



Rowing Australia Ltd

Strategic Plan 2009 – 2013

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Introduction

President's Foreword

It has been with great pleasure that I have been able to oversee the successful implementation of Rowing Australia's 2005-2008 Strategic Plan, the achievements of which have included continued international success, a comprehensive governance review, the integration of State based elite development programs into the National program, the establishment of the Rowing Online Management System and the reinvigoration of our coach and athlete education programs.

These successes could not have been achieved without the assistance of our partner organisations the Australian Sports Commission (ASC), Australian Olympic Committee (AOC) and Australian Paralympic Committee (APC) or without the cooperation of Rowing Australia's member associations, State Institutes and Academies of Sport, corporate supporters and external contractors. Additionally I would like to commend the work of Rowing Australia's management and staff over the previous four years in delivering the plan's objectives.

The platform established by the 2005-2008 Strategic Plan has positioned Australian rowing exceptionally well to succeed within an uncertain future sporting landscape which will be shaped by current activities such as the ASC National Sports Excellence Review and the Independent Sports Panel Review.

The 2009-2013 Strategic Plan has addressed the key strategic priorities of Development and High Performance through which we hope to achieve our six stated objectives whilst continuing to respect rowing's intrinsic values of trust, respect and fairness. The plan has been developed following a consultative process with key stakeholders and it is important that these objectives are jointly pursued and delivered both by Rowing Australia and our State Associations.

The 2009-2013 Strategic Plan establishes the blueprint for the future direction of rowing within Australia. During this period, it will be imperative for the rowing community to work in unison and in the national interest if we are to truly deliver on our collaborative vision for the sport. The publication of this plan provides the ideal opportunity for national integration and alignment of strategic priorities to ensure that Australian rowing continues to prosper. Working cooperatively, we can maintain our position as both a global leader in rowing and as an integral part of the Australian sporting landscape.

Patrick McNamara
President, Rowing Australia

Background

Rowing Australia (RA) is the national governing body for the sport of rowing. Formed in 1925, it is the only organisation recognised by the Federation Internationale des Societies d’Aviron (FISA), the Australian Sports Commission (ASC), the Australian Olympic Committee (AOC) and the Australian Paralympic Committee (APC) to conduct rowing activities in and on behalf of Australia.

Rowing Australia and its member State Associations cater for approximately 40,000 participants ranging from young rowers at school level through to those who access rowing programs through universities and clubs at the junior, senior and master’s level.

The strategic planning process has been a collaborative effort involving the Board, staff and member associations.

This plan highlights the core strategic priorities that will guide the sport over the coming years. Within this overall framework, there is a focus on individual initiatives and key actions associated with each strategic area. The Board of Rowing Australia will closely monitor the sport’s progress against these initiatives to ensure achievement of the overall objectives.

Vision

To be the world’s leading rowing nation.

To develop rowing in Australia ensuring it is welcoming, inclusive and progressive.

Strategic Priorities

In providing a blueprint for the future of rowing in Australia, Rowing Australia has identified two key strategic priorities as the pillars upon which the sport is nurtured and promoted over the period 2009-2013:

- **Development**
 - Sport Development
 - Business Development

- **High Performance**

These initiatives will be supported by our Strategic Support Platform which includes good governance, sound financial management and stakeholder engagement. 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 the associated Success Indicators will be regularly monitored by the Board and Management.

Our Goals

1. To promote the sport of rowing throughout Australia ensuring the sustainability and longevity of the sport.
2. To conduct world leading programs for elite athletes.
3. To provide strong development and participation programs for the broader rowing community.
4. To broaden the profile and priority position of rowing within the sporting and general communities
5. To ensure an ongoing international presence and leadership role for Australian rowing
6. To provide leadership in fostering partnerships, relationships, succession planning and commercial sustainability.

Our Values

We will conduct our business with **trust, respect** and **fairness** applying the following values and principles:

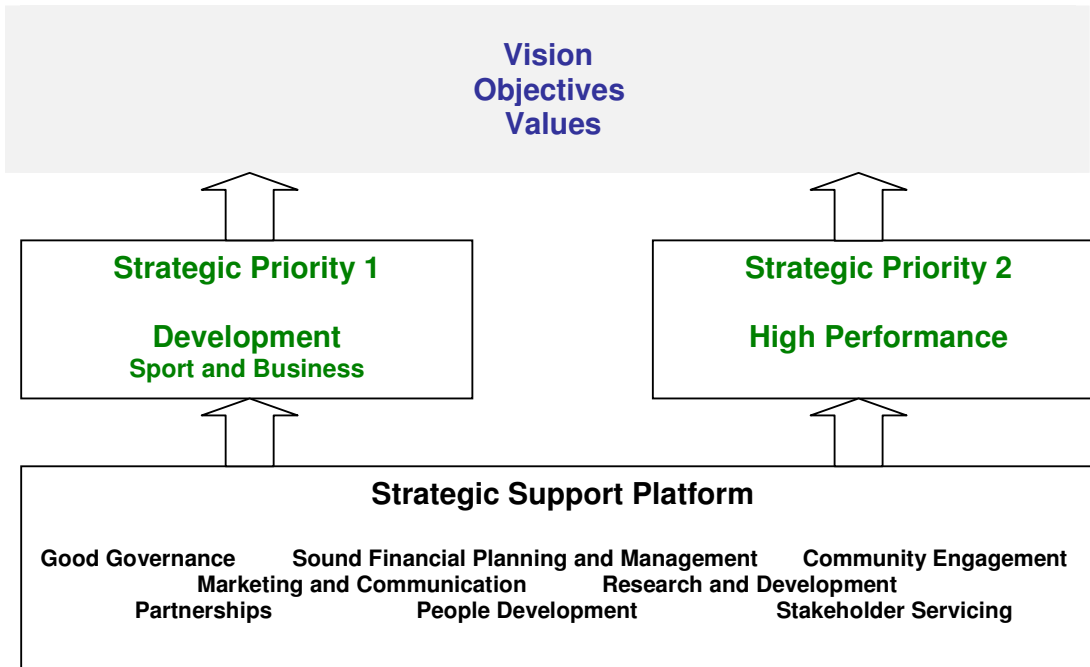
- We will provide a healthy, safe, welcoming, inclusive and nurturing environment
- We will ensure transparency and integrity in our governance and decision making
- We will operate with teamwork, cooperation, trust, effective communication and mutual respect
- We will continue to develop a performance based culture ensuring a strong work ethic and accountability in all we do.
- We will continue to demand zero drug tolerance within our sport
- We will continue to promote altruism and recognise our dedicated volunteer workforce

Our Brand

The Rowing brand represents:

- Teamwork – all working towards a common goal
- Focus, discipline and determination – key characteristics of a demanding endurance sport
- Tradition – Rowing is a sport of time honoured values and history
- Environment – an appreciation and respect for the natural environment in which the sport is conducted
- Culture – a welcoming, safe, ethical and inclusive environment

Strategic Plan Structure



Strategic Priority 1 - Sport Development

Objectives

To increase the capacity of the sport to deliver programs by:

- *Developing the base infrastructure for the sport itself to prosper*
- *Educating, supporting, resourcing, servicing all rowing participants*

To ensure talented athlete development by:

- *Providing a defined pathway for talented athletes and coaches with associated high quality programs and resources*

Strategic Initiative 1.1 Education and Accreditation

- Provide national leadership in the conduct of coaching and officiating education programs
- Develop a toolkit to provide coaches with the skills to be a mentor
- Endorse a national direction for cox education programs to be implemented nationally
- Provide access to national education resources and materials

Strategic Initiative 1.2 – Talented Athlete Development

- Support the evolving delivery of NEDP and TAD programs throughout the network of state organisations (SRA's, SIS/SAS etc)
- Endorse a national program for talent identification
- Market a product to potential athletes promoting competition, club life and pathways
- Develop resources to assist the clubs to recruit school rowers

Strategic Initiative 1.3 – Coach Development Pathways

- Create a clearly defined pathway from school and club level right through to the elite national level
- Develop pathways for coaches for progression from school to club level particularly for progression of talented young coaches
- Establish a network of state based representatives to ensure consistency in the identification and development of coaches
- Provide evaluation and professional development opportunities for coaches

Strategic Initiative 1.4 – Club Development

- Provide access to club development tools and resources, and actively promote relevant information nationally
- Enhance Learn to Row programs that are nationally consistent and resourced
- Develop a set of tools to assist clubs to provide consistent Learn to Row programs

Strategic Initiative 1.5 – National Competition Structure, Events and Innovation

- Establish a national competition structure to allow for strategic growth within the sport
- Establish a National Event Management Committee to ensure consistency and quality of national events
- Develop the sport outside of the traditional 2000m including a national heads series, clubs only championships and festival activities around regattas
- Foster the development of events by the clubs or states and develop a national calendar of

events

- Provide event management tools to the clubs including an opportunity to run major events
- Increase the interaction between indoor rowing and on-water rowing to promote the reach of the sport
- Exploit commercial opportunities by establishing business partnerships in Masters membership
- Create programs and initiatives for younger rowers similar to Surf, AFL and Cricket
- Provide pathways and development opportunities for officials

Strategic Initiative 1.6 – Facility Development & Management

- Establish a dedicated Commission for Facility development and management
- Provide greater lobbying and influence at a political level to ensure the needs of rowing are met
- Develop a network to share information and increase communication regarding facility issues
- Educate clubs in attracting funding and capital grants
- Develop the concept of using residential developments, local councils and planning authorities for open water areas (RA to develop concept, states to approach organisations)
- Develop partnerships between schools and clubs for facility sharing and development

Strategic Initiative 1.7 – Adaptive Rowing

- Assist with the development of adaptive rowing in targeted areas
- Continue to develop and implement RA's Adaptive Rowing initiatives through the Sports CONNECT Program
- Augment the professional development and retention of adaptive rowing coaches at all levels
- Maintain and expand training opportunities for adaptive rowing classifiers, and influence future changes to classification processes both domestically and internationally
- Provide pathways for rowers from club, state and national levels through to international competition
- Provide other opportunities within the sport for people with disabilities including coaching, umpiring, administration and volunteering

Sport Development Success Indicators

Measure the increase in participation and other key activities within the sport that provide assessment of growth including:

- Number of coaching courses being conducted resultant increase in accredited coaches
- Number of officiating course being conducted and resultant increase in accredited officials
- Conversion of rowers from schools to clubs and resultant increase in participation
- Number of club development courses being conducted resultant improvement in club management and capacity
- Increase in entries at nationals and masters championships
- Clear pathways in place for coaches and officials

Strategic Priority 2 – Business Development

Objectives

To establish and develop a business operating culture that successfully leverages Rowing's brand, image and assets returning consistent and sustainable economic benefits to the sport.

Strategic Initiative 2.1 – National Rowing Brand

- Develop and promote the National Rowing Brand under the philosophy of “One Sport - One Brand - One Logo”
- Identify achievable commercial opportunities linked to the strength and uniqueness of the Rowing Brand

Strategic Initiative 2.2 – Commercial Development Plan

- Establish a Commercial Development Plan that successfully leverages Rowing's brand, image and assets returning consistent and sustainable economic benefits to the sport through sponsorship, investments, licensing and other revenue streams. This plan should include an education component for rowers, coaches and member associations to ensure support.

Strategic Initiative 2.3 – Marketing Rowing's Properties

- Market and leverage Rowing's key properties including the National Team, major events, Rowing's heroes, facilities and courses, and our 400 clubs (branches)
- Conduct research to establish where the benefits to rowing lie for TV, on-line broadcast and other media.

Strategic Initiative 2.4 – Promoting Rowing's Messages

- Clearly promote Rowing's key messages of a healthy lifestyle, family environment, teamwork, tradition and history

Strategic Initiative 2.5 – National Events

- Promote national events as a key component of Rowing's business development strategy through the establishment of a National Event Management Committee with well structured commercialised event business plans.

Strategic Initiative 2.6 – Media and Communications

- Develop a nationally coordinated media and communications strategy including a national network of 'media officers' coordinated by RA operating across the country

Business Development Success Indicators

- Annual financial growth of 5% from non-government sources
- Maintenance of government funding

Strategic Priority 3 – High Performance

Objectives

Performance Objectives:

- *To be ranked as the most successful international program in world rowing*
- *To win three Gold medals at the 2012 London Olympic Games*
- *To win one Gold medal at the 2012 London Paralympic Games*

Program Objectives:

- *To increase the number of athletes with elite medal winning performance characteristics through all levels of the HP program*
- *To increase the number of coaches in the HP program capable of coaching Olympic gold medal performances*
- *To maximise the effective integration and utilisation of all available HP resources across Australia through leadership by the National Rowing Centre of Excellence*

Strategic Initiative 3.1 – National Leadership

- Provide effective leadership of all Australian high performance rowing through the NRCE under the direction of the National High Performance Director
- The National Head Coaches will provide effective national coaching leadership and direction
- The Elite Development Manager will provide leadership and coordination of the under age and TID programs, and corresponding HP coaching development
- Specialist personnel will lead and coordinate the NRCE Sports Science and Sports Medicine programs
- Develop and effectively communicate a comprehensive NRCE Performance Framework. This framework will cover training philosophies and guidelines, technical rowing model, testing protocols, selection, international competition planning and SS and SM integration.
- Build and maintain strong effective working relationships with all SIS/SAS/SSO's and other service providers - focused on achieving National outcomes
- Provide clear and effective communication lines between NRCE and SIS/SAS/SSO's covering program management, athlete case management, coaching, sports science and sports medicine
- Develop and implement a fully integrated HP athlete pathway
- Develop and implement a fully integrated HP coach pathway

Strategic Initiative 3.2 – Athletes

- Ensure retention of current medal-capable Senior A athletes through to the 2012 Olympic Games
- Provide individual performance management of medal-capable Senior A athletes across all four years of the Olympic cycle
- Target and maximise the development of additional emerging athletes capable of medal winning performances at the London Olympic Games
- Provide effective athlete funding across performance managed athletes and emerging talent to enable athletes to train to the required standards for the targeted Olympic performances
- Provide effective mechanisms to ensure there is appropriate athlete responsibility for performance
- Apply centrally coordinated innovative and diverse talent identification methods to identify, recruit and manage talented athletes in a State based TID Program structure with national aims

- Link high performance aspects of Rowing Australia's adaptive rowing program with the relevant interfaces of the NRCE able bodied programs

Strategic Initiative 3.3 – Athlete Selection

- Benchmark Senior A selection standards against recognised international performance standards
- Ensure that Senior A selection is based around selecting the best athletes in boats that give them the best chance of success
- Ensure selection in the Under 23 program is focused on providing effective development and competitive opportunities for emerging Senior A capable athletes
- Establish consistent base boats for Under 23 and Junior teams across the four years, and seek additional specialist small boats capable of medal winning performances
- Redevelop the National Junior program based on proven TID models to ensure the selection of athletes with true senior elite medal winning performance characteristics
- Establish a Junior B team for talented athletes who can only commit to short preparation and competition phases, seeking racing opportunities with New Zealand

Strategic Initiative 3.4 – Coaches

- Retain proven Olympic and Paralympic medal winning coaches
- Identify key coaching characteristics and skills required to coach Olympic and Paralympic Gold medal performances
- Provide coach development opportunities to targeted HP coaches demonstrating targeted coaching characteristics and skills.
- Ensure all coaches working in the Australian HP program and/or HP delivery programs are adhering to the NRCE Performance Framework
- Ensure alignment between targeted HP coach characteristics and skills and Rowing Australia coach development program (NCAS).
- Ensure coaches undergo regular assessment in line with agreed expectations

Strategic Initiative 3.5 – Resources

- Ensure a performance focus to all NRCE budget expenditure
- Ensure full integration and coordination of programs across Australia delivered through the AIS, SIS/SAS and SSO's.
- The AIS will:
 - Play a key role in the National network of Institutes in maximising medal winning performances in Olympic category boats at World Championships and the London Olympic Games
 - Residential Program;
 - In years one & two of the Olympic quadrennial, primarily focus on the structured development of emerging talented athletes capable of being in the London 2012 team
 - In years three & four, primarily focus on maximising performances in key Olympic category big boats
 - Camps Program;
 - Provide a venue for national camps for all age groups where appropriate
 - International Program;
 - Provide a training base for international crews primarily focus on maximising performances in key Olympic category big boats
- SIS/SAS will:
 - Operate an elite and elite development program across all categories (Senior A, Under 23 and Junior)
 - Provide world-class coaching, best practice support services and training facilities

and to achieve the primary goal of selection of its athletes and coaches into the RA National Teams

- Promote the RA National Plan and performance framework
 - Provide camps at locations as required
 - Provide a training base for athletes and crews selected into the National Teams
 - In conjunction with SSO's, deliver effective NEDP and NTID programs in line with national outcomes through an elite athlete development framework
- SSO's will:
 - In conjunction with SIS/SAS, deliver effective NEDP and NTID programs in line with national outcomes through an elite athlete development framework
 - Assist the SIS/SAS in providing world-class coaching, best practice support services and training facilities with the primary goal of selection and ultimate performance of its athletes and coaches in RA National Teams
 - Promote the RA National Plan and NRCE Performance Framework
 - Provide training bases for athletes and crews selected into the National Teams

Strategic Initiative 3.6 – Sports Science and Sports Medicine

- Provide national delivery of fully integrated world leading Sports Science and Sports Medicine programs
- Utilise the Sports Science coordinator to facilitate the performance management of medal capable Senior A athletes
- Implement focused research and innovation capable of providing a performance gain at the London Olympic and / or Paralympic Games, by utilising the best sports science and sports medicine resources across Australia

Strategic Initiative 3.7 – International Competition

- Develop and communicate a comprehensive 4 year international competition plan covering all elite and development teams
- Maximise performance opportunities at World Championships to achieve the targeted Olympic performances
- Design the National Activity Plan to maximise domestic competition opportunities that complement international performances
- Assess new cost effective racing options for athlete development which may potentially include New Zealand and other Pacific Rim countries
- Support all tours with the appropriate number of skilled support staff
- Continue to better utilise and develop the Varese (Italy) training hub.
- Identify and implement a sustainable long term boat / oar management program for international competition, ensuring:
 - Senior A crews race with the fastest possible boats and oars
 - Under 23 and Junior crews race with designated boats / oars that are international standard and cost effective rate
- Optimise tour planning and crew preparation through the effective and timely reconnaissance of all key international training and racing venues
- Engage with the AOC in London Olympic planning early in the Olympic cycle to ensure the best possible joint outcomes

Strategic Initiative 3.8 – Communication

- Develop mechanisms for succinct, timely communication with all members of the rowing community
- Provide regular and structured input into RA's media profile and communication plan

High Performance Success Indicators

- National High Performance Plan in place and national requirements adopted
- 100% engagement by states in the National High Performance Plan
- Measure the input of athletes into high performance squads
- Performance outcomes:
 - Ranking - the most successful international program in world rowing
 - Medals - three gold medals at the 2012 London Olympic Games and one gold medal at the 2012 London Paralympic Games

Support Platform

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

1. Governance and Sustainability

- Operate under fit for purpose governance principles, policies and procedures
- Benchmark the governance model across all member associations
- Ensure the integration and alignment of national and state strategic plans to provide a common vision and commitment to the future of the sport

2. Finance and Business Management

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

3. Community Engagement

- Assist our member associations to successfully engage their communities to support our sport
- Support national programs such as Sports Connect to engage people with disabilities in the sport of rowing

4. Marketing and Communications

- Provide regular and effective communication and marketing information to promote the sport and inform our member associations
- Ensure effective two-way communication between Rowing Australia and the Member Associations

5. State and National Capacity, Commitment and Resources

- Operate in the spirit of collaboration with the philosophy of “National Leadership, State Delivery”
- Develop and monitor state Success Indicators as well as national ones
- Ensure national commitment and a cooperative approach to providing resources to develop capacity within the sport

Review of the Strategic Plan

- The Strategic Plan will be monitored regularly by the Board and Management Team
- The Strategic Plan will be reviewed annually in consultation with the Member Associations
- The Strategic Plan may be adjusted to take into account new opportunities or changing conditions affecting the sport