

Rowing ACT Strategic Plan 2021-2024

Draft 1.1

July 2021

Rowing ACT Strategic Plan

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 - Safety, Wellbeing and the Environment.

Focus Area	Initiatives	Priority	Success Measure
State Org	<ul style="list-style-type: none">· E.g. Continue to review and assess safety procedures and protocols related to RACT sanctioned events	High	Publication of regular Safety Bulletins, newsletters and social media
	<ul style="list-style-type: none">• Implementation of regular Control Commission checks at regattas to promote boat and athlete safety by Boat Race Officials	High	Presence of Control Commission
	<ul style="list-style-type: none">• Ensure all RACT staff, volunteers and Boat Race Officials are compliant with ACT Working with Vulnerable People (WWVP) scheme requirements	High	Implementation of audit process

Schools	<ul style="list-style-type: none"> Ensure all relevant club members are compliant with ACT Working with Vulnerable People (WWVP) scheme requirements 	High	Increase compliance through random audit
Coaches	<ul style="list-style-type: none"> Ensure all coaches are compliant with ACT Working with Vulnerable People (WWVP) scheme requirements Positive and active promotion of National Coaching Accreditation Scheme (NCAS) for all coaches 	High Medium	Increase compliance through random audit Increase in registered ACT coaches

Strategic Priority 2 - Diversity and Inclusion

Focus Area	Initiatives	Priority	Success Measure
State Org	<p>E.g. Coordinate programs each season to encourage a diverse range of new rowers into the sport.</p> <ul style="list-style-type: none"> Expansion of Indoor and Coastal rowing initiatives to cohorts outside the current rowing community 	High	<p>Increase in registered rowers</p> <p>Addition of new athlete registration categories</p>

	<ul style="list-style-type: none"> • Identify pathways for cohorts in Indoor and Coastal rowing to move into flat water rowing. • Provide incentives for clubs to facilitate programs for diverse cohorts to assist with tailoring to individual needs. • 'Develop programs to enhance inclusion, and bring new opportunity groups into the support, such as para-athletes, First Nations Australians etc 		
<p>Member Clubs</p>	<ul style="list-style-type: none"> • Positive promotion and recognition of individual differences in athletes, coaches and volunteers • Improve retention rates for people with diverse needs by advertising/developing club access and resource initiatives • Apply for grant funding to increase service provision to cohorts with diverse needs • Consider volunteer roles within clubs aside from athlete/coach to promote inclusion 	<p>High</p>	<p>Increase in inclusion of people with diversity</p> <p>Improved retention rates for people with diversity</p>

Schools	<ul style="list-style-type: none"> Positive promotion and recognition of individual differences in athletes, coaches and volunteers Consider volunteer roles within school clubs aside from athlete/coach to promote inclusion 	High	Increase in inclusion of people with diversity
Coaches	<ul style="list-style-type: none"> Positive promotion and recognition of individual differences in athletes, coaches and volunteers Support coaching development opportunities for people with diverse needs. Provide coaching support for coaches of people with diverse needs. 	High	Increase in inclusion of people with diversity

Strategic Priority 3 - Grow Awareness, Participation and New Opportunities

Focus Area	Initiatives	Priority	Success Measure
Retention	<ul style="list-style-type: none"> Improve retention rates, particularly in the 18-25 years age groups, through diversity of products, quality coaching, engaging events and 	High	Year on year growth in the 18-25 year age range

	<p>programs for non-rowing schools</p>		
Coaches	<ul style="list-style-type: none"> · Continue to conduct coaching and mentoring strategies that promote ongoing upskilling opportunities and develop a broad coaching community · Provide feedback from members to RA in relation the coach education curriculum. To ensure it provides customer servicing, recognising coaches are often the 'glue' that holds Member Clubs together · Improve coaching course completion rates · Target former rowers as coaches, particularly for school programs - Consider retention strategies for Coaches. 	High	<p>Number of Level 2 courses being conducted</p> <p>Successful delivery of a program of Coach Development sessions</p>

<p>Boat Race Officials (BROs)</p>	<ul style="list-style-type: none"> · Review the skill requirements for each level of BRO roles and target recruitment accordingly • Ensure all BROs have completed the relevant National Officiating Accreditation Scheme (NAOS) level · Continue to provide education and accreditation opportunities, including via online delivery · Target parents as entry level BROs and encourage progression and skill development · Continue the “BRO and Row” program to waive seat fees for rowers who also officiate at regattas · Review other state models and other sports’ strategies regarding officials • Ensure a clear and transparent approval process for BROs interested in gaining national and/or international accreditation, including consultation and submission to the RACT Board for approval 	<p>High</p>	<p>Increased number of skilled and accredited BROs</p> <p>Increased number of active rowers acting as officials</p>
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<p>Volunteers</p>	<ul style="list-style-type: none"> · Identify skilled and unskilled volunteer (not BRO) roles for effective regatta management · Target parents and those from outside the rowing community to fit skilled roles (ie boat drivers) · Templates set up for clubs & schools to use if needed when hosting regattas ● Register with Volunteering ACT to increase target audience and promote rowing 	<p>High</p>	<p>Set of identified tasks & roles by mid-2021</p> <p>Pool of volunteers for non-hosting and non-BRO roles</p> <p>Easily set up and followed host club templates</p>
<p>Awards and Recognition</p>	<ul style="list-style-type: none"> · Ensure BROs and volunteers are appropriately recognised throughout and after each season · Continued BRO and Volunteer appreciation events following each season 	<p>High</p>	<p>Increased retention of BROs and volunteers</p>
<p>Events</p>	<ul style="list-style-type: none"> · Review the suite of events to ensure they meet their purpose and are running effectively and safely · Explore new events that increase participation and retention, provide broader reach, and promote social and community engagement (eg twilight, masters, sprint, coastal, indoor and winter regattas) · Innovate around regatta events to maximise participation 	<p>Medium</p>	<p>Continued growth in the current suite of RACT events</p> <p>Conduct a review of current event suite in consultation with clubs and schools</p> <p>High participation in new or rebranded non-regatta events</p>

Indoor Rowing	<ul style="list-style-type: none"> · Develop an indoor rowing class/segment through partnerships with gyms and fitness centres, providing rowing expertise/coaching, community events, and RACT branding and promotion · Continue to offer targeted indoor rowing programs (ie veterans, people with a disability, LBGTQI people, non-English speaking people) to improve health and mental well-being outcomes · Develop an ACT Indoor Rowing Series for winter months, leading to ACT Indoor Rowing Championships before AIRC - Develop indoor coaching stocks including supporting specific training. 	Medium	<p>Continue existing programs, adding one per year targeted at a different audience</p> <p>Begin ACT Indoor Rowing Series in 2022</p> <p>ACT Indoor Rowing Championships by 2022</p>

Coastal Rowing	<ul style="list-style-type: none"> Begin coastal rowing trial and come-and-try events Have regular coastal rowing events inside existing regattas where appropriate Examine options for joint competitions with existing coastal/surfboat competitions on the NSW South Coast Separate coastal rowing pointscore competition 	High	<p>Coastal rowing trial and come-and-try events 2020/21</p> <p>Partnerships with South Coast events</p> <p>Coastal pointscore competition by 2023</p>
Facilities & Infrastructure	<ul style="list-style-type: none"> Develop Infrastructure Working Group and Plan that identifies priority list of infrastructure needs based on future events Continue discussions with ACT Government on a potential facility (possibly a joint facility) as a base for BRO equipment, a home for the ACTAS program, and nurture facility for new Member Clubs 	High	<p>Continual upgrading and development of existing and new infrastructure</p> <p>Approval of site for future Rowing ACT facility</p>
Para Rowing	<ul style="list-style-type: none"> Encourage the development of Para Rowing in the ACT through improved coordination of delivery by the Member Clubs 	Medium	<p>Increased participation in Para Rowing and improved coordination by Member Clubs</p>

Strategic Priority 4 - Build Commercial Diversity

Focus Area	Initiative	Priority	Success Measure
Communication	<ul style="list-style-type: none"> · Continue to use a variety of social media and email newsletters to promote rowing in the ACT · Use of paid social media advertising to target non-rowing community for events like indoor and coastal rowing · 	High	<p>Ongoing growth in social media and newsletter subscriber numbers</p> <p>Set targets before developing paid social media campaigns</p>
Sponsorship	<ul style="list-style-type: none"> · Development and promotion of sponsorship model with tiers to help develop a strong sponsorship base that provides an additional revenue source for the association. <p>Facilitate engagement between the ACT Rowing Community and sponsors to value add to both groups</p> <ul style="list-style-type: none"> · 	High	<p>Growth in sponsorship revenue</p> <p>Diversity in sponsor</p>
Fundraising	<ul style="list-style-type: none"> · Use of fundraising platforms such as the Australian Sports Foundation for specific projects · Fundraising activities to help support high-performance athletes 	Medium	Successful funding of Rowing ACT projects

Strategic Priority 5 - Infuse Integrity in Every Aspect and Level of Rowing

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

Compliance	<ul style="list-style-type: none"> Ensure continued compliance with Federal and ACT Government regulations 	High	Early adoption and adherence to Federal and ACT Government regulations
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Strategic Priority 6 - Contribute to the Improvement of International Success

Focus Area	Initiative	Priority	Success Measure
Pathways	<ul style="list-style-type: none"> Acknowledge and deliver on 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 Schools and ACTAS 	Medium	Continued increase in national representatives from the ACT
ACT State Teams	<ul style="list-style-type: none"> Acknowledge Rowing ACT's role in providing representative opportunities for rowers of all ages at Interstate, Masters, and Pathways regattas Provide where appropriate representative opportunities in as many boat classes as possible to help retain and attract talent for the ACT Provide consistent coaching and squad development to give ACT representatives the best chance of success 	High	<p>High representation by ACT teams in interstate events</p> <p>Consistent medalling at interstate regattas</p> <p>Minimal state of origin transfers out of the ACT</p>

	<ul style="list-style-type: none"> · Include school-aged rowers in development camps to infuse pride in representing the ACT 		
Fundraising	<ul style="list-style-type: none"> · Continue to support fundraising activities for talented participants and national teams 	Medium	Ongoing support to national teams
Coaching	<ul style="list-style-type: none"> · Continue to provide quality coaching to identify and support talented athletes · 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 - Identify and develop coaches. 	High	<p>Increased number of coaches moving to Level 3</p> <p>Resolution of local coaching position reached with RA and ACTAS</p>
Coxing	<ul style="list-style-type: none"> · Development of coxswain education program to improve the standard of coxswains in the ACT · Coxswain development sessions as part of interstate squad training 	Low	'Developepd pathway for cox success in the ACT, from the club/school to interstate level, allowing for selection to the national level'

Umpiring	<ul style="list-style-type: none"> • Implementation of clear pathways to National and International officiating accreditation • Development of transparent and consultative approval processes to ensure selection of candidates with the appropriate officiating and interpersonal skills, understanding of and commitment to the fair application of rules of racing, and who positively promote the whole sport of rowing 	Low	Increase number of umpires accredited and progressing
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Strategic Priority 7 - Support the Alignment of the Whole of Rowing

Focus Area	Initiative	Priority	Success Measure
Policy	<ul style="list-style-type: none"> • Adopt and adapt RA national policies for local implementation and consistency 	High	Adoption and implementation of relevant national policies
Communication	<ul style="list-style-type: none"> • Promote effective two-way communication between RACT and our member clubs and schools, RA and other state rowing associations 	Medium	Included in the Marketing and Communications Plan

Representati on and advocacy	<ul style="list-style-type: none">· Provide national representation and advocacy on behalf of RACT members on Rowing Australia commissions and working groups.	High	Continue to provide influence nationally and attendance at relevant forums locally
Member Clubs	<ul style="list-style-type: none">· Promote alignment and consistency with our Member Clubs in planning, governance, management and service provision	Medium	Included in Member Club support and development

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