain volunteers by careful organisation, preventing the overload of individuals and creating specific posts within the club with role descriptions.

One new club has been founded since the last forward plan (Tyne United). Over the next five years, the region will look at opportunities for new rowing clubs as and when they arise. This may involve looking at suitable locations for the creation of a coastal rowing clubs, capitalising on our successes in developing large clubs by creating new clubs in areas of large population density to satisfy demand or by starting new clubs in suitable areas that are not yet served by the rowing community.

We will continue to develop initiatives to promote adaptive rowing in the region through the 'Explore Rowing Initiative and partnership working with schools to promote indoor rowing for adaptive athletes.

5.5 Capital investment

Nationally, the club capital investment programme through sport lottery programmes has been highly successful in providing modern, efficient and welcoming places for people taking part in rowing. Within the region during the last plan period the region received significant funding from a wide variety of sources towards facility development and equipment in the order of £10m. This included:

- Awards For All Lottery Award for new boats for the Regional Council
- Direct Awards from the Governing Body club capital investment programme that included Durham ARC (contribution to a new club house), Tyne RC (contribution to new access steps), Chester-le-Street RC (new boating pontoons), and Cambois RC (Clubhouse extension)
- Hexham RC received a grant from the local authority (Tynedale Council) for facility redevelopment.
- Hexham RC and Tyne United RC were recipients of Sports Lottery Community Investment Fund Grant.
- Grants from businesses such as the Banks Foundation which funded Cambois RC (Clubhouse extension) and Veolia which funded boat purchases at Tees RC. Tyne United RC have received significant grants from a variety sources including the Environment Agency, Gateshead Council, Durham University, Sportsmatch and private donors

During the last plan period Durham University was awarded High Performance Programme Status and the World Class Start designation transferred from Durham ARC to Tees Rowing Club. Both programmes have and continue to contribute significant numbers of athletes to the national teams. GB Rowing's first Junior Women's eight's medal in 2005 was an excellent example of the potential of the region when working together. Led by the region's World Class Start (WCS) coach the crew had three athletes from different clubs who had co-operated together forming the core of the crew. They worked with the English Institute of Sport (EIS) psychologist from the region and won GB Rowing's only medal in a junior women's eight. The region's clubs and Universities should look to identify and develop talented athletes and coaches capable of winning international medals to ensure the regions increases its presence in the Olympic teams for 2012 and 2016.

The loss of the EIS support from the region will leave a large hole. Their legacy is working in the region and will need to develop to fill the vacuum. Already two of the region's Universities have stepped in to support two Community Investment Fund (CIF) funded Talent Strength and Conditioning coaches. The region's Universities have their target sports and are in a position to support talented regional rowers. The partnerships and communication will need developing over this plan to maximise the services available within the Universities to develop the region's junior talent.

Durham University provided matched funding for the CCF coaches that will continue to support the region to make these posts sustainable over the coming plan period. The University would like to build on the CCF coaches work by qualifying more students as coaches to help reduce the fall off between those who sign up to row at the start of the year and those who join British Rowing, potentially supported through the new Active Universities fund.

5.4 Clubs

Rowing Clubs are at the heart of the forward plan from 2009-13 and it is in the region's clubs that most of the initiatives within the plan will be rolled out. The list of affiliated clubs can be found in Appendix 1. Several clubs have benefited from capital investment in their facilities over the course of the previous plan and there are plans to address specific issues regarding tenure, facilities and water access over the next five year period (see Section 5.5)

Six clubs in the region have expressed interest in the Explore Rowing scheme with one club (Durham ARC) achieving pioneer status (ie including a boat package) in the first round of applications. With many clubs having either large and / or picturesque stretches of water, the region is ideally suited to Explore Rowing. Two of the regional clubs (Tees RC and Tynemouth RC) also piloted the recreational rowing boat package funded through Project Oarsome Extra and so the region is well placed to make a success of the

- The award of Lottery funding for two regional coaches to develop further our coaching base and numbers becoming qualified coaches (Community Coach Funding –CCF)
- The formation of a new rowing club based in Gateshead
- The establishment of a regional centre for adaptive rowing based at Tees rowing club.
- The continuing development of web based communication across the region
- New regattas established

5.2 Research and Marketing

British Rowing has undertaken a major piece of work at a national level to inform the rationale and evidence for our targeted expansion. This has been made possible through the British Olympic Association's initiative for Olympic National Governing Bodies to receive support from FTSE100 companies to assist them in incorporating business principles into their work. British Rowing worked with AstraZeneca and identified two main objectives for the sport going forward

- 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

The Northern Regional Plan will encompass these objectives within its plan

5.3 World Class performance

Rowing continues to be one of Great Britain's most successful sports on the World Stage. In 2008 our athletes were overall winners of the FISA World Cup. Once again we have been very successful at Olympic level, winning two gold, two silver and two bronze medals at the 2008 Beijing Olympic Games, where we were the top rowing nation, and made a significant contribution to Team GB. For the first time rowing was included in the Paralympic Games and Great Britain won the first ever rowing gold medal, followed by another gold and a silver.

The region has contributed significantly to these successes. Nine athletes and coaches from the region competed at the 2008 Beijing Olympics up from four in 2004. For three of the years of the last plan period athletes from the region medalled in every age group representing Great Britain.

5. BUILDING ON SUCCESS, FOCUSING ON WHAT HAS WORKED, FURTHER INNOVATION

5.1 Our Record

Over the past 5 years we have seen significant achievements in developing our sport. They are:

- The continued designation for Durham University as a National U23 Performance programme has undoubtedly contributed to the regions continuing GB Under 23 and Junior representation culminating with medal successes at both levels in World, European and inter- nation competition
- Success for our World Class Start athletes on the national and international stage
- Unprecedented successes at the National Schools Championships, National Championships, British Universities and Colleges Sport (BUCS), Women's Henley, Henley Royal and Veterans Championships at National and International Level.
- A significant increase in members from British Rowing membership from 1224 in 2005 to nearly 2000 at present making the region the third largest in the country
- Secured a dedicated full-time regional Coaching Development Officer. The post is centrally funded
- Significant numbers of people undertaking coaching qualifications with an initial 60% completion rate that is continuing to rise.
- The establishment of river forums on the major waterways in our region (Tyne, Wear and Tees) to encourage collaborative working between clubs.
- 70% of our open Clubs have achieved club mark and Hild Bede College and University of Sunderland have completed the University accreditation scheme
- Development of key partnerships to increase community based opportunities for rowing including the Tony Blair Foundation, School Sport Partnerships and Primary Care Trusts
- The initiation of indoor rowing programmes across the region and the introduction of the North East Schools Championship (See 5.10)

4. WORKING IN PARTNERSHIP

- 4.1 At a regional level we welcome the support of our regional Sport England office and the 4 County Sports Partnerships(CSP)
- Durham Sport
 - Northumberland Sport
 - Tees Valley Sport
 - Tyne and Wear Sport
- 4.2 Working within the Partnerships ensures we are working within the key regional and sub-regional broader sporting networks and this in turn enhances our local contacts that include local authorities, Community Sport Networks (CSNs), School Sport Partnerships (SSPs), key health partners including Primary Care Trusts (PCT's). These contacts are essential to develop and promote the opportunities we are making available to local communities
- 4.3 Over the last few years we have developed a growing relationship with our University partners. This is either through the regional network Partnership SUNNE where the regional universities meet together to develop collaborative working or with the individual universities. They are
- Durham
 - Newcastle
 - Northumbria
 - Teesside
 - Sunderland
- 4.4 The Northern region is exclusively involved with river rowing and, at present there are no coastal rowing clubs although here is potential for those to exist given the extent of the coastal frontage in the region. Partnerships within the rowing family largely revolve around the development of indoor rowing in the region (section 5.10). With increasing numbers of rowing machines, possibilities for indoor rowing in schools and the community are developing rapidly. This has raised possibilities of further partnerships outside the rowing family (eg within the Health agenda
- 4.5 Over the next 5 years we intend to develop partnership working with Scottish Rowing.

- Recognising that the development of the sport depends on the development of all British Rowing'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
- Playing our part in protecting and caring for the outdoor environment which is so important to all those participating in rowing
- 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.
- Maintaining a high retention rate of participants particularly amongst our Universities.

1. INTRODUCTION

The Northern Rowing Council is firmly committed to developing the sport of rowing across the region guided by the Vision and principles set out in the National Whole Sport Plan 2009-2013. Over the past five years rowing in the region has seen increasing numbers of people participating in the sport so that the Northern Region is now the third largest region in the country. In 2005 the region recorded 1224 members and this now risen to 1928 members

Numbers of participants look set to continue to grow in the light, not only of international success by our national rowing teams and the increasing numbers of athletes from this region that contribute to this success, but also from the hard work and dedication of our numerous and increasing numbers of volunteers and our paid staff. In partnership with British Rowing the region hosts 3 fulltime posts – a Coaching Development Officer and 2 Community Coach Fund coaching posts aimed at raising coaching standards across the region.

The new regional plan will continue to build upon our key successes, continuing to develop what has worked and encourage further innovation to ensure the development of rowing in the region is sustained. This will include further developing our key partnerships that are vital to contributing to the on-going expansion of our sport in the region.

To assist with preparing this new plan there has been consultation within the region that culminated in the production of a regional SWOT and the identification of key challenges that are facing the region over the next plan period

This document is a working tool that will guide the work of the Northern Rowing Council over the next 5 years. We are looking forward to working together not only with our governing body but all our partners to ensure sustainable development will put us in a strong position to benefit from the Olympics in London in 2012 and sustain our sport well into the future.

2. THE VISION,

The Vision for 2009-2013 remains

- More 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

Within the region we will also focus on ensuring we retain our numbers who are participating in the sport

3. VALUES AND PRINCIPLES

To achieve the Vision the approach must include a commitment to the following values and principles

CONTENTS

1	Introduction	1
2	Vision	1
3	Values and Principles	1
4	Working in Partnership	3
5	Building on Success, Focussing on what has worked, Further Innovation	4
	<i>5.1 Our Record</i>	4
	<i>5.2 Research and Marketing</i>	5
	<i>5.3 World Class Performance</i>	5
	<i>5.4 Clubs</i>	6
	<i>5.5 Capital Investment</i>	7
	<i>5.6 Performance and Talent Pathways</i>	8
	<i>5.7 Major Rowing Water Sites</i>	9
	<i>5.8 London 2012</i>	9
	<i>5.9 Competition</i>	9
	<i>5.10 Indoor Rowing</i>	10
	<i>5.11 Corporate Governance</i>	11
	<i>5.12 University Rowing</i>	11
6	Overall Impact	13
	Appendix 1 The Clubs	14
	Appendix 2 Regional Events	15
	Regional Action Plan	17



NORTHERN REGION
FORWARD PLAN 2009-2013
and
ACTION PLAN