

*Rowing in the New Millennium*



**A Strategic Review  
of the  
Australian Capital Territory Rowing Association**

**September 2003**

## **Definitions used in this report**

ACTRA – Australian Capital Territory Rowing Association  
ACTAS – Australian Capital Territory Academy of Sport (Rowing program)  
AIS – Australian Institute of Sport  
ASC – Australian Sports Commission  
EO – Executive Officer  
NCA – National Capital Authority  
NSO – National Sporting Organisation  
RA – Rowing Australia  
SDO – Sport development Officer  
SRACT – Sport and Recreation ACT  
SSO - State Sporting Organisation

## **Background ...Rowing in the ACT**

With the completion of construction of Lake Burley Griffin, the ACT Rowing Association (ACTRA) was formed in 1964. The sport has steadily grown with an increase in the number of clubs and schools offering the sport to the community. ACT rowers have performed extremely well on the national and international stage with local representatives taking part in all Olympic Games and most World Championships since 1984. In 1998 a unique program in Australia's rowing history began in Canberra with a partnership formed with the Australian Institute of Sport (AIS) to identify young talented people with the physical attributes to excel at the sport. Thus began the now nationally, and internationally, recognised Talent Identification Program. Rowing remains a popular sport in the ACT but now is facing, and addressing the challenges of moving its organisation into the new millennium. This report attempts to provide a pathway through a series of recommendations to assist that process.

## **Situation Analysis**

Rowing in Canberra is a popular sport that attracts around 2000 participants with approximately 25% of these registered and regularly competing in organised regattas. The ACT Rowing Association (ACTRA) is the peak body for rowing in the ACT, and is incorporated within the ACT. ACTRA is made up of 12 individual organisations including community clubs, schools, tertiary institutions. ACTRA conducts around 15 events each year, as well as regularly hosting large special events such as the Australian Masters Games and the Independent Schools regatta.

ACTRA receives its funding from member affiliation fees, operational and development funding from Sport and Recreation ACT (SRACT), as well as some specific program funding from Rowing Australia (RA).

ACTRA is currently governed by an elected volunteer executive under a new constitution adopted in 2003. ACTRA employs a part time Sport Development Officer and it pays the ACT Academy of Sport (ACTAS) Head Coach with funding received from SRACT. The current ACTRA executive committee has built on the advances made by the previous administration, particularly in the areas of consolidation of relationships with ACTAS and the AIS, the development of the new constitution and the reassessment of the overall strategic direction as demonstrated by the very fact that the sport itself has commissioned this review.

The member clubs however, still tend to plan and cater for their own specific needs with little direction or guidance from ACTRA. Communication between ACTRA and the clubs, and the clubs with each other, is currently ad hoc and unstructured. There is little consultation between ACTRA

and the clubs on planning or development issues. There is little or no opportunity taken by ACTRA to engage the rowing community in social activities such as annual dinners or awards nights. These though are all issues recognised by the ACTRA executive committee.

Regattas are well conducted and the Yarramundi Reach rowing course is maintained well. It does however lack amenities and facilities for spectators and competitors. There is no national or international standard 2000 metre competition course. Club facilities vary from those constructed in the early 1960's at Yarralumla Bay, to the more recent but basic structures on Black Mountain Peninsula.

Elite rowing is well catered for by ACTAS and the relationship with the AIS rowing program is very healthy. Masters rowing is thriving and participation levels in this area are high. Coaching, junior development and club development are all currently under-served.

Finally, the media perception of rowing is one that recognises the popularity of the sport, but is one of frustration in receiving timely communication about events or stories. This is an important tool in projecting the image of the sport and its messages to the community.

## **Scope of the Review**

The scope of the review has covered the 4 key pillars of the Organisation:

### **1. Administration and Management**

- Current organisational structure, governance and constitution
- Operational structure
- Organisational objectives
- Financials
- Existing plans – strategic, operational, business and development plans
- Officials and Volunteers
- Support services – including Information technology
- Marketing
- Communication
- Policy – including Risk management, Member protection
- Existing partnerships

### **2. Membership**

- Current service to members
- Club Development
- Membership development strategies
- Coach and Athlete Development
- High Performance
- Integration of targeted groups – indigenous, disabled, multicultural, women etc

### **3. Facilities**

- Audit of current facilities
- Survey other users
- Long term facilities plan
- Environmental and planning issues

### **4. Event Organisation**

- Local events
- Bidding for national and international events
- Identify future opportunities

Those interviewed as part of the review included representatives from:

- ACTRA Executive, Management and Staff
- ACT Government
  - Sport and Recreation ACT (Sport Development Unit and ACTAS)
- Member Rowing Clubs, Schools and Tertiary Institutions
- ACTSPORT
- Registered Individual Members
- Rowing Australia
- Media representatives

## **Overview**

In conducting this strategic review of the Australian Capital Territory Rowing Association (ACTRA), I was asked to:

- determine the needs of Rowing in the ACT with regards to facility development in keeping with the overall development plan for Rowing that includes all aspects of the sport.
- ensure non-rowing considerations and potential new partnerships and opportunities are taken into account when developing proposals.
- provide recommendations on these issues as well as potential improvements to the governance, structure and operational efficiency of ACTRA.

The conduct of the review was carried out in an open and honest manner, and I was given access to any requested information both within ACTRA and the rowing community. The ACTRA executive committee is to be commended for taking this open approach.

It also must be pointed out here that while some of the findings of this report are critical of current or past practices of ACTRA, the vast majority those who took part in the review did so in a positive manner, and saw the review as a productive opportunity for the sport.

As stated above, the review was guided by focusing on activities taking place in the following areas of operation within ACTRA and the sport:

- Administration and Management
- Membership
- Facilities
- Event Organisation

In conducting the review I observed that the executive members of ACTRA are highly skilled and motivated volunteers, and in most cases, are taking on this additional work and responsibility in already busy life.

I would also add here that in discussions with representatives from Rowing Australia (RA), by their own admission very little guidance on operational policy or procedure has been given to ACTRA by RA. This is an issue that RA is addressing in its own organisational reforms.

I would recommend that any future planning focus on these key areas:

- Sport Development
- High Performance Development
- People Development
- Organisational Development

In the reviewed areas of Governance and Administration, the move to a new constitution reflects current best practice governance in sport. There is a strong need though to communicate the implications and changes to the stakeholders, many of whom feel they had little input into the

process. There is some confusion as to the clear roles and responsibilities of ACTRA, both within and outside the organisation. There is a serious need for a forum of stakeholders on this and other issues in the long term planning of ACTRA. Much of the ongoing communication should then take place in the quarterly delegates meetings which have replaced the old Board of Management meetings under the new constitution.

In the specific area of Administration there is an urgent need for a permanent ACTRA Executive Officer (EO) operating from a permanent office. This has been a common theme throughout the interviews with the membership and SRACT, and in fact was highlighted in recommendations from the mid 1990's. There is little or nothing provided to clubs on club structure and management, or policy development in the crucial areas of member protection, risk management or insurance. The EO would take away much of the day to day administration and communication from the Executive and allow them to get on with planning and setting the strategic direction for the sport. Finances appear to be well managed however there have been issues with delays in acquitting funding grants to SRACT and RA.

Communication within the sport varies from a well managed and informative website to ad hoc emailing of information to stakeholders. I would strongly recommend that a regular electronic newsletter comes out from ACTRA and that an effective IT solution be sought to support the communication and information management for the organisation.

Sport Development is highlighted by those interviewed as another area for urgent attention. A Sport Development Officer (SDO) is currently employed by ACTRA, and while she operates with great enthusiasm, her job description needs reviewing and she needs to be given more planned direction from the ACTRA Executive. Coaching courses are conducted in an ad hoc manner and there is little direction provided to clubs on club development. There is no coordinated approach to recruitment into the sport. I would strongly recommend that the SDO's position be defined, that targets and key performance indicators be set, and that appropriate refresher training and resources be made available, and most importantly that the membership be consulted as to their needs.

Elite rowing in the ACT is well managed through ACTAS and significant national and international results have been achieved. There is a very good relationship between ACTAS and the Australian Institute of Sport (AIS). The ACTAS Head Coach plays a substantial part in this success but care must be taken to ensure his role is not diluted by having demands placed on him to carry out ACTRA administrative duties that really belong to an EO or the SDO.

Masters rowing in Canberra is very strong and participation levels are relatively high in this segment. Some clubs have developed strong corporate programs that produce significant revenue and provide potential corporate partnerships and sponsorships.

Junior rowing is flagged by many of those interviewed as a segment of the sport under serious threat. While the junior elite are well catered for by ACTAS, and 4 Canberra schools have strong rowing programs, very little junior development is being done within the clubs. It is vital that ACTRA take the lead in this area as the future of the sport lies with the juniors.

By all reports regattas are well run, but like most sports the need for volunteers and officials is an issue. There is a need for a structured approach to recruitment, training, retention and recognition of volunteers and officials. The current rowing course is well set up but is limited in the type of event it can attract. It also urgently needs suitable amenities and facilities that are currently non-existent. Several plans for a 2000 metre international standard rowing course have been developed with support coming from SRACT for the Jerrabomberra in its comments on the Spatial Plan an Non-urban study. The change in mindset by government on development on the lake's shores also provides opportunities for the rowing clubs themselves to capitalise on their physical locations. In

selecting suitable expertise to steer this aspect of the project I would strongly recommend an advisory group comprising representatives from ACTRA, government and industry expertise.

Following on from the last point, and as mentioned earlier, the ACTRA Executive members are highly skilled and motivated volunteers, and while the appointment and/or redefinition of the two paid operational roles will greatly assist in spreading the workload, I would also strongly recommend the establishment of some key advisory groups to develop plans and strategies that will assist the Executive in these areas:

- IT & Communications
- Facilities
- Corporate Strategy, Marketing and Business Development

The composition of these advisory groups should reflect the talent that lies within the rowing community as well as taking the opportunity to engage the government and corporate sectors in strategic relationships.

Overall, I believe we are being presented with a unique opportunity for rowing in the ACT with the alignment of a number of key factors – these include the move by RA to Canberra; the change in mindset by government about development and use of the lake; the positive support from SRACT in planning and developing sporting facilities following the bushfire task force review; the regular and more recent success of Canberra based crews in international competition and the fact that next year we will be in an Olympic year, always a positive marketing tool for sport. All these factors provide ACTRA with the opportunity to show strong consultative leadership and deliver on its vision *“To foster, develop and promote rowing in the Australian Capital Territory”*.

## **Some Specific Issues**

### **Management and Administration**

As discussed earlier in this report, it is now vital that a permanent office be established and that an Executive Officer be employed under the supervision and direction of the ACTRA Executive to manage the operational activities of ACTRA. This point has been made a number of times over recent years and it is now time it was acted upon. Responsibilities of this role should include:

- Administration
- Financials – including budget management, grant applications and acquittals
- Communication
- Coordination of officials and volunteers
- Coordination of events

It is also extremely important to review the position description for the Sport Development Officer. Responsibilities of this role should include:

- Coach Development
- Athlete Development
- Club Development
- Participation and Membership Development

ACTRA must also determine how the budget can be managed to accommodate the responsibilities of these two roles.

AS part of this process I believe ACTRA must also redefine the role of ACTAS Head Coach ensuring there is no dilution of the coaching responsibilities by ACTRA administrative duties. This role, while heavily focused on elite coaching, should still contribute to the design of ACTRA’s coach development and assessment courses and programs

## **Facilities**

A review of the sports facilities reveals limitations with the current racing course and enormous potential with the sport's clubhouses and boatsheds.

The concept of an international standard rowing course has been around for some time with a full proposal and feasibility study put together in 1996/7 for the development of the Jerrabomberra International Aquatic Centre. There is support from both ASCTSPORT and SRACT as demonstrated in their response to the Spatial Plan and Non-Urban Study: "*There are significant shortcomings in the ACT for water based activities and a facility could be used by the ACT and national AIS rowing program that meets the minimum course length of 2,000m that cannot be accommodated on Lake Burley Griffin*". The interests of other water based recreation groups should also be harnessed in any development proposal.

In fact there are three current options for an international rowing course:

- Jerrabomberra International Aquatic Centre
- Redesign of the current Yarramundi Reach course
- Lake Cotter – particularly with the current focus on replanning this area in line with the recent findings of the ACT Government Non- Urban Planning Steering Committee

There are also a number of concepts for redevelopment of existing boatsheds and provision of new facilities. The Kingston Foreshore Development is a prime example of the potential that lies on the lake's edge for the rowing community. The current attitude of government to rethink the usage of the foreshores also throws a positive light on development of these types of proposals. The recent sale of the Water Police facility at Yarralumla Bay to a restaurant operator reflects the potential commercial interest in current holdings of the rowing community.

I believe the scope of the study in this aspect should include:

- Full potential of the Kingston Foreshore Development
- Redevelopment of facilities at Yarralumla Bay
- Further development at Black Mountain Peninsula
- Exploration of potential at the original National Museum site at Yarramundi Reach
- Provision of further facilities at Lake Ginninderra and Lake Tuggeranong
- Permanent facilities at the current Yarramundi Reach racing course

I would strongly recommend that ACTRA establish a Facilities Advisory Group comprising representatives from ACTRA, SRACT, ASC, RA, ACTSPORT, and the Facilities Subcommittee of the Advisory Council to ACT Minister for Sport, to develop and drive the longterm facilities plan. This group should develop a united strategy that addresses the needs of the local rowing community with the support of the ACT Government and serves the national interest of RA and the ASC. This group should then meet regularly with NCA and potential commercial partners in developing a solution.

## **Junior Sport**

As stated elsewhere in this report junior rowing is highlighted as a segment of the sport under serious threat. The junior elite are well catered for by ACTAS and 4 Canberra schools have strong rowing programs. However very little junior development is being done within the clubs. Junior sport is a current focus of sport nationally with the Australian Sports Commission developing the Junior Sport Framework in consultation with NSOs, SSOs, schools, School Sport Australia, Departments of Education and Health, and Local Councils. The focus of this report can be found at [www.ausport.gov.au/asc/jsf](http://www.ausport.gov.au/asc/jsf) but many commonalities include issues with lack of coaches, poor club management, high focus on the elite, and a lack of participation strategies. Rowing in the ACT needs to have a sound base for future growth and junior rowing is that foundation.

I would strongly recommend that ACTRA, in consultation with the clubs, produce a *Junior Rowing Development Plan* that will address the needs of longterm junior sport in the ACT. This plan should include:

- a structured plan to recruit and retain school leavers into the sport
- a coordinated recruitment and retention strategy to attract more coaches into the sport
- a strategy to ensure the integration of targeted groups into the sport

While rowing is not currently one of the ASC’s *Targeted Participation Growth Program* sports, there may be opportunities for ACTRA to work with RA in developing participation programs in the ACT that could eventually become a model for future national delivery.

**Corporate Strategy, Marketing and Business Development**

One of the recommendations in this report is the establishment of some key advisory groups to develop plans and strategies that will assist the Executive. A Corporate Strategy, Marketing and Business Development Advisory Group would develop and drive the commercial and business development plan, including marketing and promoting the sport, as well as assisting with bidding for events. This group in particular could harness the talent that lies within the rowing community as well as engaging government and corporate sectors in strategic relationships. Its focus would include:

- bidding for events
- promoting sport tourism
- negotiating sponsorship agreements
- negotiating preferred supplier contracts
- marketing the sport locally and regionally
- conducting research

**Summary of Recommendations**

The following recommendations have evolved from the review – they indicate the importance and timing in which they should be addressed:

	<b>Recommendations</b>	<b>Priority</b>	<b>Timeframe</b>
1	<p>Recruit and employ an Executive Officer under the supervision and direction of the ACTRA Executive to manage the operational activities of ACTRA. Responsibilities of this role should include:</p> <ul style="list-style-type: none"> <li>• Administration</li> <li>• Financials – including grant applications and acquittals</li> <li>• Communication</li> <li>• Coordination of officials and volunteers</li> <li>• Coordination of events</li> </ul> <p>At the same time, review the role of the Sport Development Officer. Responsibilities of this role should include:</p> <ul style="list-style-type: none"> <li>• Coach Development</li> <li>• Athlete Development</li> <li>• Club Development</li> <li>• Participation and Membership Development</li> </ul>	High	Urgent

	ACTRA must also determine how the budget can be managed to accommodate the responsibilities of these two roles		
2	Establish a permanent public office for ACTRA	High	Urgent
3	Ensure all grant applications and acquittals are lodged in a timely manner.	High	Urgent
4	Redefine the role of ACTAS Head Coach ensuring there is no dilution of the coaching responsibilities by ACTRA administrative duties. This role, while heavily focused on elite coaching, should still contribute to the design of ACTRA's coach development and assessment courses and programs.	High	Urgent
5	In conjunction with the SDO, develop a coordinated recruitment and retention strategy to attract more coaches into the sport.	High	Medium
6	Conduct an initial facilitated stakeholder forum to: <ul style="list-style-type: none"> <li>• discuss organisational objectives and agree on strategic direction for the sport</li> <li>• communicate the detail and implications of recent changes to the constitution</li> </ul> Ensure the clear understanding of roles & responsibilities of ACTRA as those of the members	High	Urgent
7	From the above forum develop an agreed strategic plan based on the areas of: <ul style="list-style-type: none"> <li>• Sport Development</li> <li>• High Performance Development</li> <li>• People Development</li> <li>• Organisational Development</li> </ul> (see draft template in the Attachments)	High	Immediate
8	Develop sound operational plans reflecting each of the platforms of the strategic plan.	High	Medium
9	Following on from the above, conduct an annual stakeholder forum to review the performance of the organisation against the strategic plan, and reset direction if required. This should be done prior to the Annual General Meeting to allow the elected executive to communicate their achievements and objectives to stakeholders prior to election.	High	Ongoing
10	Ensure regular and structured communication is taking place with stakeholders through <ul style="list-style-type: none"> <li>• Ongoing forums (as above)</li> <li>• Continued development of the website</li> <li>• Monthly electronic newsletter (see sample in</li> </ul>	High	Ongoing

	<p>Attachments)</p> <ul style="list-style-type: none"> <li>Regular meetings and informal discussions with Rowing Australia and Sport and Recreation ACT</li> </ul>		
11	Develop a long term coordinated plan for recruitment, training, retention and recognition of Officials and Volunteers	High	Medium
12	Establish an IT & Communications Advisory Group to develop a plan that will move the sport towards an integrated IT solution to service ACTRA, the clubs and the members.	High	Medium
13	Establish a Facilities Advisory Group comprising representatives from ACTRA, SRACT, ACTSPORT, and the Facilities Subcommittee of the Advisory Council to Minister for Sport, to develop and drive the longterm facilities development plan.	High	Medium
14	Establish a Corporate Strategy, Marketing and Business Development Advisory Group to develop and drive the commercial and business development plan, including assisting with bidding for events.	High	Medium
15	Develop and deliver to member clubs appropriate guidelines for successful club management using tools such as the ASC Club Development Network.	High	Medium
16	Following on from above, develop and deliver to the member clubs key policies including Risk management and Member protection (see samples in Attachments) These will be crucial in the development of junior sport.	High	Medium
17	Produce a Junior Rowing Development Plan that will address the needs of long-term junior sport in the ACT including a structured plan to recruit and retain school leavers in the sport.	High	Urgent
18	In addition to providing sport and club development assistance, review the other services currently provided to members and explore opportunities to assist clubs in areas such as bulk purchase of items including insurance, rowing gear and equipment	Medium	Longterm
19	Develop a proactive communications strategy to engage the local media in promoting the sport to the community	High	Ongoing
20	In all future planning, ensure the integration of targeted groups into the sport.	Medium	Ongoing
21	Develop the social aspect of the rowing community by re-instigating an Annual dinner and awards presentation	Medium	Ongoing

	function, as well as regular informal activities.		
22	Consider an eventual name change to 'Rowing ACT' to reflect the focus on the Sport, not the Association.	Low	Longterm

### Recommended Timeline for Initial Key Activities

Key Activity	Timeline
Conduct Stakeholder Forum	November 2003
Draft Strategic Plan	November 2003
Employ Executive Officer	December 2003
Establish ACTRA permanent office	December 2003
Form Advisory Groups and set their agendas	December 2003
Finalise Strategic Plan and Communicate to Stakeholders	January 2004
Facilities Advisory Group to deliver facilities plan	March 2004
IT & Communications Advisory Group to deliver plan	March 2004
Corporate Strategy & Marketing Advisory Group to deliver plans	March 2004
Annual Stakeholder Forum	June 2004
Annual General Meeting	July 2004

### Conclusion

Overall, I believe the outlook for Rowing in the ACT is very positive provided the key recommendations in this report are adopted, and that there is a genuine focus on service to members and relationship building with other key stakeholders. While the initial focus of this review was to be that of facilities, I believe that before any significant progress can be made in that area, a strong administrative and management base needs to be established first.

This report therefore completes the first phase in a series of important steps of the overall project. With the alignment of a number of factors mentioned earlier in this report, there is an opportunity for ACTRA to capitalise on these factors and grow the support of the community, government and corporate sectors for Rowing in the ACT.

My thanks go to all who participated in the review for their enthusiasm and positive contributions, in particular to the ACTRA executive committee for its desire to reassess its strategic direction in commissioning this review.

### For more information

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### Documentation reviewed:

- *ACTRA Constitution and By Laws 2003* – ACTRA/Chamberlains Law Firm
- *Strategic Plan* – Sport and Recreation ACT /ACTSPORT

- *Shaping our Territory – options and opportunities for Non-Urban ACT* – ACT Government Non- Urban Planning Steering Committee August 2003
- *Submission to the Inquiry into Funding of Community Sporting and Recreational Facilities* – ACTRA, February 1997
- *Joint Submission Proposing the Development of the Jerrabomberra International Aquatic Centre* – ACTRA, Australian Water Ski Association, Burley Griffin Canoe Club – June 1996
- *Lake Jerrabomberra Aquatic Park Feasibility Study Report* – R.E. Young Consultants, September 1997
- *ACT Watersports Centre Concept Design* – ACTRA/Strine Design January 2001
- *Five Year Development Plan 1992 to 1997* – ACTRA 1992
- *Strategy for Statehood* – ACTRA 1989
- *Annual Report 2002-2003* – ACTRA
- *Draft Corporate Plan 2003-2004* – Canberra Rowing Club
- *Strategic Plan 2003 – 2005* – Black Mountain Rowing Club
- *High Performance Program 2001-2004* – Rowing Australia
- *Submission to the Standing Committee on the National Capital and External Territories Inquiry into the National Capital Authority* – D. Bagnall May 2003
- *ACT Rowing Association Targets for Development* – ACTRA 1996
- *Review of Intensive Training Centre Operations* – ACTRA 1997
- *ASC Club Development Network* – Australian Sports Commission
- *ASC Junior Sports Framework* - Australian Sports Commission
- Other general correspondence and meeting minutes from 1992 – 2003
- Other general information on club an interstate rowing association websites

## **Attachments**

- Sample Strategic plan
- Sample newsletter
- Draft Position description EO
- Draft Position description SDO
- Sample Employment Agreement
- Sample Member protection policy
- Sample Risk Management Framework

## **Attachments**

**SAMPLE DRAFT**

**ACT Rowing Association**

# Strategic Plan 2004-2009

## Introduction

Following a governance review and change of constitution, ACTRA has now produced its blueprint for the next five years, *Rowing in the New Millennium*.

## Background

*Rowing in the New Millennium* is the result of a cooperative and inclusive approach taken by the Executive of ACTRA and its stakeholders under the new constitution.

The Plan represents ACTRA's commitment to its individual members and its aim to nurture and develop the sport within the ACT community.

## Mission

To foster, develop and promote rowing in the Australian Capital Territory

## Strategic Priorities

In providing a blueprint for the future of rowing in the ACT, ACTRA has selected four strategic priorities to be the pillars upon which the sport is nurtured and promoted over the period 2004-2009.

- Sport Development
- High Performance Development
- People Development
- Organisational Development

## **1. Strategic Priority - Sport Development**

### ***Building a strong foundation***

The key delivery mechanism for the sport has always been the local rowing club. ACTRA will provide a sound supportive environment, which allows members to develop and encourages them to stay in the sport.

#### **Objectives**

- <develop and insert organisation's objectives here>
- 
- 
- 

#### **Strategic Initiative 1.1 – Provide a cohesive structure demonstrating leadership and clear direction**

<provide key sub strategies here>

#### **Strategic Initiative 1.2 – Strengthen the sport's resources at the grass roots level**

<provide key sub strategies here>

#### **Strategic Initiative 1.3 – Provide sport for all**

<provide key sub strategies here>

#### **Strategic Initiative 1.4 – Improve communication at all levels to ensure optimal outcomes for all participants.**

<provide key sub strategies here>

#### **Strategic Initiative 1.5 – Promote rowing as a drug free sport**

<provide key sub strategies here>

#### **Strategic Initiative 1.6 – Member Protection**

<provide key sub strategies here eg. Continue to promote a safe environment for all members within the sport>

<insert other strategic initiatives here>

<insert other strategic initiatives here>

**2. Strategic Priority – High Performance**  
*Thriving at the elite level*

ACTRA must have strong development and talent identification programs. These programs need to be underpinned by strong support services.

Quality coaching and appropriate competition will be provided to each elite athlete including the preparation, motivation and challenges to be competitive on the world stage.

**Objectives**

- <develop and insert organisation’s objectives here>
- 
- 
- 

**Strategic Initiative 2.1 – Provide elite athletes with strong domestic and international competition.**

<provide key sub strategies here>

**Strategic Initiative 2.2 - Develop coaches to elite level through well structured accreditation programs and ongoing learning opportunities.**

<provide key sub strategies here>

**Strategic Initiative 2.3 – Build a strong network of support services.**

<provide key sub strategies here>

**Strategic Initiative 2.4 – Provide talent development programs, which underpin the national team program.**

<provide key sub strategies here>

**Strategic Initiative 2.5 – Develop events and facilities that that deliver excellent competition for our athletes and exciting entertainment for our patrons.**

<provide key sub strategies here>

<insert other strategic initiatives here>

<insert other strategic initiatives here>

**3. Strategic Priority – People Development**  
*Strengthening our most important asset*

The strength of rowing is its network of volunteers, coaches and administrators, who work to provide competitive and social activities for a diverse group of people within the ACT community. ACTRA will grow the sport through educating and nurturing rowing personnel.

**Objectives**

- <develop and insert organisation’s objectives here>
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- 

**Strategic Initiative 3.1 – Provide club administrators with development activities and management tools, which enhance the performance of their clubs.**  
<provide key sub strategies here>

**Strategic Initiative 3.2 – Provide information and opportunities for all members of the community to enable them to access the sport.**  
<provide key sub strategies here>

**Strategic Initiative 3.3 – Establish education programs and development pathways for officials.**  
<provide key sub strategies here>

**Strategic Initiative 3.4 – Promote and encourage ongoing coach education.**  
<provide key sub strategies here>

**Strategic Initiative 3.5 – Establish means of streamlining the administrative burden on rowing clubs.**  
<provide key sub strategies here – eg IT and communications>

**Strategic Initiative 3.6 – Establish sound gender equity policies which reach all levels of the sport.**  
<provide key sub strategies here>

<insert other strategic initiatives here>

<insert other strategic initiatives here>

**4. Strategic Priority – Organisational Development**  
***Building a strong organisation for a sustainable future***

ACTRA will develop the financial resources, a strong administration, sound marketing strategies and the supporting technology required to ensure Rowing has a strong and sustainable future in the ACT.

**Objectives**

- <develop and insert organisation’s objectives here>
- 
- 
- 

**Strategic Initiative 4.1 – Enhance our financial management strategy and underpinning financial systems to provide better commercial outcomes.**

<provide key sub strategies here>

**Strategic Initiative 4.2 – Further strengthen our underlying financial position and strategic control.**

<provide key sub strategies here>

**Strategic Initiative 4.3 – Develop effective relationships with government agencies.**

<provide key sub strategies here>

**Strategic Initiative 4.4 – Undertake meaningful research.**

<provide key sub strategies here eg. Undertake sound research to support the development of all strategic initiatives and programs>

**Strategic Initiative 4.5 – Strengthen Information Technology capabilities.**

<provide key sub strategies here>

**Strategic Initiative 4.6 – Risk Management**

<provide key sub strategies here eg. Develop and implement sound risk management practices in all aspects of the organisation>

<insert other strategic initiatives here>

<insert other strategic initiatives here>

# SAMPLE DRAFT



ACT Rowing Association

## ***ACTRA Update***

*November 2003 Issue # 1*

*An Internal Newsletter for the Canberra Rowing Community*

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### **President's Report**

**Brendon Prout  
President**

#### **ACTAS News**

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#### **Racing**

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#### **Sport Development**

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#### **Club News**

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Reminders

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*That's it for this week... Please continue to distribute ACTRA Update through your networks and clubs and send us anything you would like circulated through the ACT Rowing Community*

*Best wishes,*

*Brendon  
President ACTRA*

ACTRA Update is edited by XXXXXX Email XXXXX Phone XXXXX Fax XXXXX
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***Keep up to date all the Rowing news***  
**Log onto [www.rowingact.org.au](http://www.rowingact.org.au)**

# **SAMPLE DRAFT**

## **ACT Rowing Association**

### **Position Description – Executive Officer**

**Position:** Executive Officer

**Reports To:** President and Executive Members

**Direct Staff Reports:** Sport Development Officer

#### **Summary of Duties:**

As Executive Officer you will have the exciting opportunity of leading ACTRA ensuring its future development and promotion through well executed commercial, sport and event related programs.

Reporting to the Board, the Executive Officer will be responsible for the overall efficiency and effectiveness of all ACTRA operations. This will not only involve the management and development of all human and financial resources, but also the implementation of the strategic plan and other frameworks necessary to meet ACTRA's objectives.

The Executive Officer is responsible for providing leadership, direction and overall management of the activities and services of ACTRA. In fulfilling these duties the Executive Officer will be expected to achieve positive outcomes for the following overall duties, including:

1. In conjunction with the President and the Executive, staff, Committees and membership, implement the corporate vision for ACTRA and devise and implement strategies to achieve the stated goals and aims;
2. Coordinate and manage the activities and services of ACTRA to ensure the professional, timely and efficient delivery to stakeholders.

#### **Key Duties:**

The Executive Officer will be expected to fulfil a number of key duties, including:

- Planning and Policy – In conjunction with the Executive, develop and implement strategy and policy matters;
- Financial – Under the supervision of the Treasurer, manage the ACTRA commercial operations efficiently and profitably; Ensure revenue sources are stable;
- Management - Assume the overall responsibility for the management of the day to day operations of ACTRA; Provide leadership and direction to the staff, committees and membership of ACTRA;
- Representation and Relationships - Provide effective and active representation of ACTRA at all levels, including Sport and Recreation ACT and the member clubs. Develop and enhance the ACTRA relationships with stakeholders;
- Promotion and Marketing - Ensure the optimal development and promotion of all activities and services of ACTRA; In conjunction with the Executive and the marketing advisory

group, develop and implement a marketing plan with associated strategies and initiative to better position ACTRA within the ACT sporting framework; Act as a primary media spokesperson for ACTRA and, work with the approved marketing agents on all commercial sponsorship arrangements with ACTRA

**Specific Duties:** The Executive Officer will:

- Represent the management team of ACTRA at Board level; Manage, co-ordinate and implement the policy decisions of the ACTRA Board;
- In conjunction with the Treasurer, staff and committees, develop, manage and monitor the ACTRA financial budgets;
- Provide leadership, direction, supervision and support of all personnel, paid or voluntary.
- Establish policies and practices for mutually agreed performance objectives for use in staff performance appraisals;
- Oversee the training and professional development of ACTRA personnel;
- Work with the ACTAS Head Coach to ensure the professional, timely and efficient management and delivery of the existing high performance strategies and practices, ensuring the best possible outcomes for ACTRA at designated events;
- Oversee the Sport Development Officer, to ensure the professional, timely and efficient management and delivery of the Sport Development and Membership services of ACTRA;
- Oversee the Events program to ensure the professional, timely and efficient development, implementation and management of all ACTRA events.
- Manage, develop and implement strategies and programs designed to encourage athletes and people with a disability to participate in sport;
- Attend Meetings for and on behalf of ACTRA;
- Any other duties as reasonably requested by the President, from time to time.

**Key Performance Indicators to be developed and Review dates set**

**SAMPLE DRAFT**

## **ACT Rowing Association Position Description - Sport Development Officer**

**Reports To:** Executive Officer

**Direct Staff Reports:** Nil

**Summary of Duties:**

ACTRA's Sport Development Officer is responsible for membership services and participation initiatives, athlete and club development and program implementation, education of coaches, officials and volunteers. The Sport Development Officer coordinates ACTRA's development programs including Coaching Accreditation, Officiating, and related education programs.

**Specific Duties:** The Sport Development Officer will:

- Develop and deliver development programs to coaches, athletes and clubs
- Oversee the continued identification, development and implementation of new coaching and officiating development programs in consultation with ACTRA's key stakeholders;
- Oversee the delivery of ACTRA owned and managed education courses and update related procedures where necessary
- Develop recruitment strategies to attract and retain more juniors and school leavers into the sport
- Ensure the continued identification, development, production and distribution of appropriate resources for use by coaches/officials, educators and others in conjunction with external bodies where appropriate
- Administer ACTRA's participation within education programs offered and/or developed by external agencies, for example Rowing Australia, Sport & Recreation ACT, Australian Sports Commission and its departments
- Coordinate the delivery of club development programs, including educational programs and resources for club executive members and committees
- In conjunction with the Executive Officer, develop the delivery strategy and education programs ACTRA's policies to States clubs eg, Member Protection Policy
- In conjunction with the Executive Officer, develop volunteer recruitment and training programs for clubs, including recognition programs
- Contribute to the ACTRA's strategic and operational plans
- Other duties as required from time to time by the Executive Officer

**Key Performance Indicators to be developed and Review dates set**

# SAMPLE DRAFT

## Employment Agreement – ACT Rowing Association

*This Employment Agreement is between:*

Australian Capital Territory Rowing Association  
(*the Employer*) and,

<employee name and address>  
(*The Employee*)

### Definitions and Interpretation:

**In this Agreement, the following words have the following meanings:**

- a. **“Employment”** means the employment of you under this Agreement.
- b. **“Intellectual Property Rights”** means statutory and other proprietary rights in respect of trademarks, patents, circuit layouts, copyrights, designs, confidential information, know-how, and all other rights with respect to intellectual property as defined in Article 2 of the July 1967 Convention establishing the World Intellectual Property Organisation.
- c. **“Month”** means calendar month.
- d. **“Term”** means the duration of this Agreement as set out in this Agreement.
- e. **“We”** means ACT Rowing Association “us”, “our” and “ours” has a corresponding meaning;
- f. **“You”** means the Employee “your” and “yours” has a corresponding meaning;
- g. Words importing the singular include the plural and vice versa.
- h. Clause headings are inserted for convenience of reference only and are to be ignored in the interpretation of this Agreement.
- i. References to any statute, ordinance or other law include all regulations and other instruments made under them and all consolidations, amendments, re-enactments or replacements of them.
- j. Words importing one gender include all other genders.

**Principles: The Principles of this Agreement are, to the extent that it is affordable and reasonable to do so having regard to our operational requirements and level of resources:**

- a. to document your employment conditions in a way that is simple and easy to understand;
- b. to provide employment conditions that are flexible so as to accommodate both your and our needs;
- c. to provide employment conditions that are fair and equitable;
- d. to establish employment conditions that enhance our efficiency and effectiveness and which are consistent with the special demands and nature of the position for which you have been employed.

Position Title: <position title>

Employer: ACT Rowing Association

Reports To: <supervisor>

Location: Canberra

Contract Status: <number> years subject to the termination clauses and the satisfactory completion of the probation period.

Commencement: <date>

Probation: The appointment is subject to a successful police check and a probationary period of 3 months during which time the Employer or the Employee may terminate employment with 1 weeks notice or payment in lieu thereof.

Remuneration: <salary amount> per annum <plus or includes> 9% employer contribution superannuation

Superannuation: Superannuation will be paid to your nominated fund for your benefit in compliance with the level required by the Superannuation Guarantee (Administration) Act 1992.

Packaging: Where appropriate, ACT Rowing Association agrees to packaging of the remuneration, provided that the package is within the *spirit & intent* of any governing Income Tax legislation, the costs of structuring the package are met by the employee, the employee receives independent financial advice on the package and that ACT Rowing Association approve the final package structure prior to implementation.

Hours of work: Normal days of work are Monday to Friday with hours of duty determined in consultation with the <supervisor>. Staff are encouraged to work flexibly, by varying daily hours and days of work where appropriate. The nature and scope of the role will require attendance at meetings and events outside normal work hours, and will be subject to ACTRA's *Time in Lieu Policy*.

Reviews: A position review will take place at the conclusion of the three-month probation period, then subject to the offer of permanent employment, at six monthly interviews thereafter. At the conclusion of the probation period the Employer will reserve the right to offer an employment agreement, consistent with the term and termination clauses. At the commencement of each and every subsequent six-month review period, a number of mutually agreed performance indicators will be established. These performance indicators, assessed at the conclusion of each and every six-month period, will be used as a primary measure of performance and achievement of personal and organisational goals.

Duties: Duties are outlined in Annexure One.

Scope of Duties: Your duties are as set out in Annexure One, such other duties as we may specify from time to time and agreed upon by you.

In performing the duties set out in Annexure One you will:

- a. Be punctual;
- b. Act with fidelity and good faith to promote our interests and welfare;
- c. Perform diligently and to the best of your skill and ability;
- d. Act with propriety;
- e. Comply with the terms and conditions of this Agreement; and ACTRA's Member Protection Policy,

- f. Notify us of any illness or medical condition affecting you that reduces your ability to carry out your duties or obligations under this Agreement.
- g. In the exercise of your duties under this Agreement you shall observe all such lawful and reasonable directions and restrictions as we may give or impose and you shall at all times without unnecessary delay comply with our instructions.
- h. Observe and comply with the lawful and reasonable directions, restrictions and instructions of our <President/Executive Officer> whether given orally or in writing.

**Exclusive  
Employment:**

You shall not without our prior written consent at any time within the duration of this Agreement:

- a. Be employed, engaged or retained by any other person; or
- b. Be engaged as principal, servant or agent whether directly or indirectly in any business other than our business
- c. You must not accept any payment or other benefit in money or in kind from any person as an inducement or reward for any act or forbearance or in connection with any other matter or business transacted by us or on our behalf.

**Expenses:**

ACT Rowing Association will reimburse you for approved business expenses incurred in the fulfilment of duties and allows for per-diem payments where appropriate. An itemised statement of approved expenses including presentation of tax invoices and receipts is to be submitted each month for reimbursement.

**Annual Leave:**

Four weeks annual leave in accordance with the Annual Holidays Act 1944 is to be taken by agreement with your supervisor. Annual leave loading is not paid separately but is included in your base salary. It is a policy of ACT Rowing Association that employees do not accrue in excess of five weeks annual leave.

**Long Service Leave:**

In accordance with the Long Service Leave Act 1976 (ACT) as amended.

**Sick Leave:**

Ten (10) days absence from work without the loss of pay on account of sickness per annum. Sick leave can be accumulated to a maximum of twenty (20) days. Paid sick leave beyond this amount will be at the discretion of ACT Rowing Association Executive. A doctor's certificate must be produced after (2) day's consecutive sick leave.

**Termination:**

Subject to the successful completion of the probationary period, either party may terminate employment by giving of one months notice in writing, or in the case of termination by ACT Rowing Association, payment in lieu, except in the case of dismissal for serious misconduct that justifies instant dismissal.

Serious misconduct includes:

- a. Wilful or deliberate behaviour by the employee that is inconsistent with the continuation of this employment agreement; and conduct that causes eminent and serious risk to the health or safety of a person; or the reputation, viability or profitability of ACT Rowing Association's business.

- b. The employee, in the course of the Employee's employment, engaging in theft; or fraud, or assault, or serious breeches of the ACTRA's Member Protection Policy.
- c. The Employee being intoxicated at work; or
- d. The Employee refusing to carry out a lawful and reasonable instruction that is consistent with the Employee's contract of employment.

Workers

Compensation:

The Employer is committed to providing a safe working environment for all consistent with the requirements of the Occupational Health and Safety legislation in the Governing jurisdiction. You are entitled to Workers' Compensation pursuant to the Workers Compensation legislation in the Governing jurisdiction.

Confidentiality:

The Employer must not during the Employee's employment with the Employer or at any time after the termination of this employment use or attempt to use confidential information in any matter which may cause loss or injury to the Employer or any of its related bodies corporate.

The Employee must use his/her best endeavours to prevent the disclosure of confidential information by third parties.

On termination of the Employee's employment with the Employer or at any time on request by the Employer, the Employee must:

- a. return to the Employer all original confidential information; and
- b. provide to the Employer all copies, extracts and notes of or recording of confidential information (or any part of the confidential information) in any format or media, and
- c. certify to the Employer that the Employee has complied with these obligations.

For the purposes of this clause, "confidential information" includes, but is not limited to, any information of the Employer in any format or media and whether disclosed or made available orally that is of a commercial, operational, technical or financial nature and information made available to the Employer by third parties.

This clause continues to apply after the cessation of the Employee's employment with the Employer.

- Intellectual Property:** The Employer holds all intellectual property rights in all documents and other materials (in any format) created developed by the Employee during the Employee's employment with the Employer, or made with the use of any of the Employer's time, materials or facilities.
- The Employee acknowledge that any Intellectual Property Rights created in the course of, or in relation to, your employment under this Agreement belong to the Employer;  
Where necessary or required by the Employer, the Employee will do all things reasonably necessary to transfer the ownership of any Intellectual Property Rights created by the Employee in the course of or in relation to, your employment.
- Governing Law:** This Agreement is to be governed by the laws of the Australian Capital Territory (the 'Governing jurisdiction') and the parties irrevocably submit to that jurisdiction.
- No Waiver:** Failure or omission by a party at any time to enforce or require strict or timely compliance with any provision of this Agreement will not affect or impair that provision in any way or the rights of that party to avail it of the remedies it may have in respect of any breach of any such provision.
- Entire Agreement and Variation** This Agreement constitutes the entire Agreement of the parties in respect of the matters dealt with in this Agreement and supersedes all prior agreements, understandings and negotiations in respect of the matters dealt with in this Agreement. This agreement cannot be varied except by written agreement between the parties.
- Notices:** Any notice under this Agreement must be in writing and must be delivered personally or given by pre-paid registered post to a party at the address of the party indicated at the beginning of this Agreement, or such other address as the party may from time to time notify the other for the purpose of this clause. Proof of posting by pre-paid registered post will be proof of receipt in the case of a letter on the third day after posting.
- Dispute Resolution:** If a dispute arises out of or related to this Agreement (other than a dispute entitling a party to proceed for equitable relief), the parties agree to first endeavour to settle the dispute by mediation.
- a. The mediator shall be as agreed between the parties. If the parties do not agree on the mediator to be appointed within fourteen (14) days, the mediator shall be as appointed by the Deputy Registrar of the Australian Industrial Relations Commission (Canberra Registry).
  - b. A party may be represented by a duly qualified legal practitioner or other representative
  - c. If the dispute is settled by mediation, the cost of the mediation shall be paid by us. In all other events, the parties agree to pay equal half shares in the cost of mediation.

**Acceptance of Agreement:**

I, <employee name>, having read the terms and conditions of this employment agreement pages 1 to 6 inclusive, sign below an acknowledgment of my acceptance of these terms and conditions for the position of <position title>.

Signed by <employee name>:

\_\_\_\_\_

Dated: \_\_\_\_\_

Witnessed by:

\_\_\_\_\_

Dated: \_\_\_\_\_

Signed by ACT Rowing Association:

\_\_\_\_\_

Dated: \_\_\_\_\_

Witnessed by:

\_\_\_\_\_

Dated: \_\_\_\_\_

**Annexure One**

**Position Description**

<add position description here>

# **SAMPLE DRAFT**

## **ACT Rowing Association Member Protection Policy and Codes of Behaviour**

ACTRA is committed to the health, safety and general well being of all its members. As Australians, we greatly value the importance of sport in our culture and our community, and we all have the right to enjoy our sport, at whichever level we participate.

We are proud to provide safe and harassment-free sport for all of our competitors, coaches, officials, administrators, volunteers and supporters.

This policy does 2 things:

- It provides guidelines and codes of behaviour that determine how we operate
- It provides mechanisms to deal with complaints should they arise

### **Contents:**

- Purpose of the policy
- Who does it apply to
- What is Screening
- What is Harassment
- What is Discrimination
- Complaint resolution procedure – informal and formal
- Codes of Behaviour – Coach, Official, Competitor, Parents
- Acknowledgements

### **What is the Purpose of this Policy?**

The purpose of this Policy is to provide guidelines for the protection of the health, safety and wellbeing of all members and those who participate in the activities of ACTRA.

This Policy also sets out the procedures to be followed in dealing with Harassment and other forms of inappropriate behaviour in an effective, appropriate and timely manner. The Policy provides a procedure for informal and formal resolution of complaints and a procedure for the appeal of such complaints.

### **Who does this Policy Apply to?**

- (a) This Policy applies to all members including competitors, coaches, committee members and paid staff (if applicable).
- (b) Any other person or organisation (for example, a parent/guardian, spectator or sponsor) who agrees to be bound by this Policy.

## **What is Screening?**

One of the ways ACTRA seeks to protect the health, safety and well being of people participating in its activities is to screen people for certain roles including:

- (a) coaches who are appointed or seeking appointment (whether employed, contracted or volunteer)
- (b) volunteer personnel appointed or seeking appointment, who will or are likely to travel away with teams of competitors **under** 18 years of age; and
- (c) persons appointed or seeking appointment to a role in which that person is likely to have individual and unsupervised contact with competitors **under** 18 years of age (for example, a team manager).

For the purposes of this Policy, screening means:

- (a) Checking referees;
- (b) Interviewing as to their suitability for the proposed role and their suitability for involvement with children under 18 years of age; and
- (c) Obtaining a Police Check.

## **What is Harassment?**

Harassment is any behaviour by a person or organisation to whom this Policy applies which is offensive, abusive, belittling or threatening and which is directed at a person or a group of people because of a particular characteristic of that person or group of people. The behaviour must be unwelcome and the sort of behaviour a reasonable person would recognise as being unwelcome and likely to cause the recipient to feel offended, humiliated or intimidated. Whether or not the behaviour is Harassment is to be determined from the point of view of the person receiving the Harassment.

Harassment includes:

- (a) Sexual Harassment
- (b) Racial Harassment
- (c) Sexuality Harassment
- (d) Disability Harassment
- (e) Abuse
- (f) Vilification
- (g) Discrimination

Sexual Harassment includes:

- (a) an unwelcome sexual advance; or
- (b) an unwelcome request for sexual favours; or
- (c) unwelcome conduct of a sexual nature (including a statement, orally or in writing, of a sexual nature)

Examples of Disability Harassment include:

- a) Jokes where a particular disability is a significant characteristic of the “butt” of the joke;
- b) Interfering with a disability aid (e.g. hearing aid);
- c) Obstructing a person in a manner that compounds his or her disability (e.g. putting obstacles in the path of a person with a vision impairment);
- d) Mocking a person’s disability.

Abuse is a form of Harassment. It includes:

- (a) physical abuse (e.g. assault);
- (b) emotional abuse, (e.g. blackmail, repeated requests or demands);
- (c) neglect (e.g. failure to provide the basic physical and emotional necessities of life);
- (d) abuse of power, which the harasser holds over the harassed.

Examples of abusive behaviour include:

- Bullying and humiliation of members by coaches;
- Verbal abuse and insults directed by members or parents at opposing participants;

Verbal and / or physical abuse of umpires by competitors and coaches

### **What is Discrimination?**

Discrimination is treating or proposing to treat a person less favourably than someone else in certain areas of public life on the basis of an attribute or personal characteristic they have.

The applicable attributes or characteristics are:

- Age;
- Disability;
- Marital status;
- Parental/Carer status;
- Physical features;
- Political belief/activity;
- Pregnancy;
- Race;
- Religious belief/activity;
- Sex or gender;
- Sexual orientation;
- Transgender orientation.

The areas in which discrimination under this Policy are not permitted are in:

- (a) employment (including unpaid employment)
- (b) the provision of goods and services

- (c) the selection or otherwise of any person for competition or a team
- (d) the entry or otherwise of any player or other person to any competition held or sanctioned by ACTRA
- (c) obtaining or retaining membership (including the rights and privileges of membership) of ACTRA

### **Complaint Resolution Procedure**

Any person or organisation may make a complaint about a person or organisation to whom this Policy applies, if they consider that person or organisation has, or may have, committed a breach of any part of this Policy (a “Complaint”).

The Complaint always belongs to the complainant, who will also determine how their Complaint is dealt with and is not divulged to another person without the complainant’s agreement, except in the case where a person is required by law to report the matter to governmental authorities (for example, in the case of suspected child abuse).

### **Informal Complaint Resolution Procedure**

It is not necessary to provide a written Complaint under this clause.

A person or organisation that has a Complaint (“a complainant”) may seek to resolve the Complaint informally. The complainant **may** make an initial approach to:

- (a) a Member Protection Officer;
- (b) the President (or in their absence their Nominee)
- (c) another appropriate person within the organisation (e.g. team manager, coach etc).

If the person approached is a Member Protection Officer, they may:

- (a) listen to and advise the complainant about their possible options; and/or
- (b) act as a support person for the complainant, including supporting them through any mediation process undertaken to resolve the Complaint.

The Member Protection Officer will:

- (a) keep the matter confidential and only discuss it with those people whom the complainant has authorised them to speak to about the Complaint;
- (b) inform the relevant governmental authority, if required by law.

If the complainant wishes to try and resolve the Complaint by mediation, the Member Protection Officer will arrange for a mediator to mediate the Complaint.

The Mediator shall:

- (a) notify the person complained about that an informal Complaint has been made and provide them with details of the Complaint;
- (b) attempt to mediate a resolution between the complainant and the person complained about.

If an agreed resolution is reached between the complainant and the person complained about, the Complaint shall be deemed to have been withdrawn and no further action in relation to that Complaint may be taken (except for that which is agreed) under this Policy.

Nothing in this Policy prevents the complainant taking action under State or Federal legislation.

### **Formal Complaint Resolution Procedure**

In order for a Complaint to be dealt with in accordance with this clause, a Complaint must be made in writing (however it need not be called or referred to as a Complaint). In addition, a person or organisation, other than the complainant, may provide information verbally.

A written Complaint must be made to one of the following people:

- (a) a Member Protection Officer Association or
- (b) the President (or in their absence their Nominee)

The Member Protection Officer must then ask the complainant whether s/he wishes them to:

- (i) listen to and advise the complainant about their possible options; and/or
- (ii) act as a support person for the complainant, including supporting them through any mediation process undertaken to resolve the Complaint; or
- (iii) refer the Complaint to a Hearing Committee
- (iv) Having determined the complainant's wishes, the Member Protection Officer will:
  - (i) act in accordance with the complainant's direction in relation to the options
  - (ii) keep the matter confidential and only discuss it with those people whom the complainant has authorised them to speak to about the Complaint;
  - (iii) inform the relevant governmental authority, if required by law.

If the complainant wishes to try and resolve the Complaint by mediation, the Member Protection Officer shall immediately notify the Mediator that a Complaint has been made and provide them with a copy of the written Complaint.

The Mediator shall:

- (a) notify the person complained about, in writing, that a Complaint has been made and provide them with a copy of the written Complaint;
- (b) attempt to mediate a resolution between the complainant and the person complained about.

If an agreed resolution is reached between the complainant and the person complained about, the Complaint shall be deemed to have been withdrawn and no further action in relation to that Complaint may be taken (except for that which is agreed) under this Policy.

If an agreed resolution is **not** reached and with the complainant's agreement, the Mediator shall refer the Complaint to the Hearing Committee.

If a complainant withdraws the Complaint (which alleges Harassment), no further action in relation to that Complaint may be taken (unless required by law) under this Policy.

Nothing in this Policy prevents the complainant taking action under State or Federal legislation

## **Codes of Behaviour**

To protect the health, safety and well being of all the people participating in the activities of ACTRA, these Codes of Behaviour have been developed:

Coach and Team Manager Code of Behaviour:

- Agree to abide by the code of conduct.
- Be responsible for matters concerning the coaching, training and development of members.
- Maintain a 'duty of care' towards others and accountability for matters relating to training and competition.
- Have a sound working knowledge of ACTRA's policies, rules and coaching techniques.
- Ensure that any physical contact with others is appropriate to the situation and necessary for the persons skill development
- Provide a safe environment for training and competition.
- Be a positive role model for members of ACTRA
- Make a commitment to providing a quality service.
- Foster a collaborative approach to the management of the team.

## **Competitor Code of Behaviour**

- Compete by the rules.
- Never argue with an official. Always use the appropriate rules and guidelines to resolve a dispute.
- Control your temper. Verbal abuse of officials and sledging other competitors, deliberately distracting or provoking an opponent are not acceptable or permitted behaviours in any sport.
- Work equally hard for yourself and/or your crew
- Be a good sport. Applaud all good performances whether they are made by your crew or the opposition.
- Treat all participants in your sport as you like to be treated. Do not bully or take unfair advantage of another competitor.
- Cooperate with your coach, crewmates and opponents.
- Participate for your own enjoyment and benefit, not just to please parents and coaches.
- Respect the rights, dignity and worth of all participants regardless of their gender, ability, cultural background or religion.

### **Club and Race Officials Code of Behaviour**

- Compliment and encourage all participants.
- Be consistent, objective and courteous when making decisions.
- Condemn unsporting behaviour and promote respect for all opponents.
- Emphasise the spirit of competition rather than the errors.
- Encourage and promote rule changes, which will make participation more enjoyable.
- Be a good sport yourself. Actions speak louder than words.
- Keep up to date with the latest trends in officiating and the principles of growth and development of young people.
- Remember, you set an example. Your behaviour and comments should be positive and supportive.
- Place the safety and welfare of the participants above all else.
- Ensure your decisions are made for the good of ACTRA and its members
- Give all young people a 'fair go' regardless of their gender, ability, cultural background or religion.

### **Parent / Guardian Code of Behaviour**

- Remember that children participate in sport for their enjoyment, not yours.
- Encourage children to participate, do not force them.
- Focus on the child's efforts and performance rather than winning or losing.
- Encourage children always to play according to the rules and to settle disagreements without resorting to hostility or violence.
- Never ridicule or yell at a child for making a mistake or losing a competition.
- Remember that children learn best by example. Appreciate good performances and skilful plays by all participants.
- Support all efforts to remove verbal and physical abuse from sporting activities.
- Respect officials' decisions and teach children to do likewise.
- Show appreciation for coaches, officials and administrators. Without them, your child could not participate.
- Respect the rights, dignity and worth of every young person regardless of their gender, ability, cultural background or religion.

### **Acknowledgements**

- Australian Sports Commission *Harassment free Sport Policy*
- Australian Swimming *Member Protection Policy*
- SA Equal Opportunity Commission *Play by The Rules*
- Lander and Rogers Lawyers

# **SAMPLE DRAFT**

## **ACT Rowing Association**

### **Risk Management Policy Framework**

#### **Purpose of this document**

This document aims to prepare a framework for the development of a risk management policy for ACTRA.

#### **Contents**

1. Definitions – what is risk management
2. Planning – when and how should risk management be applied
3. Organisational Risk Analysis
4. Strategies for Managing Risk
5. Process and Implementation
6. References

#### **Definitions**

Risk is defined as – the chance of something happening which will impact on an organisations objectives, measured in terms of consequence and likelihood.

Risk management either reduces, transfers or avoids risk. In order to do this, ACTRA must first identify its risks.

#### **Organisational Risk Analysis**

Each of the following areas has been identified as potentially presenting some form of risk to the organisation. An analysis or audit of the organisation should be carried out to determine the level of that risk and develop a strategy to manage it.

1. Management and Administration
  - Constitution
  - Governance – member organisations, voting, by laws
  - Incorporation requirements
  - Constitutional procedures – meetings, minutes
  - Communication
  - Media management
  - Archives and Records Management
  - Annual report
  - Privacy – security of information
  - Security – personal and property
  - Strategic relationships
2. Finance
  - Transparency – reporting, procedures
  - Finance Committee – make up, roles and responsibilities
  - Audit – independent, external and internal
  - Delegations, signatories and authorisations
  - Compliance – taxation etc

- Contingency planning – eg loss of sponsor or government funding
  - Banking procedures
  - Budgets and financial planning
  - Investment strategy
  - Independent advice
3. Insurance
- Broker
  - Policy coverage
  - Waivers
  - Responsibilities and exclusions
  - Claim procedures
4. Policy
- Guiding policies - EEO, Discrimination, Privacy
  - Staff policies and procedures – operational
  - Team related policies – drugs, selection etc
  - Safety related – OH&S, Member Protection, Injury prevention
  - How are policies implemented
5. Planning
- Strategic plan – ownership, how often reviewed and how communicated
  - Stakeholders aware of plan and direction, and their plans are in line
  - Operational plan – ACTRA and stakeholders
  - Risk management plan – ACTRA and stakeholders
  - Timeframes and Performance measures – ACTRA and stakeholders
  - Emergency response /Critical issues plans in place – ACTRA and stakeholders
6. Personnel Management
- Organisational requirements, workforce planning
  - Position descriptions, detailed responsibilities, performance criteria
  - Employment contracts
  - Clear chain of command and reporting
  - Staff communication, meetings
  - Performance reviews
  - Recruitment and selection procedures
  - Induction and Orientation
  - Training
  - Codes of behaviour
  - Compliance – taxation, superannuation, workplace safety, rehabilitation
  - Dispute procedures – internal and external
  - Travel – security, safety, government advisories
7. Education, Training and Accreditation
- Operational staff – appropriately skilled and trained
  - Office bearers – appropriately skilled
  - Coaches and support staff – appropriately skilled, accredited and trained
  - Technical staff – appropriately skilled, accredited and trained
  - Volunteers – appropriately skilled and trained

- Provision of ongoing education, training, seminars and conferences
  - Induction and orientation (as in 6)
8. Information Technology
    - Security, access, back up
    - Privacy
    - Accuracy
    - Emergency recovery plan
  7. Contracts
    - Leases – property, venues and equipment
    - Suppliers
    - Service providers
    - Memoranda of Understanding
    - Sponsor contracts – see ‘sponsor management’
    - Athlete agreements
    - Coach agreements
    - Contract design – escape clauses, limitations
  8. Sponsor Management
    - Contracts
    - Sponsor servicing
    - Contingency planning
    - Sponsor crisis management
    - Sponsor conflict
  9. Hazard Identification and Control
    - Buildings
    - Venues – training, camps, events and functions
    - Equipment
    - Inspections – reporting, procedures, recommendations
  10. Legislation and Industry Standards
    - Legislation
    - Industry standards
  11. Event Management
    - Define the event
    - Risk management strategies as part of event plan
    - Contingency planning
    - Hazard identification
    - Emergency procedures, response plan
    - Security
    - Permits and insurance
    - Insurance and Disclaimers
    - Budget
    - Clear definition of roles and responsibilities – organiser and contractors
    - Contracts – suppliers and service providers
    - Timelines and schedules
    - Staffing – workforce planning, recruitment, training, safety

- Spectators, services
  - Sponsors – contract requirements
  - Review, debrief
12. Sport Safety and Injury Management
- Screening, records
  - Training methods and techniques
  - Supervision
  - Facilities

### **Strategies for Managing Risk**

1. Prevention
2. Preparation and Planning
3. Response
4. Recovery

The establishment of a Risk Assessment and Review Team is vital to the ongoing success of the policy.

### **Process and Implementation**

1. Identify potential consultant(s)
2. Design a brief and call for submissions
3. Appoint and brief the consultant(s)
4. Consultant carries out organisational risk analysis, makes recommendations, and works with ACTRA staff and Executive to develop the policy
5. Seek Executive approval of the policy
6. ACTRA carries out the education and implementation program, and establishes a risk assessment and review team

### **References**

- Australian Sports Commission
- Standing Committee on Recreation and Sport
- Sport and Recreation NSW
- *A Sporting Chance* - Sport and Recreation Tasmania
- *Guidelines for Managing Risk in Sport and Recreation* - Australian Standard AS/NZS 4360:1999 (HB246-2002)