



Rowing ACT

STRATEGIC PLAN 2010-2014

This plan provides the ACT Rowing Community with a vision of where we would like to go and a strategy to achieve that vision.

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Introduction

▪ **Message from the President**

I am pleased to present Rowing ACT's Strategic Plan for the period 2010-2014.

The recent changes in the management of our sport provide an opportunity to review past practice, identify realistic goals and improve governance and co-operation.

The plan provides Rowing in the ACT with agreed organisational objectives and strategic directions so that it is well run and growing.

The challenge is to achieve these goals with limited resources by communicating with and involving our volunteers, and co-operating with our various stakeholders and collaborators.

I thank ACT Sport and Recreation Services, Rowing Australia, the National Rowing Centre of Excellence and the ACT Academy of Sport for their continued support and collaboration, and look forward to further improving these relationships.

I commend the plan to the rowing community in the ACT.

David Bagnall
President
7 May 2010

▪ **Our Vision**

Rowing in the ACT will be dynamic, welcoming, safe and unified.

▪ **Our Goals**

Our Goals for Rowing in the ACT are:

- To provide effective self management of the organisation
- To develop and promote our brand
- To increase participation in the sport
- To continue to promote a culture of volunteer contribution
- To promote retention of rowers in the sport particularly from schools to clubs
- To support clubs to be better able to service their members
- To provide improved facilities (boatshed, admin facility, racing course and competitor/spectator services)
- To develop coaches, coxswains and boat race officials
- To promote greater safety in all aspects of the sport
- To take a structured approach to bidding for and hosting major events
- To support the activities of the RA/NRCE and ACTAS directed programs that are implemented in the ACT by allocating appropriate resources to underpinning programs, schools and clubs
- To continue to improve relationships with RA, other rowing associations and other sporting bodies
- To continue to improve relationships with Government – Sport and Recreation Services, ACT Planning, NCA, and ACT Roads, Capital Tourism

▪ **Our Values**

In delivering the strategies of this plan, we will conduct our business with:

- transparency in all our dealings
- providing a healthy, nurturing and enjoyable environment
- collaborative and cooperative approach
- promoting inclusion and a sense of belonging
- encouraging achievement and quality 'on and off the water'
- promoting a service culture, valuing our members

■ **Our Stakeholders**

Our key stakeholders include:

- Rowing Clubs
- Rowers and Scullers
- Volunteers, Administrators and Officials
- Coaches
- Schools
- ACT Government, Sport & Recreation Services ACT and ACT Academy of Sport, Australian Capital Tourism
- Rowing Australia and the NRCE through ACTAS
- Australian Sports Commission including the Australian Institute of Sport
- National Capital Authority
- Sponsors, Suppliers and Commercial Partners
- Rowing Supporters and Parents

■ **Our Strategic Priorities**

In providing a blueprint for the future, we have identified four strategic priorities to be the pillars upon which our club is developed over the period 2010-2014

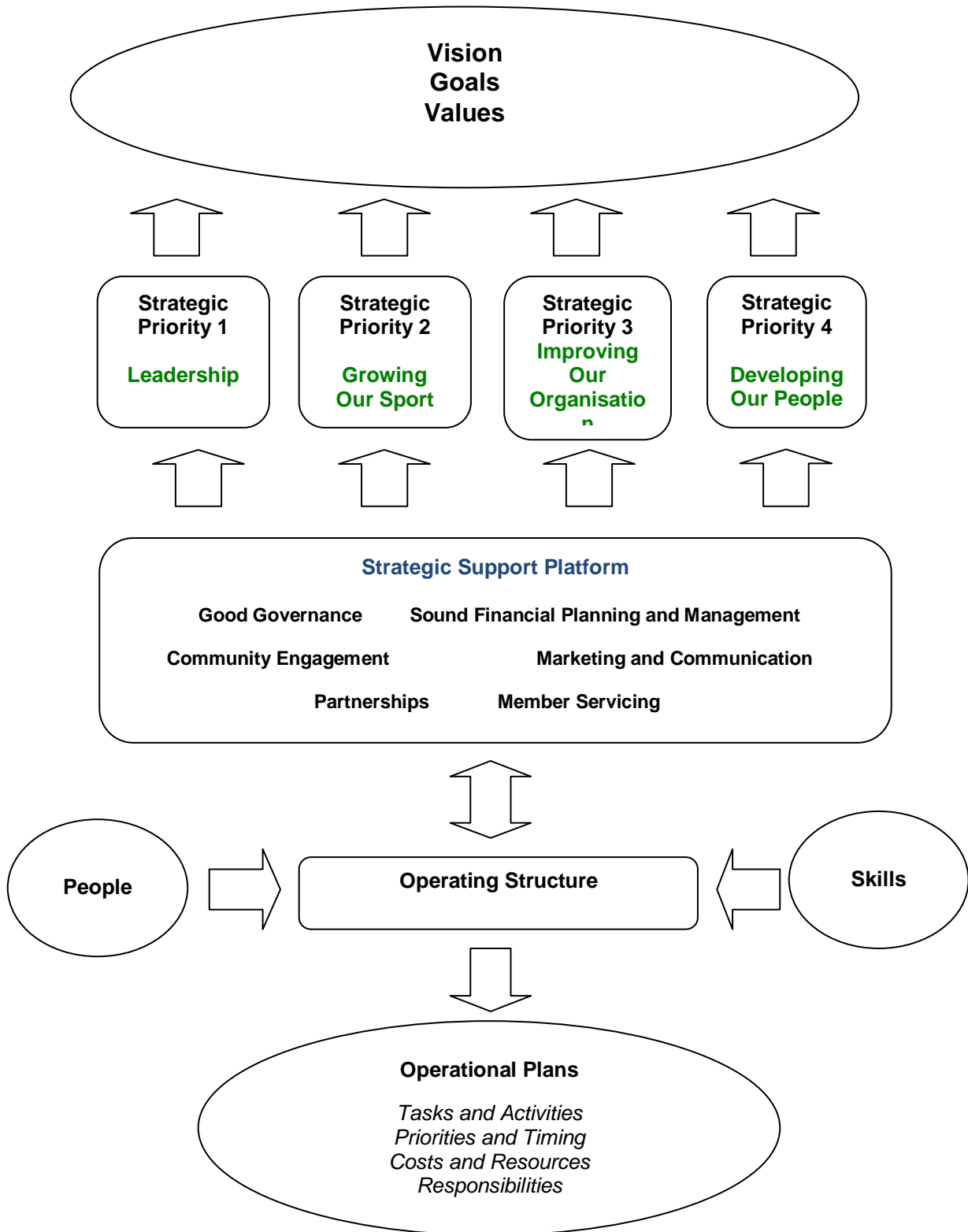
- Leadership
- Growing our Sport
- Improving our Organisation
- Developing our People

These initiatives will be supported by our Strategic Support Platform which includes: Good Governance, Sound Financial Management and Member Servicing.

The Strategic Plan will be underpinned by detailed operational plans that will ensure the accountability and focus on successfully achieving our vision.

The Strategic Plan and associated Success Indicators will be regularly monitored by the Executive Committee.

▪ Strategic Plan Framework



Strategic Priority 1 – Leadership

Objective – *To lead the sport through sound governance and advocacy and to build a strong Rowing community within the ACT*

Strategic Initiatives

1.1 Governance

- Ensure we operate under leading practice governance principles and systems to support the delivery of our plans and objectives
- Promote good governance processes to our member clubs

1.2 Representation

- Provide representation and advocacy on behalf of the sport to Government and Rowing Australia and other peak bodies

1.3 Partnerships

- Promote strategic partnerships that will benefit the sport and its members
- Assist our member clubs to develop partnerships through brokering and facilitation

1.4 Building the Rowing Community

- Promote a strong sense of community and unity within the sport
- Promote a culture of volunteer contribution within the sport
- Provide a rewarding and unifying experience for all our members

Success Indicators - Leadership

1.1 (a) All our policies to be easily accessed on our website and rigorously adhered to.

(b) Minutes of all meetings to appear on the website following approval.

(c) That a budget is prepared for the financial year and the Committee are informed at each meeting of progress against the budget

(d) That accounts are presented to clubs within one week of regattas

1.2 (a) That RACT is represented at RA AGM and half yearly meetings and that Admin Officer/EO attend equivalent RA EO meeting

(b) That one Committee member attend each NCA Lake User Group meeting

(c) That we meet ACT Sport and Rec Services obligations

(d) That we act co-operatively with ACT Roads, ACT Parks and other ACT Govt agencies

1.3 That sponsors and local politicians (Federal & ACT Assembly members) be invited to attend at least one social or other rowing function per year, and that in particular they present trophies at the Championship and other high profile regattas

1.4 That RACT host an annual presentation night, and also encourages, promotes and supports individuals, groups and clubs who host inclusive social functions throughout the year.

Strategic Priority 2 – Growing our Sport

Objective – *To build the capacity of our member clubs to grow the sport with the support of quality coaching, appropriate facilities and a safe environment.*

Strategic Initiatives

2.1 Building Capacity

- Explore whether the rowing association can build capacity through hosting additional regattas: particularly winter based time trial Head of the Molonglo style or other long distance races, or promoting current winter races interstate.
- Provide support for clubs to expand boathouse capacity and upgrade facilities through lobbying NCA, ACTPLA, ACT Government. We should be aware of the clubs' capacity to accept new members and service existing members
- We must recruit more juniors who are not rowing at dedicated single school programs by sponsoring clubs to run holiday learn to row programs, and helping facilitate partnerships between clubs and schools that do not currently row.
- Development Officer: by 2012, appoint a Development Officer responsible for creating and administering community based recruitment and retention programs in partnership with clubs, and co-ordinate coach education

2.2 Rower Recruitment and Retention

- Assist schools and clubs in developing and promoting pathways to attract rowers from schools to clubs and ACTAS in line with the RA/NRCE High Performance Pathway
- Conduct, or sponsor/organise clubs to conduct, annual/holiday camps to introduce new junior rowers to the sport and assist retention of existing rowers in the sport

2.3 Coaches and Officials

- Provide ongoing coach education and development opportunities for ACT coaches
- Actively recruit boat race officials from within the masters ranks
- Provide education opportunities and improved communication with boat race officials

2.4 Facilities

- Ensure ACTRA is well positioned to maximise any benefits that might flow from facilities funding recommendations outlined in the 2008 Crawford Review
- Develop a long term facility plan for a boatshed and an administrative office and present it to the ACT government as a basis for negotiation. The ideal location for an administrative office appears to be in the Yarralumla Bay/Lotus Bay rowing precinct. The Boathouse would store umpiring boats, regatta equipment, and might include a gymnasium/training facility.
- Work with NCA to co-locate facilities with boatsheds that enhance the community and social aspect of the sport
- Continue to explore opportunities to develop the existing regatta course and services

2.5 Regattas and Events

- Continue to conduct quality regattas for our member clubs and visiting crews

- Explore opportunities to develop, bid for and host targeted major events that return benefits to the sport – eg Masters Games, University Games, head events
- Host additional long distance head races in spring, attractive to both local & inter-state crews

2.6 Safety

- Clarify lake-user rules, develop guidelines which promote safety and actively educate the rower community
- Develop and promote etiquette on the use of coaching boats
- Provide guidelines on safe practices in all aspects of the sport

Success Indicators - Growing our Sport

2.1 (a) Host additional long distance annual big boat race from Spring 2011 or promote the winter series or Col Panton Inter-state

(b) Participate vigorously in any NCA and /or ACT exploration of new boathouse and regatta site studies

2.2 (a) Support participation in Youth Cup and Youth Olympics

(b) Rowing ACT to successfully host or sponsor a club to run school holiday novice programs

2.3 (a) RACT to host at least one Level 1 and one Level 2 Coaching Course each year

(b) RACT to host a BRO Level 1 training course

(c) RACT to impose a compulsory recruitment of new BROs from clubs where each Club must provide a new BRO each season or be levied

2.4 (a) With ACT Sport and Rec Services develop plans for Future boathouses and Regatta facilities by 2011

(b) Negotiate a long term lease with RA/AIS or ACTAS for office space in the Yarralumla rowing precinct

2.5 Promote local regattas, and long distance races interstate including ISRA and any new long distance race

2.6 (a) In 2010 host a meeting with Clubs, ACTAS, RA/AIS CRE to agree to revised safety guidelines and lake traffic rules for rowing, leading to all parties signing agreement

(b) In 2010, circulate coach boat etiquette guidelines, and have them prominent on the website.

Strategic Priority 3 – Improving our Organisation

***Objective** – RACT 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.*

Strategic Initiatives

3.1 Governance

- Ensure ongoing review of RACT's governance structure and constitution to ensure they best reflect modern principles and the needs of the members
- Conduct a regular stakeholder forum to review the performance of the organisation against the strategic plan, and reset direction as required

3.2 Management

- Further strengthen RACT's financial position
- Ensure RACT follows leading practice management processes and procedures, and review our procedures to ensure they accurately support the implementation of our policies and assist our clubs to meet their own compliance requirements
- Review our structure and role descriptions to ensure they support the delivery of our objectives and strategic plan
- Provide development opportunities for staff and ensure their welfare is being well managed
- Explore the possibility of engaging a development staff member to assist the capacity building of our clubs – liaise with Rowing Australia on a potential joint approach
- Engage others within, and outside, the sport in taking on roles in work groups to support the executive team (eg media, communication)
- Ensure our organisation is well placed to maximise any benefits from the 2009 Crawford Review of Australian sport
- Continue to liaise with RA on improvements to ROMS and aim to better understand our own membership database including developing a more accurate monitor of ACT membership data

3.3 Funding

- Ensure that financial and accounting operations are transparent and robust and act as a sound commercial platform for its operations and those of its members Clubs.
- Develop a structured sponsorship plan offering appropriate levels and value of sponsorship to benefit our organisation
- Actively use the grants process to supplement the financial capacity of the sport
- Explore other commercial opportunities that will increase revenue to the organisation eg – annual dinner, major events.

3.4 Communication and Marketing

- Ensure a structured approach in promoting our brand to maximise exposure for our sport and grow commercial returns to the organisation
- Improve regular communication at all levels and ensure ongoing stakeholder consultation
- Develop a proactive communications strategy to engage the local media in promoting the sport to the community ensuring regular coverage of rowing in the ACT and regional media

- Develop a plan that will move the sport towards an integrated IT & Communications solution to service RACT, the clubs and the members
- Actively promote Canberra as a centre for rowing and work with relevant agencies to bid for events
- Promotions Manager to be paid on commission basis: Role is to promote the sport, manage the website and find sponsors

Success Indicators – Improving our Business

- 3.1 (a) Conduct stakeholder reviews of the organisation each year*
- 3.1 (b) All committee meetings meet on time with quorum*
- 3.1 (c) All Meetings to have minutes posted on website once they are verified as accurate*
- 3.1 (d) All representative crews are selected transparently within adequate timelines.*
- 3.1 (e) Budget for year is presented at AGM and treasurer reports on progress towards meeting budget against balance sheet at each exec meeting*
- 3.2 Appoint volunteer publicity/media officer to co-ordinate press releases following success at interstate regattas, before and after major local regattas*
- 3.3 RACT to provide monthly updates on outstanding debts to clubs*
- 3.4 (a) Appoint a volunteer media liaison/publicity officer to co-ordinate media releases*
 - (b) Press releases to follow all major success at NSWRA, National and other inter-state regattas, and to preview these and significant local regattas*
 - (c) Website postings to be frequent (several per week) across the summer, and at least weekly across winter*

Strategic Priority 4 – Developing our People

Objective – *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. RACT will provide a supporting environment through educating and nurturing our rowing personnel.*

Strategic Initiatives

4.1 Community

- RACT will provide strong leadership to the ACT rowing community ensuring inclusive communication and fostering a sense of belonging and pride
- Actively recruit, train and retain volunteers to assist in all aspects of the sport
- Develop and implement policies that provide a safe environment for all members, including child protection, risk management, safe training and water safety
- Ensure the sport of rowing promotes gender equity and supports adaptive rowing and is available to participants of all abilities

4.2 Rowers

- Assist clubs where possible to provide cost effective access to facilities, training, conditioning and skill development for rowers in the ACT. Actively recruit and retain members into a safe environment reducing potential burnout and injury.
- Provide a diverse range of regattas and events to cater for rowers of different ages and skills
- Publish and promote ASADA rules and guidelines and the RA Member Protection Policy to all members.

4.3 Coaches

- Provide coaches with ongoing education and professional development opportunities, and support the coach accreditation process with experienced mentors
- Set appropriate target numbers of coaches to support the sport in the ACT and actively recruit, train and retain coaches to meet these targets. Ensure coaches are trained in all aspects of the sport including technical skills, safety, member protection, protocol and communication through coach education

4.4 Officials

- Provide training, appropriate equipment and technical support to boat race officials to ensure they can perform their duties effectively
- Ensure boat race officials are appropriately recognised and rewarded for their contribution to the rowing community
- Actively recruit, train and retain new boat race officials to ensure ongoing succession

4.5 Club Administrators

- Provide support and development opportunities for club administrators with education and management tools (eg. Club Development Network)
- Explore opportunities in shared resources and facilities to reduce the workload on club officials

Success Indicators - Developing our People

- 4.1 Monthly newsletters in summer months, Website providing updates frequently (several times per week as required) in summer, weekly in winter*
- 4.2 (a) Website to list club contacts and other information provided by clubs like learn to row, corporate programs, come and try days etc.
(b) Website to list regattas, time trials and other events*
- 4.3 (a) Host Level 1 and Level 2 Coaching courses each year
(b) Invite visiting and AIS coaches to present workshops, seminars and talks regularly (several per year).*
- 4.4 (a) RACT to host Level 1 BRO course each year
(b) RACT to host appropriate celebration of BROs each year
(c) RACT to recruit BROs based on club membership numbers from each club each season.*
- 4.5 Communication between RACT Administrative Officer and Treasurer and respective club regatta secretaries to ensure all parties are in agreement on outstanding debts on monthly basis*

Support Platform

Our strategic priorities will be supported by good governance, sound financial planning and management, and well developed marketing, communication and partnerships.

1. Governance and Sustainability

- Operate under leading practice governance principles
- Develop and practice strong policy and procedures to ensure quality governance

2. Finance and Business Management

- Operate under leading practice budgeting and financial management and reporting
- Develop and maintain sound risk management policies and practices

4. Rowing Community Engagement

- Engage our community in our activities and events

5. Marketing and Communications

- Provide regular and effective communication and marketing information to promote our sport and inform our stakeholders

6. Partnerships

- Develop sustainable partnerships to support the goals of the organisation

Review Mechanisms

The Strategic Plan and the associated Success Indicators will be regularly monitored by the Committee.

Review of the Strategic Plan

- *The Strategic Plan will guide the agenda and decision making of the Committee on behalf of the sport*
- *The Strategic Plan will be monitored regularly by the Committee*
- *The Strategic Plan will be reviewed annually in consultation with the members and stakeholders at the Annual Planning Forum*
- *The Strategic Plan may be adjusted to take into account new opportunities or changing conditions affecting Rowing and/or sport more broadly in the ACT*