



Australian Capital Territory Rowing Association

Strategic Plan 2005-2009

Setting the Future Course for Rowing in the ACT

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Introduction

▪ Message from the President

I am pleased to present the Association's Strategic Plan for the period 2005-2009. Completion of the Plan is a further important milestone in implementing the Strategic Review of ACT Rowing conducted in 2003.

The plan provides ACT Rowing with agreed organisational objectives and strategic directions to guide our sport as we attempt to establish rowing as a significant sport in the ACT and a major force in Australian rowing.

The Plan requires that detailed operational plans be developed around the four strategic priorities we have identified. This work must be a high short-term priority for the Association if we are to get maximum benefit from the Plan. Also, regular member forums along the lines of that held in May this year will be required to monitor progress against objectives and to identify emerging challenges.

I commend the Plan to the ACT rowing community and seek your assistance in its implementation.

Brendon Prout
President
19 September 2005

▪ **Vision for Rowing in the ACT**

To strengthen Rowing in the Australian Capital Territory

▪ **Our Values and Commitment**

In delivering the strategies of this plan, ACTRA will:

- Create a strong sense of unity within the Rowing Community in the ACT
- Provide a healthy, safe and welcoming environment for all our members
- Provide opportunities for all members to enjoy the sport at whichever level they choose
- Maintain strong and progressive relationships with all our stakeholders
- ACTRA assumes the support of the member organisations in achieving the agreed common objectives

▪ **Our 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 2005-2009.

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

These initiatives will be supported by detailed operational plans to be developed by ACTRA that will ensure the accountability and focus on successfully achieving the plan's vision for Rowing in the ACT

and the Plan integrates key strategic initiatives of the Rowing Australia Strategic Plan 2005-2009. The Strategic Plan and the associated Success Indicators will be regularly monitored by ACTRA.

▪ **Our Stakeholders**

ACTRA's key stakeholders include

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

Strategic Priority 1 – Sport Development

Objective – Building a Strong Foundation

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

Strategic Initiatives

1.1 Club Development

- Support and develop rowing, school and university clubs with education, expert assistance and tools in sound administration and financial management
- Develop a blueprint for key club administrative functions and streamline processes for administrators through improved on-line systems and simpler entry fee process
- Provide a regatta hosting guide with support equipment to ease the burden on clubs hosting regattas
- Reward mature clubs financially if they can foster new clubs into existence or rescue clubs who struggling or in crisis
- Develop the introduction and subsequent independence of school clubs through partnerships with mature clubs

1.2 Coaches

- Develop a network of ACTRA coaches that provides information and support for coaches across all clubs
- In partnership with the Australian Sports Commission and Rowing Australia, develop a coach education program for club coaches
- Provide other support services to the ACT rowing community including an annual coxswain development course for all clubs/schools for safety and personal development, and technical support of rigging techniques and boat maintenance instruction

1.3 Competition and Facilities

- Attract more interstate competitors to the ACT by developing high profile and innovative events and training camps
- Enhance existing competition structures by introducing alternative events for recreational rowers
- Lobby NCA for an international standard course with improved facilities and services at Yarramundi Reach

1.4 Membership

- Develop advertised targeted recruitment programs for school leavers to assist clubs attract more members
- Explore alternate membership models that cater for the ACT's diverse range of clubs (community, university, school)

Success Indicators

- More well managed financially independent clubs operating under best practice conditions
- Successful recruitment and retention of more coaches in clubs who are well educated and supported
- Improved facilities and enhanced events attracting maximum participation in all Canberra regattas
- Ongoing recruitment and retention of new members in ACT clubs and schools
- Greater facilitation by ACTRA of school level activity

Strategic Priority 2 – High Performance

Objective – Thriving at the elite level

ACTRA will 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 national and international stage.

Strategic Initiatives

2.1 Pathways

- Provide a clearly identifiable, seamless high performance pathway for rowers in the ACT
- Ensure a “one rowing” approach to the goals of the various components of the ACT’s high performance pathway to ensure harmony and commonality of goals
- Encourage clubs and schools to conduct programs that are appropriate for moving rowers up the high performance pathway
- Ensure the development of ACT representative crews as part of the ACT’s high performance pathway

2.2 Funding

- Prioritise resources towards areas that are likely to maximize the number of ACT rowers competing at national selection standard
- Ensure ACTRA’s high performance funding from Rowing Australia is linked to the development of ACT athletes for selection on national teams

2.3 Talented Athlete Programs (TAP)

- Identify and nurture talented youth and junior age rowers in clubs and schools for selection in ACT youth and junior crews for national regattas and national junior teams
- Athletes in this pool are to be brought together for special training opportunities, including ACTAS-overseen training camps during school holidays. Wherever possible, this should include big boat training
- Development of ACT representative Youth eights is to be part of the TAP athlete pathway
- Involve the coaches of these athletes in the combined activities of this talent pool so that they have a sense of inclusion, and are themselves being developed as coaches of high performance athletes
- Involve these athletes in the ACTRA competition season to provide a higher level of competition for all clubs and crews.

2.4 Talent Search

- Conduct an annual Talent Search program to maximise the number of potential national team rowers commencing along the ACT high performance pathway
- The Talent Search program should also include schools, universities and existing club members
- Ensure Talent Search squads are accommodated within clubs so that athletes develop a sense of club identity
- Recruit sufficient athletes each year to ensure competitive big boats can be selected from the squad for national championships two years after recruitment (ie at least 6 boys and 6 girls to be recruited each year)
- Target sculling to exploit shallower depth in this category at national level, and to fit with Rowing Australia’s “Breaking the Drought” initiative. President’s Cup and Nell Slatter Trophy to be included as part of the long-term athlete pathway.

2.5 ACTAS

- Lead the development of ACTAS feeder programs (TAP and Talent Search) based in clubs and overseen by the ACTAS head coach

- Wherever possible the ACTRA regatta program should be designed to accommodate the needs of the high performance program. ACTAS to require scholarship rowers to participate in ACT regattas
- ACTAS to prioritize resources towards maximizing numbers of ACT athletes on national Junior and Under 23 teams
- Facilitate the graduation of ACTAS Senior A athletes into the AIS program
- ACTAS scholarship selection to be linked to small and big boat racing in ACT Winter Time Trials and NTC Time Trials
- ACTAS to foster the development of emerging elite coaches by including them in the high performance program's activities

Success Indicators

- Clear high performance pathways developed and implemented for rowers in the ACT
- Funding and resources are applied effectively to maximise the development of ACT athletes for national selection
- Numbers of ACT athletes selected onto national teams
- Numbers of athletes graduating from ACTAS feeder programs (particularly TAP and Talent Search) onto ACTAS scholarships
- Numbers of athletes selected from ACTAS feeder programs into ACT and national representative crews
- Performance of ACT rowers on national teams
- Performance of ACT rowers in national and interstate events

Strategic Priority 3 – People Development

Objective – 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.

Strategic Initiatives

3.1 Community

- ACTRA 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

3.2 Rowers

- 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 health awareness information including drug education and harm minimisation
- Actively recruit masters rowers to improve participation levels

3.3 Coaches

- Provide coaches with ongoing education and professional development opportunities 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

3.4 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

3.5 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

- A growing, healthy and vibrant rowing community participating in the sport in a safe and friendly environment
- Rowers developing their skills safely with reduction in attrition and burnout
- An increased number of trained and qualified coaches in the ACT
- An increased number of skilled officials and administrators providing support for the sport in the ACT

Strategic Priority 4 – Organisational Development

Objective – 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.

Strategic Initiatives

4.1 Governance

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

4.2 Management

- Ensure ACTRA follows best practice management processes and procedures
- Further strengthen ACTRA's financial position
- Develop and implement a business development plan to seek new opportunities for income generation and commercial growth

4.3 Communication and Marketing

- Improve regular communication at all levels and ensure ongoing opportunities for 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 ACTRA, the clubs and the members
- Actively promote Canberra as a centre for Rowing and work with relevant agencies to bid for events

4.4 Facilities

- Develop and implement a longterm facilities plan that addresses the needs of the local rowing community with the support of the ACT Government, Rowing Australia and the AIS
- ACTRA will provide mentoring, strategies and assistance with lobbying the NCA to help clubs lease sites and fast-track the construction of boat sheds
- Work with NCA to co-locate facilities with boatsheds that enhance the community and social aspect of the sport

Success Indicators

- ACTRA is operating under modern governance principles reflecting the needs of its members
- ACTRA is well managed, financially secure ad planning for ongoing commercial growth
- Stakeholders are well informed and the sport of Rowing in Canberra is well promoted
- A longterm facilities plan in place ensuring all aspects of the sports needs are addressed including rowing courses, club house development and approval