



**ROWING  
IRELAND**

# **Strategic Plan for Rowing Ireland**

## **To 2012 – and beyond**

## Introduction From Our President

Members of the Rowing Community in Ireland – it is with great excitement & pride that one of my first official duties as President of Rowing Ireland is to present this Strategic Plan to you.

This is the first realistic Rowing Plan to be created for some years and in fact is the first to come directly from within our own sport. It is the result of a large number of meetings, consultations, analysis and in particular, a great deal of work by Mike McCrohan, aided and abetted by board members and others, over a period of eighteen months.

The publication of this plan is very timely – we are at the start of a new planning cycle, we have appointed a new Performance Director. His mandate will extend beyond the Senior Elite level, with the help of his Coaching Panels and Club Coaches.

The Plan addresses all of the important strands of Rowing in Ireland from under 14 rowing right up to Elite International Rowing including Structures, Communications, Recruitment and many other important elements. No individual strand can exist without the other – the whole can only move forward as a unit – just like a successful crew.

There will always be problems and issues for clubs and the Board – not all of them will be solved by this Plan but it is a great starting point and we are fortunate to have it as a roadmap for Rowing over the next four years and beyond. However, the creation of this Plan while it represents a huge effort by those who participated is only the beginning.

What next – How do we gain from this work?

First – acceptance and embracement by the Board and the Rowing Community in general is an essential starting point. All sections must buy-in.

Next – take the first step – begin – move forward together in partnership. Without this – nothing will change or improve.

This plan will not be the private plan of the Board of Rowing Ireland, or of the new Performance Director. It belongs to everybody in Rowing Ireland. It may require change, it will require sacrifice and it will develop and succeed with a positive approach from everybody in rowing.

Anthony Dooley,  
President, Rowing Ireland  
Mar 2009

**Table of Contents**

*Introduction From Our President* ..... 2  
*Table of Contents* ..... 3  
*Introduction*..... 4  
*Strategic Statement* ..... 7  
*Strategic Overview*..... 8  
*Strategic Area: Club and Domestic Rowing* ..... 9  
*Strategic Area: Recruitment and Retention*..... 11  
*Strategic Area: Long Term Athlete Development*..... 13  
*Strategic Area: High Performance Development*..... 15  
*Strategic Area: Rowing Ireland Structures*..... 18  
*Strategic Issue: Communications*..... 20  
*Appendix A Rowing Ireland Operational Plan 2009*..... 21

## Introduction

The rowing environment in Ireland has changed in recent years. Clubs have access to the type of equipment only dreamed at a few short years ago. The number of clubs has somewhat stabilised, though competitor registrations are up overall. The figure of 2000+ registered competitors does not completely reflect the numbers enjoying, benefiting or otherwise involved in rowing. It is estimated that as many more coaches, pleasure/leisure rowers, parents, committee members, etc would bring the true participation figures much higher than may appear at a glance.

Year	Clubs	Competitor Registrations	Club Membership
2004	69	No reliable figure	
2005	69	1670	
2006	67	2010	
2007	70	2145	
<b>2008</b>	<b>71</b>	<b>2190</b>	<b>4700 estimated</b> (Based on a 2008 survey of clubs)

Development support is critical to the success of Irish rowing's ability to retain rowers after passing through the Junior ranks. This is an experience shared by many sports, and will bear close attention. The development of clubs in terms of capacity building and a stronger workforce are seen as fundamental in this area.

Although severe weather can have an impact on events, causing deferments and cancellations, it will be of the utmost importance to continue to improve the standard of Irish regattas. In this way, support for domestic events will be enhanced, staving off the apparent attractions of Ghent, Dorney, etc. The role of the national trials on club resources (rowers, transport, coaches, and finances) needs to be factored in, and any future developments in this area must be dovetailed with domestic activities.

As far as the regattas are concerned, the sheer number of events may pose a challenge in some instances. Dawn-to-dusk events, trying to cater for all variations of boat and grade, end up being not very pleasant experiences. Some folk with long memories would like to see the re-introduction of some of the more social aspects of regattas – not just the serious business of racing.

On the International scene, our expectations continue to be high. Having secured the World Cup no. 1 ranking for the Men's lightweight four in 2006, the crew qualified for the Olympics in Poznan in '08. They joined the Men's heavyweight four who also qualified for Beijing in 2007 – a welcome return to Men's heavyweight rowing by an Irish crew after a gap of many years.

## Rowing Ireland Strategic Plan to 2012 and beyond

Many of the next generation of Internationals, the U-23's, took time out during 2008, but it is anticipated that they will return to the programme for 2009. Development of this group will have a direct bearing on the level of success in London 2012 and beyond. This needs to be augmented with talented Juniors who should be identified and developed toward participation in the World Junior Championships.

The National Rowing Centre (NRC) continues to progress. The building is a welcome base, is a top class facility and is a huge asset for all of Irish rowing. The new course layout, finishing opposite the NRC building, is a great improvement. The new course hosted the Junior & Senior championships and the *Coupe de la Jeunesse* in 2008. Rowing Ireland has strong aspirations to stage future international events such as the World University games, Under-23's or similar. Additionally it is being marketed as a pre-Olympic training base in preparation for the London Olympics in 2012.

It is now appropriate that Rowing Ireland review where Irish rowing is, where it wishes to be in 4 or 6 years time, and what strategies and tactics should be employed to get there.



### **Strategic Statement**

Rowing Ireland plans, over the next four to eight years to expand the sport domestically through strong clubs, good regattas and competition, and in a safe environment, while also encouraging and supporting high performance towards international success.

## Strategic Overview

In order to continue to progress the sport, Irish rowing will aim to grow all aspects of the sport, in terms of the numbers involved, the quality of development of those numbers, and the eventual development of a wide, solid base from which international success may be pursued.

Domestic and High Performance activities need to be part of an integrated whole, geared toward the health of both endeavours.

To that end, Rowing Ireland has identified the following key strategic areas:

- **Club and Domestic Rowing.** Support for the clubs in developing their resources is key to the implementation of the strategy and to the future strength of Irish rowing.  
There is a consensus in Irish rowing that an alternative approach the competition structure and the rowing calendar is required,
- **Recruitment and Retention.** Clubs will be encouraged and supported to improve the stream of new recruits both at junior and novice level, to retain rowers in the sport as they leave school and to develop sustainable programmes for introducing new blood to the sport.
- **Long Term Athlete Development.** A structured approach to the development of rowers over a number of years with an appropriate level of coaching support is required.. Ideally rowers should be in a structure to enable them to achieve their full potential. This is a multi-year commitment and is integrated with coach education, club, regional and International efforts.
- **High Performance.** The new coaching and development structures need to be in place to develop toward London 2012 and beyond, encompassing competition on the world stage at Junior and U23 as well as Senior. The efforts of high performance development will need to operate hand in glove with the activities domestically in order that the high performance efforts from Junior-16 through elite lead to success on the international stage. Talent Identification and Talent Development programmes should be run on a regional basis to feed athletes into national squad activity.
- **Rowing Ireland Structures.** The systems and controls introduced by the Board should promote a professional support system for sporting activities. Local, regional or provincial resources need to be engaged in the delivery of a cohesive, integrated structure for management of Irish Rowing. Improved governance measures need to be introduced at governing body level and spread to provincial branches and individual clubs.
- **Communications.** To increase interest in the sport, Irish rowing needs to “get the message out” with respect activities at all levels, including to domestic events, regatta results, International developments and successes. This needs to be done extensively and professionally. The development of a coherent policy is identified as a priority task by Rowing Ireland.

### **Strategic Area: Club and Domestic Rowing**

Rowing Ireland recognises that a strong club structure is the core of a successful sport. It also recognises that supporting and enhancing existing clubs is the most cost- and resource-effective method for developing the sport

Club organisation needs good governance structures to manage registration, child protection, ethics, risk assessment, development (along with regional/national coaches) and related, often non-traditional matters.

Participation, as previously viewed by competitor registrations, needs to better reflect reality, including coaches, helpers, recreational rowers, Gym membership, etc.

Embracing Adaptive Rowing, Women in Sport and other initiatives are also potential fertile areas for membership.

Rowing clubs should strive to become identified with the community

Rowing Ireland recognises that the Irish rowing calendar needs to be redefined.

The quality, makeup and management of regattas to be reviewed

Regattas need to offer more than races.

Regatta and Heads need to continue to raise standards, and minimum standards should be set for heads/regattas. Events to be recognised as meeting minimum standards in umpiring, mix of races, course and on-shore facilities.

Rowing Ireland is conscious of the capacity of clubs to grow in terms of their facilities and infrastructure.

#### ***Strategic Outcome:***

Rowing Ireland will undertake Consultation with regatta committees and clubs via the Branch committees to

Regatta calendar better structured to integrate with development towards championships and key international events. Regattas tailor the events offered – some specialising in sprints, Juniors, etc; Regattas broaden the attraction to become a social event beyond pure rowing – i.e. a festival; Regattas become better attended and supported.

Clubs better structured to manage their human and other resources and such issues as may arise from time to time.

#### ***Strategic Initiatives:***

Domestic Events Committee (DEC) work with regatta committees to have a logical sequence of key regattas on the lead up to the championships, and integrated with requirements of the International programme..

Novice Quad races to be offered by regattas; Novice Quad championship in 3 years

Encourage U23 races to be offered in single-sculls and coxless-pairs by some multi-lane regattas.

Consider an U23 championship event in single-sculls and coxless-pairs in 2-3 years

## Rowing Ireland Strategic Plan to 2012 and beyond

Consider introduction of a two-tier intermediate grade as a stepping stone between novice and Intermediate.

Regattas to limit the number of hours in a single day's racing to 12 (or 10)

The Novice/Intermediate classifications to be reviewed

Continue to develop the National Rowing Centre as a first class resource

Introduce a club healthcheck system and offer resources for club development where shortcomings are identified.

### **Key Performance Indicators (KPI's)**

Specific milestones to be achieved by certain dates

By (Date)	Action
=====	=====
2009	Rules EGM to update rulebook Confirm the Novice rule and close loopholes Confirm time limit for regatta day. Integrate National Trials into rowing calendar Integrate University Championships and Colours races into Rowing Ireland Calendar Support clubs to develop resources Re launch club development in Drogheda , Blessington and Athy
2010	Introduce U23 as regatta categories; U23 Championship Event Novice Quad championship Review and update plan

### **Strategic Area: Recruitment and Retention**

Recruitment of novices is the exception rather than the rule. There is an opportunity to tap this under-utilised resource - recruitment at the 18-22 age group i.e. those young adults who did not row at school/junior level.

There is, in common with many other sports a major fall-off at school leaving age, and development efforts are necessary to increase the numbers continuing in the sport.

Many clubs are adept at recruiting juniors but fail to retain them after 18; other clubs have an expectation of a supply of experienced intermediates from feeder schools. Continuing to increase the intake at both Junior and Novice level is key.

Many clubs shy away from recruitment blaming a shortfall in capacity, not least in the area of coaching.

Rowing Ireland could do more to involve its participants of all types, through suitable registration schemes. Regatta Committees, schools and coastal rowing clubs could be involved.

#### ***Strategic Outcome:***

Retaining a higher percentage of Juniors along with recruiting Novices results in a healthier club, stronger competitors and an enhanced pool of potential coaches and committee workers.

Initially, an increased need for coaches. Later, an increased pool of coaches.

The broadened base of competitors results in a greater pool of talent at the Senior and International levels.

Healthier Clubs through a provincial club development programme, with resources available to clubs and improved assurance measures.

Rowing Ireland will set up a registration class for non-competitive participants and by giving a service and making a modest charge this could fund development of further participation. The greater numbers and increased income would attract further inward investment.

#### ***Strategic Initiatives:***

1. Formalise the new Novice Rule recently introduced on a trial basis.
2. Introduce a 2-tier Intermediate grade to facilitate transition from the Junior ranks.
3. Incentivise recruitment of Novice rowers; Increase the number of Novice and Intermediate-2 races at Regattas
4. Continue to develop Dry Rowing Programme, Women in Sport initiative, and twin schools with clubs for Wet Row
5. Continue to roll out the Coach Education programme in order to broaden the coaching base and increase the levels of training and education for coaches at all levels.
6. Schedule Junior, U23 development camps regionally; Make camps user friendly and student friendly so that impact on work- or lecture days is minimised.

Rowing Ireland Strategic Plan to 2012 and beyond

7. Encourage summer rowing for Juniors and Novices to exploit benign weather and water conditions between mid July and September
8. Offer Regional development camps – national coaches overseeing regional development coaches.
9. Introduce Associate Registration and attract participants from all sectors to join.

**Key Performance Indicators (KPI's)**

Specific milestones to be achieved by certain dates

By (Date)	Action
=====	=====
By end 2009:	Have a robust Novice regime to allow true Novices to compete and to retain them in the sport;.  Codify the two-tier Intermediate grade and achieve a standard to encourage Juniors to progress and compete in Irish events  5% increase Novice events offered at regattas  6 additional “Dry-Row” schools twinned with 6 clubs and participants registered subject to resources.  Development Camps to be hosted by branches  Introduce associate registration and increase total number of registered individuals to 2500. (+12%)  By end 2009 identify KPI's for following year

### **Strategic Area: Long Term Athlete Development**

A key area in the strategic plan for the future development of Irish Rowing is the focus on the pathway for rowers. This is a plan for the training, coaching, competition and education of rowers from their first introduction to the sport right through to high performance competition at major international regattas. This plan must be cognisant of the rower's capability and appropriate to their stage of development both in terms of age, maturity, gender, skill level, physical and mental abilities.

Coaching Ireland strongly encourage implementation of a Long Term Player Athlete Development (LTPAD) plan before we progress any further with developing our coach education levels. Rowing Ireland needs to put structures and supports in place to enable athletes achieve their own personal highs. For some this will be success at junior, novice, intermediate, senior or master's levels, for others the Olympics. By having an agreed LTPAD plan in place everyone will have the opportunity to achieve their own potential.

The Coach Education programme is one of the key areas that will help drive the future development of the sport.

#### ***Strategic Outcome:***

The strategic outcome of this work will be development of a Long Term Player/Athlete Development (LTPAD) Pathway. The Pathway will describe the capacities required by rowers through each phase of their development and optimising training and coaching so that we can assist all rowers in reaching their highest potential over time.

Identification of the sections of the pathway to be delivered locally will increase the involvement of clubs and ensure resources are targeted effectively.

Continuous review of the development of top athletes, and comparison with other countries or sports, will enable Rowing Ireland to come up with the most accurate and relevant Coach Education model for rowers/coaches.

LTPAD will in time, also drive other improvements in the sport through optimising our training programmes, competition structures, and the recruitment and development of athletes to reach their potential.

A broader and more capable base will be delivered by the coach Education Programme within the LTPAD umbrella.

#### ***Strategic Initiatives:***

Form a LTPAD Pathway development group to conduct initial survey of elite athletes and come up with a draft proposal. Survey has been conducted with current/former internationals with 23 responses to 90 requests.

Rowing Ireland shall come up with a plan specific to rowing and specific to the conditions, environment, facilities, resources and stage of development within Irish rowing, working with Coaching Ireland on a draft proposal.

Present the ideas to the board and conduct a shorter form survey to all of Irish rowing (rowers, coaches, captains, administrators etc) via the web site to get their views.

**Key Performance Indicators (KPI's)**

Specific milestones to be achieved by certain dates.

By (Date)	Action
=====	=====
2009	LTPAD proposal for discussion and consultation. Adoption of Long Term Athlete Development Pathway. Agree phase 1 of alignment with existing structures of coaching, competition and High Performance. Pilot L2 course aimed at experienced coaches Conference for Coaches and Club management Train new tutors, Level 1 coaches and Assistant Coaches
2-3 yrs	Implementation over several phases.

## **Strategic Area: High Performance Development**

Past emphasis has tended to be biased toward the senior, elite, international competition. This has been driven by a focus on short term results due to the belief that funding was dependent on results on the World or Olympic stage. Thus the approach has been to invest in the Senior Team in order to secure funding in the years ahead. The funding recently received by rowing, both in terms of the High Performance program and capital projects, would appear to bear this out.

However it is now recognised that High Performance needs to be addressed across the broader range of development, with particular emphasis on J16 and upwards. The Long Term Athlete Development Pathway is a framework for the development of athletes through the sport and informs our approach to particular intervention at various stages in the athletes development.

To build a sustainable High performance program the key is a constant supply of quality athletes. To achieve this, Rowing Ireland needs **earlier identification** of talent backed up by quality coaching and support services; **a clear pathway** for the athlete to follow to senior level; and a **talent identification** and development program for athletes transferring from other sports and late developers.

The men's heavyweight four and lightweight four each finished fourth in their respective B-Finals in Beijing – tenth overall in each case, and a Silver medal was won by Sinead Jennings at the World Championships For a minority sport consistency is a problem but with the development programme for athletes from J16 through J18 and U23 to Senior, combined with the coach education program this can be addressed.

The era of Harald Jahrling as Head Coach has drawn to a close, and the new structures post-Beijing need to be put in place as soon as possible. Martin McElroy has been appointed Performance Director, and A separate Performance Rowing Plan is in development in conjunction with the Sports Councils and other stakeholders.

### ***Strategic Outcome:***

It is felt best to plan in Olympic cycles. Thus the short term goal is 2012, medium goal is 2016 and long term goal is beyond 2016.

Put in place the structures and support such that Irish rowers are developed to optimise their performance perf for 2012 and 2016.

It is the objective of Irish Rowing that our athletes consistently compete at World level at Senior, Under 23 and Junior with medals at all levels a real prospect.

Crews competing at A-finals at World cup, World championships (Junior, U-23 and Senior); Gold medals at Coupe and Home Internationals.

**Refer to the High Performance plan for further detail**

### ***Strategic Initiatives:***

Launch the Long Term Athlete Development programme.

Put in place the structures and funding needed to sustain and improve the competitiveness of our existing pool of rowers on the world stage for 2012, and the upcoming rowers for 2016. Our goal is increasing our participation at the games and achieving "A" Finals positions.

## Rowing Ireland Strategic Plan to 2012 and beyond

Recruit and appoint a Performance director to develop a plan and oversee national athlete development across all grades from J16 to Senior International

The following strategic priorities have been identified in Rowing Ireland's High Performance Programme Strategic Plan 2009-2013

- Improve the targeting of resources to Senior, Development and Talent Identification rowers in their daily training environment.
- Improve the quantity and quality of world standard athletes, coaches and support staff in the High Performance Programme
- Establish a stronger collaboration between the Clubs and the High Performance Programmes as a means of improving rower and coach pathways and competition
- Support those clubs with a demonstrated track record by a value added package of investment
- Establish a working partnership with the Institutes (Irish Institute and Sports Institute Northern Ireland) to drive the framework of Sports Science and Medicine delivery to meet Rowing Ireland's specific requirements
- Ensure that the resourcing (funding and staffing) of National Team, Development/Talent and other camps and competition opportunities are an integral part of the High Performance Programme planning processes
- Provide a structured framework, detailed planning tools and a robust (user-friendly) evaluation process for all components of the High Performance Programme to streamline our processes, maximise our resources, operate cost-efficiently and comply with our stakeholders' procedures
- Rebuild Rowing Ireland's public profile and commercial potential by informing and managing media expectation of Rowing Ireland's performance
- Improve communication to all stakeholders involved in the High Performance Programme
- Ensure that there is sufficient back of house and administrative support to support the effective implementation of the technical components of Rowing Ireland's High Performance Programme operations.

### **Key Performance Indicators (KPI's)**

Specific milestones to be achieved by certain dates

By (Date)	Action
===== End 2008	===== New High Performance Director recruited;
2009	Develop, publish and initiate the implementation of Rowing Ireland's High performance Programme Strategic Plan for 2009-2013

## Rowing Ireland Strategic Plan to 2012 and beyond

2009-2012      Focus on establishing performance programmes at Junior, Under 23, and Senior levels  
Be geared towards achieving results at Junior World Championships, Under 23 World Championships, Senior World Championships, and ultimately at the Olympic Games

### **Strategic Area: Rowing Ireland Structures**

Each level of the Rowing community has a part to play in the promotion and development of the sport in that area, within a co-ordinated plan for improvement.

In line with the Rowing Ireland's strategic statement, it is necessary that the structures are in place to support clubs to maximise their potential in terms of membership, services and competition, while maintaining a safe and secure environment.

High performance initiatives require support directly, but also through raising the profile of the sport with rowing's sponsors and partners, and also with the media.

#### ***Strategic Outcome:***

Full engagement with, and realization of support of all participants in the sport of Irish Rowing – individual members, clubs and provincial branches.

Develop the role of the Provincial Branches.

An ongoing positive relationship with the sport's sponsors and partners – ISC/Sport-NI; maximised revenue from key supporters.

The appropriate management and control structures are in place to manage the sport at all levels, deliver quality coaching and assure child protection and an ethical, and a safety oriented approach in all aspects.

#### ***Strategic Initiatives:***

The appropriate coaching structures are in place to identify talent and develop teams for international competition.

Specific activities, programmes or projects to be undertaken in working towards the goal

**Sponsors:** Develop a range of events, activities and aspects of the sport which will appeal to sponsors of all types. Assist with aligning appropriate sponsors with the most suitable opportunities for a successful relationship

**Partners:** Assist rowing organisations to work together with individuals and organisations likely to bring benefits of improved performance and useful resources.

**The Rowing public, athletes, clubs:** All to be given valued roles and responsibilities to collectively raise the levels of achievement and participation in the sport.

Continue to aggressively roll out Coach Education training to the regions.

Adopt and build a Long Term Athlete Development programme for Irish rowing.

Roll out a system of provincial talent identification with schools feeding low numbers of high potential juniors to regional development centres, run in clubs or as club co-operatives.

Empower and assist the Branches in running regional development camps and trials especially in the J15-J17 age groups, as part of a co-ordinated talent development programme.

Have the Branches actively engaged, with the assistance of the National Coaches in the national Trials pre-selection process.

## Rowing Ireland Strategic Plan to 2012 and beyond

Encourage the Branches to assist in provincial events, local regattas and other competitions.

Develop proper Provincial teams at J16 level in order to participate in a meaningful Interprovincial competition.

Continue to develop the course at the National Rowing Centre to be up to full international standards, in terms of lane markings, start facilities, finish facilities, proper slipping arrangements and other facilities/services as may be deemed necessary over time..

Continue to develop the governance aspects – formal policies and procedures, accountability. Assure safety of athletes of all ages- on and off the water; ensure the operation of an ethically proper environment in Irish Rowing.

### **Key Performance Indicators (KPI's)**

Specific milestones to be achieved by certain dates

By (Date)	Action
=====	=====
End 2008	Recruit and Appoint National Performance Director
2009	Recruit/appoint National Coaches as funding allows
	Terms of reference for all Rowing Ireland committees to be formally documented and adopted by the Board.
	All policies – financial, ethical, safety, disciplinary, etc., to be formally documented and adopted by the Board.
	Increase Branch responsibilities in identifying and developing talent and putting athletes forward for consideration by the national coach(es)
	Have in place a system of measuring and developing club assurance and capacity for recruitment.
	Introduce 2 tier Intermediate Grade to facilitate transition from Junior ranks.
	Deliver 4 Introductory, 3 Level 1 and 1 pilot Level 2 Coach Education courses
	Deliver 4 Junior-16 camps at provincial centres. Branches to organise facilities and arrange hosting.
	National Rowing centre course to be completed – 8 lanes, starting pontoons and improved finishing line subject to funds availability.
	Review and update KPI's for 2010

**Strategic Issue: Communications**

Rowing is a minority sport which, almost uniquely, delivers a disproportionate level of international success. However, the level of coverage in the print, broadcast, local or national media leaves much to be desired.

The extent to which Rowing news is made available in a timely and well presented fashion, to either press or to the rowing population needs to be addressed.

Clubs and Regatta committees need to take on board responsibilities for marketing and publicising their sport and their events at both a local and national level.

**Strategic Outcome:**

Regular coverage of rowing on many Irish national newspapers and broadcast media.

Informed press officers at national and club level regularly interacting with the media both fielding queries and volunteering news items.

A website attractive and informative to both public and rower alike.

**Strategic Initiatives:**

Engage, on a shared basis, a Rowing Ireland press officer

Re-build the website content to reflect the progress made in many diverse areas of rowing activity, and to develop the face of the sport as it is seen by the rowing and non-rowing populations.

Exploit the web site to the maximum.

Encourage the clubs to promptly publish event results to the Web and to local and national papers. Insist key status regattas appoint communications officer responsible for supplying results to the media, websites, etc.

Establish Rowing Ireland hall of fame

**Key Performance Indicators (KPI's)**

Specific milestones to be achieved by certain dates

By (Date)	Action
=====	=====
2008	Complete roll out of New Rowing Ireland logo, complete website changes.
2009	Retain PR person on shared basis to get information on athletes and events to media. Issue Bulletins to Clubs in eform and print. Acknowledge funding bodies at Events, AGM etc Engage third party to do an Assessment of image and make recommendations Review KPI's for 2010

**Appendix A Rowing Ireland Operational Plan 2009**

{Operational plan 2009 to be appended}