

Rowing South Australia Strategic Plan

1st June 2016 – 31st December 2020



To innovatively
manage infrastructure
to grow an inclusive
and thriving rowing
community

Vision

We are the peak body for rowing in SA. We
promote, provide and administer rowing to
create opportunity for all to enjoy the sport.

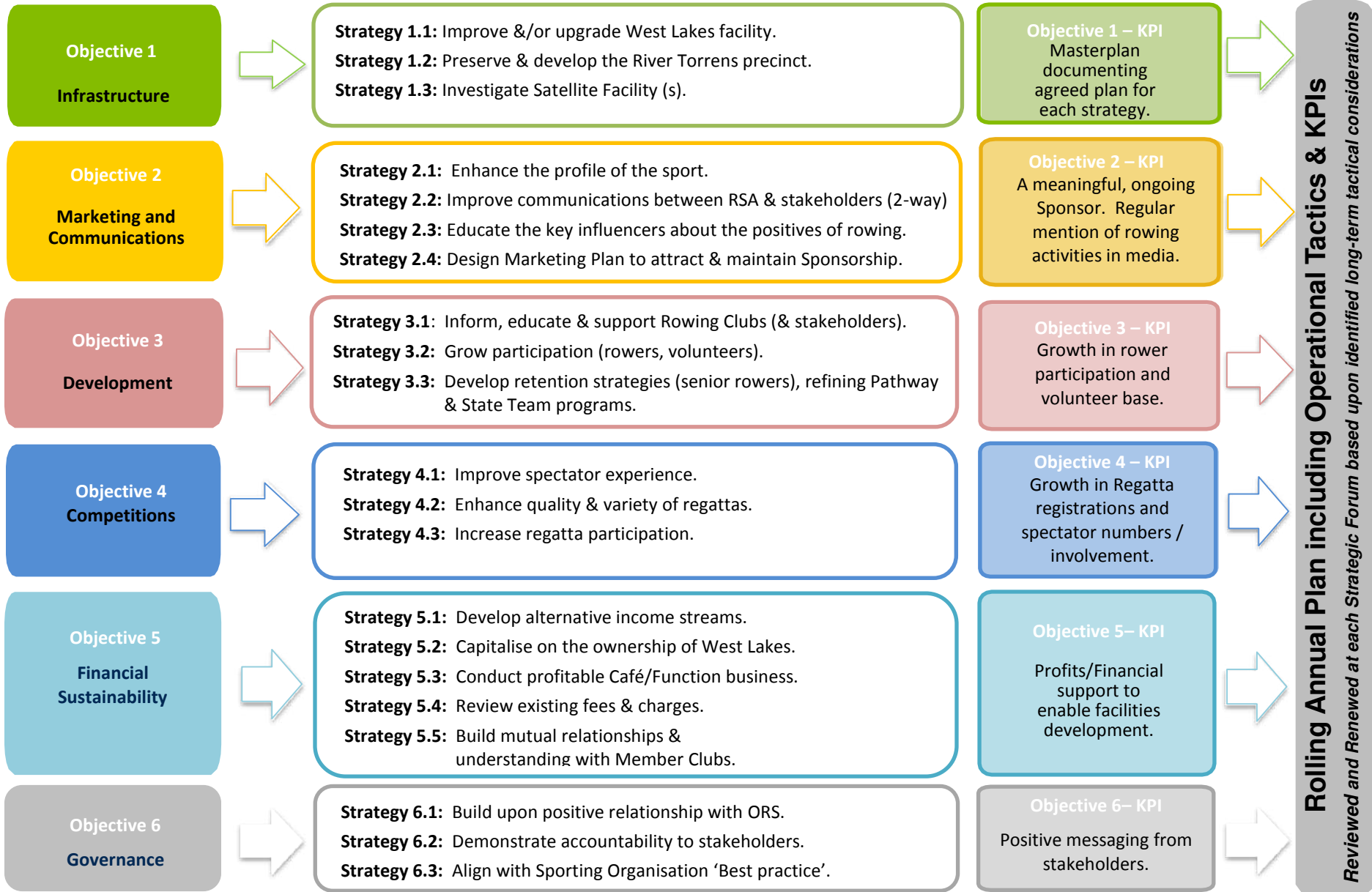
Mission

- Objective I: Infrastructure
- Objective II: Marketing & Communications
- Objective III: Development
- Objective IV: Competitions
- Objective V: Financial Sustainability
- Objective VI: Governance

Objectives

RSA Strategic Plan: 1st June 2016 – 31st December 2020

Overview



RSA Strategic Plan: 1st June 2016 – 31st December 2020

Objective 1: Infrastructure

Strategy 1.1

Improve &/or
upgrade West Lakes
Facility

Tactics for Strategy 1.1:

1. Whole of facility feasibility study – OR&S Grant lodged.
2. Identify other potentially interested stakeholders (Developers, etc).
3. Audit of on-water / support infrastructure.
4. Investigate access and traffic management alternatives.
5. Establish Budget for cleaning.
6. Develop a strategy to retain attractiveness of West Lakes Facility.

KPIs for 1.1:

- *Development of Masterplan by 31 March 2017.*
- *Strategy for on-water / support needs – 30 Sept 2016.*

Strategy 1.2

Preserve &
develop the
River Torrens
precinct

Tactics for Strategy 1.2:

1. Need to speak as one – initiate a meeting, a “River Torrens Committee”.
2. Undertake audit of on-water safety issues on the River Torrens.
3. Develop a plan for more events on the River Torrens.

KPIs for 1.2:

- *River Torrens Committee in place by 31 Oct 2016.*
- *River Torrens Development Plan established by 30 Sept 2017?.*

Strategy 1.3

Investigate Satellite
Facility (s)

Tactics for Strategy 1.3:

1. Continue to work with Murray Bridge Rowing Club on their “Rowing Hub” plan.
2. Investigate opportunities to enhance existing Satellite Facilities.

KPIs for 1.3:

- *A position paper on Satellite sites by 31 Dec 2016.*

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Objective 2: Marketing and Communication

Strategy 2.1

Enhance the profile of the Sport

Tactics for Strategy 2.1:

1. Develop a plan to leverage off Rio Olympic success / profile.
2. Develop a PR and Marketing Plan.
3. Training day for staff and volunteers on PR and Marketing.

KPIs for 2.1:

- *PR / Marketing plan by 31 Oct 2016.*
- *Training day for staff and volunteers by 15 Sept 2016.*

Strategy 2.2

Improve communication between RSA & stakeholders (2-way)

Tactics for Strategy 2.2:

1. Construct a communications plan (format/timing/frequency/delivery method/generational preferences).
2. Enhance and develop face to face forums (breakfasts/stakeholder meetings).
3. Redesign and upgrade RSA Website.

KPIs for 2.2:

- *Communications plan by 31 Oct 2016.*
- *Stage 1 Website refresh 30 August 2016.*
- *Stage 2 rebuild of website aligned to revised PR/Marketing/Comm's plans by 31 October 2016.*

Strategy 2.3

Educate the key Influencers about the positives of rowing

Tactics for Strategy 2.3:

1. Identify Influencers and key Media contacts.
2. Build those identified into PR plan.
3. Define our key "messages" – everyone needs to know.
4. Engage Media personality as a Rowing ambassador.
5. Continue to find roles in RSA for profile people in rowing community.

KPIs for 2.3:

- *1, 2 & 3 built into PR/Marketing/Comm's plans.*
- *Face to face meeting with potential Media personality by 30 Sept 2016.*
- *New sub-committee structure in place by 30 June 2016 engaging profile people.*

Strategy 2.4

Design Marketing to attract / maintain Sponsorship

Tactics for Strategy 2.4:

1. Prepare a Sponsorship prospectus.
2. Prepare a tiered sponsorship plan (local/state/national).
3. Identify Sponsorship targets to be approached.
4. Capitalize on the Rowing Australia National Database project.

KPIs for 2.4:

- *Sponsorship prospectus by 31 Oct 2016.*
- *Significant annual Sponsor on board for 2016/17 season (by 30 Nov 2016).*

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Objective 3: Development

Strategy 3.1

Inform, educate & support Rowing Clubs & stakeholders (Admin/Coaches/Umpires/Volunteers)

Tactics for Strategy 3.1:

1. Promote access to existing resources.
2. Develop and deliver practical component to Level 1 online Coaches course.
3. Review “Working with Children” policies and compliance.
4. Develop policies and procedures around Coaching qualifications and accreditation.
5. Help develop and strengthen Clubs (Governance/Coaching/building Volunteer base).

KPIs for 3.1:

- *Website connects users to educational material.*
- *Working with children compliance by 31 August 2016.*
- *SA coaching minimum standard determined, and courses in place by 31 August 2016.*

Strategy 3.2

Grow Participation (rowers, volunteers)

Tactics for Strategy 3.2:

1. Develop innovative events to engage participants.
2. Establish a RSA Tent at Regattas.
3. Recruit/engage Mum and Dad spectators.
4. Establish a branded RSA ‘Learn to Row’ program (eg. ‘Ready-Set-Row’)
5. Explore options to broaden ‘inclusive’ involvement in all aspects of Rowing (eg. Indigenous, Multicultural, Female).
6. Explore opportunities (RA) to grow/promote/develop Para Rowing.
7. Investigate the potential for western suburbs Schools’ Rowing involvement.
8. Prioritise Social Media opportunities in PR plan.
9. Work with Volunteers SA.
10. Document a “Pathway” map – (visually appealing/clever).

KPIs for 3.2:

- *RSA Tent at October 2016 Regatta, including initiatives to engage parents & spectators.*
- *RSA ‘Learn to Row’ program to be presented at October Board meeting for approval – implement Dec 2016.*
- *Develop a plan to actively increase inclusive involvement in all aspects of Rowing, by 31 Oct 2016.*
- *Meeting with Volunteers SA by 30 Sept 2016.*

Strategy 3.3

Develop retention strategies (senior rowers), refining Pathway & State Team programs

Tactics for Strategy 3.3:

1. Restructure Regatta Competition to increase the involvement of Senior Rowers.
2. Develop policies and procedures around Coaching qualifications and accreditation.
3. Assist clubs to strengthen their Governance, Coaching and Volunteer management.
4. Enhance & re-define State Team program (incl. King’s & Queen’s Cup).

KPIs for 3.3:

- *Restructured Regatta/Events Schedule presented for Board approval by 30 June 2016.*
- *RSA coaching minimum standard and courses in place 31 August 2016.*
- *Club Development support in place from April 2017.*
- *Refined State Team program & policy in place prior to start of 2016/17 season.*

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Objective 4 – Competitions

Strategy 4.1

Improve spectator experience

Tactics for Strategy 4.1:

1. Provide a range of activities for spectators/families at Regattas (eg. face painters / high profile presenters).
2. Provide CCTV presentation of races in Café, with bar open.
3. Set up a RSA tent to promote pathways, volunteering, events.
4. Establish a program involving creative partners on Regatta day (eg. market space / stalls).

KPIs for 4.1:

- *Trial RSA tent and activities at 31 Oct 2016 Regatta.*
- *Permanent CCTV solution in place for 2017 HOR.*
- *Regular six monthly survey of Regattas/Events commencing 31 Jan 2016.*

Strategy 4.2

Enhance quality and variety of regattas

Tactics for Strategy 4.2:

1. Ensure there is variety in the annual program and regattas, in consultation with the Clubs.
2. Grow volunteer base
3. Optimise the event schedule at regattas.

KPIs for 4.2:

- *Revamped 2016/17 Regatta Schedule by July 2016.*
- *10-20 % increase in Volunteers by 31 Dec 2016.*
- *Positive feedback and improved attendances at 2016 Regattas.*

Strategy 4.3

Increase regatta participation

Tactics for Strategy 4.3:

1. An outcome of other strategies, if done well.
2. Document 'Pathways' – Participation to elite rowing.
3. Consider participation categories to support earlier engagement

KPIs for 4.3:

- *Clearly visible and understood pathways communicated – on website and on display in café, by Nov 2016.*

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Objective 5 – Financial Sustainability

Strategy 5.1

Develop alternative income streams

Tactics for Strategy 5.1:

1. Promote awareness of Australian Sports Foundation as a tax deductible donation vehicle (link on Website).
2. Seek commercial partnerships – refer Marketing Strategy.
3. Investigate the possibility of 'Crowd funding'.
4. Investigate establishment of a Bequests program.
5. Nurture all sources of Grants.

KPIs for 5.1:

- *ASF promoted on new Website.*
- *Commercial long term partner in place by 30 Nov 2016.*
- *Favourable responses to grant requests.*

Strategy 5.2

Capitalise on the ownership of West Lakes

Tactics for Strategy 5.2:

1. Leverage signage opportunities.
2. Increase number of users hiring West Lakes facilities (triathlons/cycling).
3. Provides us with the ability to borrow.

KPIs for 5.2:

- *Major sponsor by 30 Nov 2016.*
- *New hire fee income from new activities.*

Strategy 5.3

Conduct profitable Café / Function room business

Tactics for Strategy 5.3:

1. Engage consultant to provide advice re maximizing Café profitability.

KPIs for 5.3:

- *Consultant report and new strategy by 30 Sept 2016.*
- *Doubling of coffee revenue by 30 Sept 2016.*

Strategy 5.4

Review fees and charges

Tactics for Strategy 5.4:

1. Review fees and charges annually to ensure contemporary commercial rates are in place (rent, hire of course, etc.).

KPIs for 5.4:

- *Paper to Board on fee reviews (outside contracted rentals) for Nov 2016 Board meeting.*

Strategy 5.5

Build mutual relationships and understanding of with Member Clubs

Tactics for Strategy 5.5:

1. . Instigate information / stakeholder sessions.
2. One-on-One meetings. (CEO and Chairman with Clubs)

KPIs for 5.5:

- *Stakeholder meeting established by 30 June 2016.*

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Objective 6 – Governance

Strategy 6.1

Build upon positive relationship with Office for Rec & Sport

Tactics for Strategy 6.1:

1. Finish outstanding requirements on OR&S checklist.
2. Meet with OR&S to confirm / Review compliance.
3. CEO maintaining relationship with OR&S Industry Advisor, Infrastructure & Grants Managers, SASI Rowing Coaches, and CEO.
4. Timely reporting and Grant acquittals.

KPIs for 6.1:

- *OR&S confirmation of compliance by 31 July 2016.*

Strategy 6.2

Demonstrate accountability to stakeholders

Tactics for Strategy 6.2:

1. Establish a stakeholder meeting and share the Strategic Plan overview.
2. Upgrade AGM reporting and format.
3. Provide effective Newsletter and other communications to Stakeholders (see Marketing strategy).

KPIs for 6.2:

- *Stakeholder meeting by 30 June 2016.*

Strategy 6.3

Aligned with Sporting organisation 'Best Practice'

Tactics for Strategy 6.3:

1. Review of Constitution / Regulations / By-laws / Rules of Boat Racing.
2. Develop a Compliance Checklist for annual review.
3. Develop and implement an annual review of Board performance (structure, composition, performance, skill sets, succession).
4. Establish and implement a Risk Management review (enterprise wide).

KPIs for 6.3:

- *New Constitution approved at SGM, before AGM.*
- *Supporting Regulations, etc. approved at Nov Board meeting.*
- *Board performance review in July 2016 Board meeting.*
- *Risk review by 31 March 2017.*