



## Rowing ACT Strategic Plan 2015-2020

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July 2015

## **Introduction**

The ACT Rowing Association (Rowing ACT) is the peak rowing body for the Australian Capital Territory and South East New South Wales. Established in 1965, Rowing ACT includes 12 Member Clubs and schools, which support around 1,000 affiliated rowers. Rowing ACT is incorporated under the Australian Capital Territory Associations Incorporation Act 1991 and is governed by an elected Board.

The Association's primary functions are to promote and develop rowing within the ACT; play a strategic role at the national level, in conjunction with Rowing Australia, to promote the sport and to achieve consistency, economies and good governance; organise and conduct regattas and run them equitably; and ensure the continued growth and viability of the Boat Racing Official (BRO) network. All rowing Member Clubs in the region that wish to take part in races within Australia must be affiliated with the Association. Clubs affiliated with other state rowing associations are eligible and welcome to compete in all Rowing ACT events.

The Rowing ACT Strategic Plan aims to align with the Rowing Australia Whole of Sport Strategic Plan 2015-2020 and the Active 2020 Strategic Plan for Sport and Active Recreation in the ACT, and is informed by the Gemba Rowing Participation Opportunities Report 2014.

## **Our Vision**

Rowing in the ACT will be seen as a growing, safe, welcoming and unified activity and will be recognised by the public as a quality sport, and an attractive destination for interstate competitors.

## **Our Mission**

To foster, promote and develop rowing in the ACT.

## **Our Objectives**

- To provide a safe, accessible, inclusive, enjoyable and rewarding experience
- To increase participation at all levels of the sport
- To provide a development pathway for all participants
- To build the capacity of the sport through leading practice governance and management

In short, we want to build the capacity of our sport to provide a high quality experience for all participants.

## **Our Stakeholders**

Those who influence or are influenced by what we do include:

- Rowers and Scullers
- Coaches and Officials
- Administrators and Volunteers
- Member Clubs
- Schools (independent and government)
- Universities
- Parents and Supporters
- Gymnasiums and Fitness Centres
- Local and national media
- ACT Government including Sport & Recreation Services ACT, ACT Academy of Sport (ACTAS) and Australian Capital Tourism
- Rowing Australia (RA)
- ACTSport
- Australian Sports Commission including the Australian Institute of Sport (AIS)
- National Capital Authority
- Sponsors, Suppliers and Commercial Partners
- Other lake users and associated sports

## **Our Values and Culture**

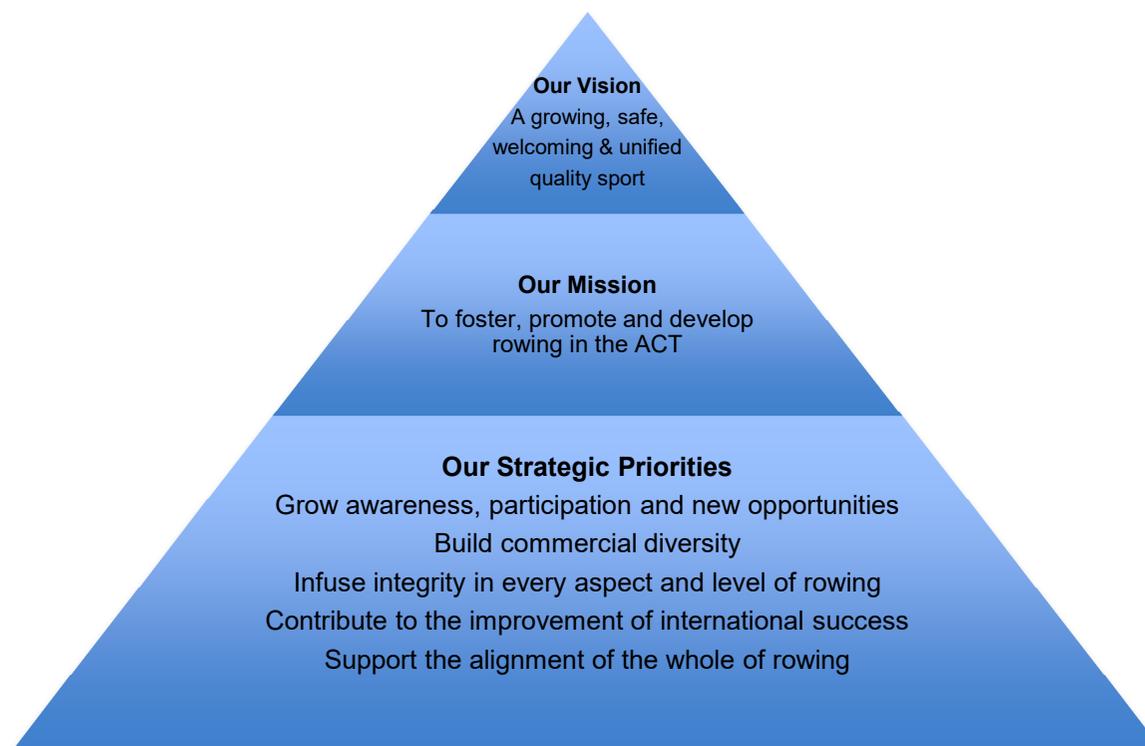
Rowing ACT, working with Member Clubs, seeks to create a positive and mutually respectful environment that is safe, free from harassment and abuse for all participants by:

- ensuring transparency and integrity in governance and decision-making;
- promoting fairness and equity;
- providing a healthy, safe, welcoming, inclusive and nurturing environment;
- cultivating teamwork, cooperation, trust and mutual respect;
- respecting and recognising our volunteer workforce; and
- enforcing these values.

## **Our Strategic Priorities**

- 1) Grow awareness, participation and new opportunities
- 2) Build commercial diversity
- 3) Infuse integrity in every aspect and level of rowing
- 4) Contribute to the improvement of international success
- 5) Support the alignment of the whole of rowing

## Rowing ACT Strategic Framework



The Strategic Plan will be underpinned by a detailed implementation plan to ensure the delivery of our vision, objectives and strategies  
The plan and associated Success Measures will guide all decision-making and will be regularly monitored by the Board  
The plan will be reviewed annually in consultation with the members and stakeholders at the Annual Stakeholder Forum  
Our operating structures and committees will be reviewed to ensure they best support the delivery of our plan  
The plan may be adjusted to take into account new opportunities or changing conditions affecting rowing and/or sport in the ACT more broadly

## Strategic Priority 1 - Grow Awareness, Participation and New Opportunities

Focus Area	Initiative	Priority	Success Measure
Retention	<ul style="list-style-type: none"> <li>Improve retention rates, particularly in the 18-25 years age groups, through diversity of products, quality coaching, engaging events and communication</li> </ul>	High	Year on year growth in the 18-25 year age range
Member Clubs	<ul style="list-style-type: none"> <li>Provide Member Clubs with the tools and guidance to improve their capacity including governance and management, board education, volunteer recruitment and retention, and succession planning</li> <li>Support Member Clubs in facilitating their dealings with government</li> <li>Explore opportunities to maximise the use of club facilities outside traditional training hours</li> <li>Proactively facilitate sharing of learnings and information between Member Clubs</li> </ul>	Medium	Increase in the number of registered members with year on year growth
Schools	<ul style="list-style-type: none"> <li>Work with schools to collect data to target and retain rowing school-leavers to link them with Member Clubs and universities</li> <li>Provide information and support to Member Clubs for RA <i>Adopt-a-School</i> and ASC <i>Sporting Schools</i> programs</li> <li>Explore the establishment of specific facilities for new schools*</li> </ul>	High  (*Low)	Data collected and information shared with Member Clubs
Coaches	<ul style="list-style-type: none"> <li>Continue to conduct coaching and mentoring strategies that build ongoing upskilling opportunities and develop a broad coaching community</li> <li>Review the coach education curriculum to ensure it provides customer servicing, recognising coaches are often the 'glue' that holds Member Clubs together</li> <li>Improve coaching course completion rates</li> <li>Target former rowers as coaches, particularly for school programs</li> </ul>	High	Number of Level 1 and Level 2 courses being conducted  Continuation of network meetings and seminars
Boat Race Officials (BROs)	<ul style="list-style-type: none"> <li>Review the skill requirements for each level of BRO roles and target recruitment accordingly</li> <li>Continue to provide education and accreditation opportunities</li> <li>Target parents as entry level BROs and encourage progression and skill development</li> </ul>	High	Increased number of skilled BROs

	<ul style="list-style-type: none"> <li>Review other state models and other sports' strategies regarding officials</li> </ul>		
Events	<ul style="list-style-type: none"> <li>Review the suite of events to ensure they meet their purpose and are running effectively and safely</li> <li>Explore new events that increase participation and retention, provide broader reach, and promote social and community engagement (eg twilight, masters, sprint and winter regattas)</li> </ul>	Medium	<p>Continued growth in the current suite of RACT events</p> <p>Conduct a review of current event suite in consultation with clubs</p> <p>High participation in new or rebranded non-regatta events</p>
New products	<ul style="list-style-type: none"> <li>Develop an indoor rowing class/segment through partnerships with gyms and fitness centres, providing rowing expertise/coaching, community events, and RACT branding and promotion</li> </ul>	Medium	Conduct a new pilot event in 2016, with a fully established event in 2017
Facilities & Infrastructure	<ul style="list-style-type: none"> <li>Ensure the facility development plan reflects the future needs of the sport and that all decisions are supported by a robust business case</li> <li>Weston Park: <ul style="list-style-type: none"> <li>Following planning approval for the relocation of the three Association pontoons, we undertake to complete this relocation before next season</li> <li>Investigate the possibility of on-site storage of infrastructure (loudspeakers, tents, regatta equipment, regatta fencing, signage and regatta boat racks etc) possibly in a shipping container in Weston Park close to the train restaurant site.</li> </ul> </li> <li>Continue discussions with ACT Government on a potential facility (possibly a joint facility) as a base for officials equipment, a home for the ACTAS program, and nurture facility for new Member Clubs</li> </ul>	High	<p>Weston Park project complete by November 2015</p> <p>New facility established by 2020</p>
Para Rowing	<ul style="list-style-type: none"> <li>Encourage the development of Para Rowing in the ACT through improved coordination of delivery by the Member Clubs</li> </ul>	Low to Medium	Increased participation in Para Rowing and improved coordination by Member Clubs

## Strategic Priority 2 - Build Commercial Diversity

Focus Area	Initiative	Priority	Success Measure
Marketing and Communication	<p>Develop a Marketing and Communication Plan that promotes the positive perception and benefits of rowing, and engages the media and broader ACT community.</p> <p>The plan will include activities to:</p> <ul style="list-style-type: none"> <li>• Increase the value proposition for the supporter base to provide an engaging off-water experience and increase the return to the sport</li> <li>• Explore new events that increase participation and retention, provide broader community interaction and greater returns to the sport</li> <li>• Develop partnerships with gyms and fitness centres to provide RACT branded indoor rowing events that provide measurable returns to the sport (recognition, people and funds)</li> </ul>	High	<p>Marketing and Communication Plan developed by end 2015</p> <p><i>(note that assistance may be available via external and/or university internship resources etc)</i></p>

## Strategic Priority 3 - Infuse Integrity in Every Aspect and Level of Rowing

Focus Area	Initiative	Priority	Success Measure
National policies	<ul style="list-style-type: none"> <li>• Adopt, promote and implement RA national policies including anti-doping, member protection, codes of behaviour, and safety</li> </ul>	High	Adoption and implementation of relevant national policies
ACT policies	<ul style="list-style-type: none"> <li>• Adopt, promote and implement relevant local government policies</li> </ul>	High	No negative feedback and a record of effectively dealing with issues should they occur
Governance	<ul style="list-style-type: none"> <li>• Ensure transparency and integrity in governance and all decision-making</li> <li>• Review the workload, performance and succession planning of the RACT Board in line with best practice governance principles</li> </ul>	High	Bylaws are up-to-date and accessible by the membership. Continued full board membership and meeting attendance.

#### Strategic Priority 4 - Contribute to the Improvement of International Success

Focus Area	Initiative	Priority	Success Measure
Pathways	<ul style="list-style-type: none"> <li>Acknowledge our role in the development pathway of recognising and nurturing talented participants and their aspirations, and providing a quality experience and supportive environment through our Member Clubs and ACTAS</li> </ul>	Medium	Continued increase in national representatives from the ACT
Fundraising	<ul style="list-style-type: none"> <li>Continue to support fundraising activities for talented participants and national teams</li> </ul>	Medium	Ongoing support to national teams
Coaching	<ul style="list-style-type: none"> <li>Continue to provide quality coaching to identify and support talented athletes</li> <li>Resolve the high performance coaching workload recognising the value being provided, and potential benefits that would come with additional support. This will require and initial discussion between RA and RACT, and then with ACTAS</li> </ul>	High	<p>Increased number of coaches moving to Level 3</p> <p>Resolution of local coaching position reached with RA and ACTAS</p>

#### Strategic Priority 5 - Support the Alignment of the Whole of Rowing

Focus Area	Initiative	Priority	Success Measure
Policy	<ul style="list-style-type: none"> <li>Adopt and adapt RA national policies for local implementation and consistency</li> </ul>	High	Adoption and implementation of relevant national policies
Communication	<ul style="list-style-type: none"> <li>Promote effective two-way communication between RACT, RA and other state rowing associations</li> </ul>	Medium	Included in the Marketing and Communications Plan
Representation and advocacy	<ul style="list-style-type: none"> <li>Provide national representation and advocacy on behalf of RACT members</li> </ul>	High	Continue to provide influence nationally and attendance at relevant forums locally
Member Clubs	<ul style="list-style-type: none"> <li>Promote alignment and consistency with our Member Clubs in planning, governance, management and service provision</li> </ul>	Medium	Included in Member Club support and development