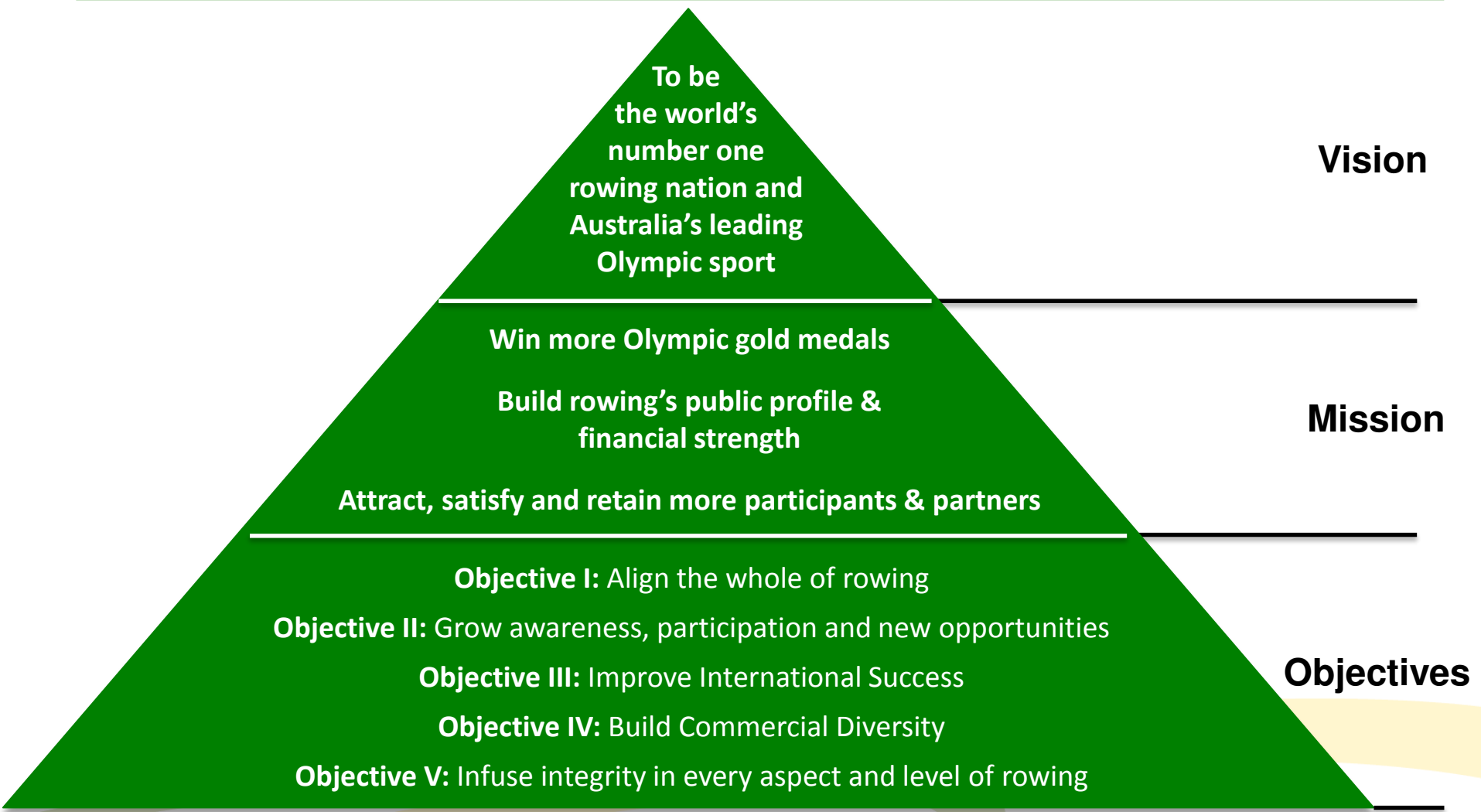


Rowing Whole of Sport Strategic Plan

1st January 2015 – 31st December 2020



Objective 1

Align the Whole of Rowing



Strategy 1.1: Improve whole of sport communication
Strategy 1.2 : Governance improvements at all levels
Strategy 1.3: An aligned database
Strategy 1.4: Optimise whole of sport efficiency (reduce duplication)

Objective 1 – KPI

% of Whole of Sport Strategic Plan tactics delivered and KPIs achieved annually



Objective 2

Grow Awareness, Participation and new opportunities



Strategy 2.1: Pursue nationally aligned and branded participation programs
Strategy 2.2: Improve the numbers, retention and standards of rowing's workforce (volunteers, coaches, umpires)
Strategy 2.3: Strengthen clubs to provide enjoyable and safe experiences for all levels of rowers
Strategy 2.4: Facilitate opportunities for involvement in alternative forms of rowing (coastal, indoor, para-rowing, etc)
Strategy 2.5: Communicate rowing to the general public, including all media and technology

Objective 2 – KPI

Annual growth in participants across all levels and in all forms of rowing



Objective 3

Improve International Success



Strategy 3.1: Create a Performance Culture
Strategy 3.2: Improve the capability and depth of the High Performance support system
Strategy 3.3: Increase and retain the number of athletes and coaches with podium potential
Strategy 3.4: Increase the number of athletes and coaches in high performance pathways

Objective III – KPI

Annual growth in the number of athletes and coaches possessing identified podium potential characteristics



Objective 4

Build Commercial Diversity



Strategy 4.1: Develop the rowing brand
Strategy 4.2: Expand funding sources beyond traditional government sports budgets
Strategy 4.3: Maintain traditional government sports budget funding
Strategy 4.4: Investigate alternative commercial models for rowing

Objective IV– KPI

Annual growth in total revenues across all levels of rowing



Objective 5

Infuse integrity in every aspect and level of rowing



Strategy 5.1 : Ensure that all members, participants and partners comply with rowing's whole of sport integrity policies and culture
Strategy 5.2: Provide leadership and education that ensures that only safe and ethical practices are used within our sport

Objective V– KPI

Annual growth in clubs, members and participants adopting, bound by and delivering integrity policies and codes of conduct



Rolling Annual Plan including Operational Tactics & KPIs

Reviewed and Renewed at each Strategic Forum based upon identified long-term tactical considerations

Whole of Sport Plan: 1st January – 31st December 2015

Objective 1: Align the Whole of Rowing

Strategy 1.1

Improve whole of sport communication

Tactics for Strategy 1.1:

1. Establish the RA website as a hub for the access of relevant, high quality and engaging content and information across the sport
2. Establish a national communications capacity utilising nationally synchronised data enabling direct and effective communication with consumers through all channels
3. Engage a national network of contributors that regularly provide new, relevant and interesting content

KPIs for 1.1:

- **UNDERLYING** - *Growth in YoY news content and traffic, Facebook likes and Twitter followers*
- ENABLING - Updated RA website launched by 1/2/15
- ENABLING – National Communications Network established by 31/3/15

Strategy 1.2

Governance improvement at all levels

Tactics for Strategy 1.2:

1. Strategic and operational plans of RA, State Associations and clubs aligned to whole of sport strategic plan
2. Annual review of ongoing compliance with ASC Governance Principles including Board performance assessment
3. Develop, implement, monitor and review a national Risk Management Framework

KPIs for 1.2:

- **UNDERLYING** - *Maintain Annual Sport Performance Review rating of not less than satisfactory on all measures*
- ENABLING – Whole of Sport strategic alignment by 30/11/15
- ENABLING – National Risk Management Framework developed by 30/11/15

Strategy 1.3

An aligned database

Tactics for Strategy 1.3:

1. Develop and implement an automated alignment and synchronisation of database and registration systems used within Australian rowing
2. Develop and implement mandatory online registration protocols, including a standardised membership declaration
3. Commit to the identification and implementation of a database, business and competition management and registration system for the sport of rowing in Australia

KPIs for 1.3:

- **UNDERLYING** - *% of all membership records and communications managed through national database*
- ENABLING - Database synchronisation completed by 31/3/15
- ENABLING – Achieve national agreement for long term data management by 30/11/15

Strategy 1.4

Optimise whole of sport efficiency (reduce duplication)

Tactics for Strategy 1.4:

1. Identify functions that can be consolidated and performed by sharing services and/or resources on a national basis
2. Scope and implement one priority function

KPIs for 1.4:

- **UNDERLYING** – *% growth in annual savings from shared services*
- ENABLING – Audit of potential shared services functions completed by 2015 RA AGM

Whole of Sport Plan: 1st January – 31st December 2015

Objective 2: Grow Awareness, Participation and new opportunities

Strategy 2.1

Pursue nationally aligned and branded participation programs

Tactics for Strategy 2.1:

1. Create a national participation strategy that develops and implements participation products, including consideration of consumer research and market desires identified in the gemba report
2. Create and implement a National program that builds on the Adopt a school pilot and aligns with the ASC Sporting Schools program and includes upper primary school participants

KPIs for 2.1:

- **UNDERLYING: Annual growth of participants in national programs**
- ENABLING: Development and launch of a nationally consistent Sporting Schools product by 30/6/2015
- ENABLING: Develop plan for creation of other participation products as identified by gemba by 30/11/15

Strategy 2.2

Improve the number and standard of rowing's workforce (volunteers, coaches, umpires)

Tactics for Strategy 2.2:

1. Implement updated/contemporary methods/programs of delivering workforce education (ie online coach education portal)
2. Widely communicate the value/benefits of volunteering in rowing
3. Implement a nationally consistent and meaningful workforce reward and recognition program

KPIs for 2.2:

- **UNDERLYING: Annual growth in national workforce as measured by accredited coaches and officials, and total volunteers**
- ENABLING: Deliver online coaching education system. Levels 1 & 2 by 30/9/2015
- ENABLING: Develop nationally consistent workforce program by 30/11/15

Strategy 2.3

Strengthen clubs to provide enjoyable and safe experiences for all levels of rowers

Tactics for Strategy 2.3:

1. Develop and implement a National best practice club operations guide and recognition program
2. Conduct a national club location and facilities audit
3. Develop and implement a National safety and risk management framework

KPIs for 2.3:

- **UNDERLYING: Number of clubs that achieve best practice recognition**
- ENABLING: Develop a National best practice club operations guide and recognition program by 2015 RA AGM
- ENABLING: Develop national safety and risk management framework by 2015 RA AGM

Strategy 2.4

Facilitate opportunities for involvement in alternative forms of rowing (coastal, indoor, para, etc)

Tactics for Strategy 2.4:

1. With reference to tactics for strategies 2.1, ensure that national participation strategy considers alternative forms of rowing
2. With reference to tactics for strategy 2.3, ensure that club and facilities audit considers alternative and complementary infrastructure
3. Improve accessibility for para-rowers by encouraging clubs to offer opportunities for para-rowers
4. Investigate and discuss opportunities for coastal rowing with Surf Life Saving Australia and Yachting Australia

KPIs for 2.4:

- **UNDERLYING: Annual growth of participants in non-traditional forms of rowing by category**
- ENABLING: Joint coastal rowing participation program agreement with both SLSA and YA by 31/3/15

Strategy 2.5

Communicate rowing to the general public, including all media and technology

Tactics for Strategy 2.5:

1. Develop and implement an integrated media and communications strategy that promotes rowing to the general public.

KPIs for 2.5:

- **UNDERLYING: Annual growth in social, online and traditional media exposure measures**
- ENABLING: Integrated Rowing Media and Communications Plan developed by 31/3/15

Whole of Sport Plan: 1st January – 31st December 2015

Objective 3: Improved International Success

Strategy 3.1

Create a Performance Culture

Tactics for Strategy 3.1:

1. Ensure long term stability (beyond Rio) by developing a plan that delivers sustainable success, including securing a world leading high performance leadership team
2. Target results from our podium potential crews, including earlier selection of crews (selection processes) and preparations that are tailored to performance outcomes
3. Ensure appropriate resourcing of our targeted boats – fairly but not equally
4. Establish a High Performance Advisory Group comprising technical expertise and experience that will provide an additional level of guidance

KPIs for 3.1:

- **UNDERLYING:** All program partners having signed agreements aligned to delivery of results in accordance with AWE objectives
- ENABLING: Completion of long term high performance plan by 30th June 2015
- ENABLING: Refined selection process implemented by 1/4/2015
- ENABLING: HPAG operational by 15th January 2015

Strategy 3.2

Improve the capability and depth of the High Performance support system

Tactics for Strategy 3.2:

1. Implement robust and sustainable performance monitoring systems (athletes, coaches and program partners)
2. Identify, recruit, develop and retain World Class practitioners in all support disciplines
3. Ensure best practice in the delivery of all performance support activities

KPIs for 3.2:

- **UNDERLYING:** Increased number of personnel in support system with requisite qualifications and experience
- ENABLING: % of athletes, coaches and program partners compliant with monitoring system requirements
- ENABLING: % of athletes and coaches rating delivery of support services as 'very good' or better

Strategy 3.3

Increase and retain the number of athletes and coaches with podium potential

Tactics for Strategy 3.3:

1. Provide appropriate financial support to our podium potential athletes based upon performance in order to increase retention of personnel in medal capable boats
2. Ensure athletes and coaches have completed Individual Learning and Performance Plan and are delivering the performance objectives identified
3. Provide competition opportunities that increase podium performances
4. Develop a cohesive and accountable coaching team
5. Mentor and develop coaches of our targeted boats
6. Increase the volume, quality and oversight of our training programs

KPIs for 3.3:

- **UNDERLYING:** Increased number of athletes and coaches identified as possessing podium potential characteristics
- ENABLING: All Category 1, 2a and 2b athletes having completed ILPP by 31/1/2015
- ENABLING: % of Category 1, 2a and 2b athletes meeting ILPP performance objectives

Strategy 3.4

Increase the number of athletes and coaches in high performance pathways

Tactics for Strategy 3.4:

1. Develop a high performance pathway plan that details the strategy, structures and actions to ensure long-term sustainable success.
2. Implement a performance based and sustainable pathway to reintegrate US based athletes into Australian Rowing Teams
3. Strengthen relationship between Rowing Australia, States, schools and clubs through role of NTPM and STPC
4. Ensure appropriate support of identified future cycle athletes who have displayed characteristics of future cycle success
5. Ensure increased opportunity for female coach selection and development

KPIs for 3.4:

- **UNDERLYING:** Increased number of future cycle athletes and coaches possessing identified podium potential characteristics
- ENABLING: HP Pathway Plan developed by 30th June 2015
- ENABLING: Increased number of athletes nominating for selection at underage level
- ENABLING: Increased number of female coaches nominating for selection

Whole of Sport Plan: 1st January – 31st December 2015

Objective 4 – Build Commercial Diversity

Strategy 4.1

Develop the rowing brand

Tactics for Strategy 4.1:

1. Develop, define and articulate the national rowing brand including consideration of market research and stakeholder input
2. Once established, develop and implement an integrated marketing and promotional campaign that is nationally aligned.

KPIs for 4.1:

- **UNDERLYING:** % of consumers recognising the 'rowing brand' in industry research
- **ENABLING:** Complete a national brand project to identify the essence, elements and values of the rowing brand by 2015 RA AGM

Strategy 4.2

Expand funding sources beyond traditional government sports budgets

Tactics for Strategy 4.2:

1. Conduct a national audit of sponsorship/brand arrangements and relationships
2. Develop a sponsorship and fundraising program that identifies the nationally aligned benefits available to corporate partners & donors

KPIs for 4.2:

- **UNDERLYING:** % growth in annual non traditional government revenues
- **ENABLING:** Agree a national-level sponsorship and fundraising acquisition and retention strategy by 30/9/2015

Strategy 4.3

Maintain traditional government sports budget funding

Tactics for Strategy 4.3:

1. Ensure all compliance requirements are met in order to maintain investor confidence
2. Establish, build and nurture effective relationships that enhance understanding and confidence of government agencies
3. Explore and identify opportunities for accessing new government funded programs that meet government objectives and deliver positive outcomes for rowing in Australia.

KPIs for 4.3:

- **UNDERLYING:** Maintenance of total annual traditional government revenues nationally and by State inclusive of ASC, DSR and SIS/SAS
- **ENABLING:** Maintain a rating of no less than satisfactory on all government performance reviews

Strategy 4.4

Investigate alternative commercial models for rowing

Tactics for Strategy 4.4:

1. With reference to tactics for 2.1, develop new rowing products and event formats that appeal to a broader range of participants, based upon current consumer insight research
2. Investigate and pilot alternative commercial models for the member servicing and conduct of activities/events (eg Community Rowing Inc)

KPIs for 4.4:

- **UNDERLYING:** % growth in total revenue collected by non-traditional methods
- **ENABLING:** Alternative club commercial model piloted by 30/11/15

Objective 5 - Infuse integrity in every aspect and level of our sport

Strategy 5.1

Ensure that all members, participants and partners comply with rowing's whole of sport integrity policies and culture

Tactics for Strategy 5.1:

1. Achieve national agreement to a consistent set of rowing values
2. Clearly communicate and promote the agreed rowing values to all levels of the sport
3. Ensure compulsory acceptance of and full compliance with all relevant laws, codes of conduct, policies and standards of behaviour
4. Ensure that rowing only engages with partners that share our values

KPIs for 5.1:

- **UNDERLYING: % of rowing members, participants and partners consenting to and bound by integrity policies and codes of conduct (target 100%)**
- ENABLING: Standardised membership form and policy agreement implemented by 31/3/2015
- ENABLING: Database synchronisation completed by 31/3/15 providing capacity to reach all members, participants and partners that engage with the sport of rowing

Strategy 5.2

Provide leadership and education that ensures that only ethical practices are used within our sport

Tactics for Strategy 5.2:

1. Key decisions are based on thorough review and assessed against ethical standards and agreed values
2. Actively encourage rowing members to complete online integrity education programs
3. Ensure ethical standards and rowing values are incorporated into all education programs for coaches, officials, athletes, administrators and volunteers
4. Make resources that enhance ethical practices available to the rowing community
5. Develop and make available a framework for environmentally sustainable rowing events

KPIs for 5.2:

- **UNDERLYING: % of rowing clubs that adopt whole of sport integrity policies and codes of conduct**
- **UNDERLYING: % of members and participants that complete online integrity education programs**
- ENABLING: Establish environmental sustainability guidelines for events by 2015 RA AGM