

Strategic Plan - Rowing South Australia

January 1 2021 – December 31 2023



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: Operations
- Objective III: Development
- Objective IV: Financial Sustainability
- Objective V: Governance

Objectives

RSA Strategic Plan: January 1 2021 – December 31 2023

Overview

Objective I
Infrastructure

Strategy 1.1: Develop West Lakes facility.
Strategy 1.2: Continue to improve infrastructure for regattas.
Strategy 1.3: Utilise and promote Satellite Facilities.

Objective I – KPI
Facility Maintenance Schedule, upgrade regatta technology, Facility Asset Management Plan

Objective II
Operations

Strategy 2.1: Investigate alternative regatta formats.
Strategy 2.2: Better alignment between schools, clubs and SASI.
Strategy 2.3: Instill a positive culture for all.
Strategy 2.4: Attract Sponsorship.
Strategy 2.5: Maximise communication with all.

Objective II – KPI
High satisfaction of regattas and events, progression and transition of athletes and coaches, growth in sponsorship

Objective III
Development

Strategy 3.1: Educate and provide support and resources to all.
Strategy 3.2: Generate business models to support clubs.
Strategy 3.3: Develop strategies for coach retention and to increase professional roles within clubs.
Strategy 3.4: Develop athletes to a higher standard.

Objective III – KPI
Growth in membership, number of courses and professional development sessions delivered, better results Nationally

Objective IV
Financial Sustainability

Strategy 4.1: Develop alternative income streams.
Strategy 4.2: Enhance financial viability of West Lakes facility.
Strategy 4.3: Investigate financial models for programs and regattas.

Objective IV – KPI
Financial results support facility development and development initiatives

Objective V
Governance

Strategy 5.1: Review all policies and update accordingly.
Strategy 5.2: Demonstrate accountability to all.
Strategy 5.3: Facilitate club alignment with RSA policies and other compliance matters

Objective V– KPI
Compliance, clarity with processes, funding success

Operational Plan including progress and KPIs

Reviewed at each Board Meeting

RSA Strategic Plan: January 1 2021 – December 31 2023

Objective I: Infrastructure

Strategy 1.1

Develop West Lakes facility

Tactics for Strategy 1.1:

1. Compile Business Case for facility upgrade.
2. Identify other potentially interested stakeholders (Business Case).
3. Audit of on and off water safety processes and equipment.
4. Develop Asset Management Plan.
5. Implement and continually update Facility Maintenance Schedule.

KPIs for 1.1:

- *Business Case – Stage 1 completed by 31 March 2021.*
- *Business Case – Stage 2 completed by 31 January 2022.*
- *Safety Audit completed by 31 August 2021.*
- *Asset Management Plan completed by 31 August 2022*

Strategy 1.2

Continue to improve infrastructure for regattas

Tactics for Strategy 1.2:

1. Investigate and implement new technology to improve our regattas.
2. Explore opportunities and processes to make it easier for BROs and volunteers to operate regattas.

KPIs for 1.2:

- *Audit of potential technology applications and equipment completed by 31 March 2021.*

Strategy 1.3

Utilise and promote Satellite Facilities

Tactics for Strategy 1.3:

1. Support Murray Bridge Rowing Club promote the new rowing facility within local and rowing community.
2. Investigate opportunities to enhance existing Satellite Facilities.
3. Investigate opportunities with Sports Marketing Australia to develop programs and events in new Council regions to create rowing hubs (on water and Indoor Rowing).

KPIs for 1.3:

- *At least 2 new rowing hubs in operation by 31 December 2023.*
- *Deliver events and programs in new Council regions with support from local funding.*

RSA Strategic Plan: January 1 2021 – December 31 2023

Objective II: Operations

Strategy 2.1

Investigate alternative regatta formats

Tactics for Strategy 2.1:

1. Consult with clubs in developing the regatta schedule and ensure there is variety, a sufficient number of regattas and duration between regattas.
2. Explore the event schedule to enable a maximum number of events run.
3. Investigate sprint regatta formats to engage members and spectators.

KPIs for 2.1:

- *Deliver at least one sprint regatta in 2022/23 season (more of an event).*
- *Implement and deliver a sprint regatta series by 2023/24 season.*
- *Plan for regatta schedules to be at least two years in advance.*

Strategy 2.2

Better alignment between schools, clubs and SASI

Tactics for Strategy 2.2:

1. Develop a SA Pathway Model to outline the progression of all involved.
2. Create regular meetings with Club Presidents and Captains, and School Directors to share 'best practice' case studies and general information to provide strong two-way communication and to facilitate the flow of communication.

KPIs for 2.2:

- *Produce Rowing SA Pathway Model by 31 January 2021.*
- *Schedule meetings with Presidents, Captain and Directors on a quarterly basis.*

Strategy 2.3

Instill a positive culture for all

Tactics for Strategy 2.3:

1. Promote key messages to our community and facilitate collaboration and relationship building amongst Clubs.
2. Implement a Leadership Program which will develop leaders within our community while being role models to all.

KPIs for 2.3:

- *Develop an annual Marketing Plan by 31 March 2021.*
- *Leadership Program review completed by 31 December 2021 and implemented for the 2022/23 season.*

Strategy 2.4

Attract Sponsorship

Tactics for Strategy 2.4:

1. Prepare a Sponsorship prospectus with tiered levels of sponsorship.
2. Identify and approach potential sponsors.

KPIs for 2.4:

- *Sponsorship prospectus completed by 31 May 2021.*
- *Attract a significant annual sponsor by 31 October 2021.*

Strategy 2.5

Maximise communication with all

Tactics for Strategy 2.5:

1. Consolidate contact lists and investigate technology to help keep contacts up to date.
2. Set up monthly newsletter and send to all.

KPIs for 2.5:

- *Centralised database with all contact groups included by 31 January 2021.*
- *Implement an online affiliation form that links to centralised database by 31 July 2021.*

RSA Strategic Plan: January 1 2021 – December 31 2023

Objective III: Development

Strategy 3.1

Educate and provide support and resources to all

Tactics for Strategy 3.1:

1. Develop an annual professional development schedule for athletes, coaches, BROs, volunteers and Clubs to enhance their knowledge and skills.
2. Review essential policies and 'best practice' and support clubs adopt requirements.

KPIs for 3.1:

- Produce an annual professional development schedule by 31 September every year.
- Meet at least once per 12-months with each Club to review and support adoption of policies and 'best practice'.

Strategy 3.2

Generate business models to support clubs

Tactics for Strategy 3.2:

1. Review the various Club operation models that exist in SA and produce manuals to assist the growth and development of existing Clubs, and provide processes and resources to set up a new Club.

KPIs for 3.2:

- Review and outline Club operation models that exist by 31 December 2021.
- Develop at least two operation manuals in 2022 and 2023.

Strategy 3.3

Develop strategies for coach retention and to increase professional roles within clubs

Tactics for Strategy 3.3:

1. Include 'Club Development' as a key area in the professional development schedule and deliver regular education sessions.
2. Promote and deliver regular Level 1 and Level 2 Coach Education training sessions.
3. Assist Clubs to strengthen their Governance, coaching structure, Volunteer Management and financial growth to create paid position(s) in their Club.

KPIs for 3.3:

- Ensure that all active coaches hold a minimum Level 1 Coach qualification by July 1 2022.
- Deliver at least two Level 2 Coach qualification training sessions each year.
- A greater number of paid coach positions are available within Clubs.

Strategy 3.4

Develop athletes to a higher standard.

Tactics for Strategy 3.4:

1. Implement regular meetings with Club committees and coaches together with SASI staff to share knowledge and opportunities.
2. Promote SASI and RA benchmark standards and utilise the support of SASI staff to progress Club athletes towards meeting the benchmarks.
3. Schedule non-residential camps and skills sessions for athletes and coaches who are on the SA Pathway Model.

KPIs for 3.4:

- Deliver at least two targeted sessions each year for athletes and coaches at each stages of the Pathway Model.

RSA Strategic Plan: January 1 2021 – December 31 2023
Objective IV – Financial Sustainability

Strategy 4.1

**Develop
alternative income
streams**

Tactics for Strategy 4.1:

1. Apply for more grants that are available to us by expanding the programs we deliver.
2. Develop an Indoor Rowing stream which includes a new financial membership category.
3. Investigate opportunities to lease additional indoor and outdoor boat rack space.

KPIs for 4.1:

- *Set up an annual Indoor Rowing program and event schedule by 31 August every year.*
- *Ensure that there is a growth in all new income streams at the end of each financial year.*

Strategy 4.2

**Enhance financial
viability of West
Lakes facility**

Tactics for Strategy 4.2:

1. Expand the potential sponsorship and signage footprint at West Lakes.
2. Increase the number of users hiring the West Lakes facility/Course.
3. Review fees and charges annually to ensure current rates are in place for lease and hire agreements.

KPIs for 4.2:

- *Prepare a Sponsorship Plan ready for promotion by 31 August 2021.*
- *Develop a promotional package for hiring our facilities and Course at West Lakes.*

Strategy 4.3

**Investigate financial
models for
programs and
regattas**

Tactics for Strategy 4.3:

1. Review membership and seat fee model to ensure cost is inline with member experience and satisfaction.
2. Develop user pay programs for new schools, companies, and community groups which are competitive with other sports.

KPIs for 4.3:

- *Review of membership and seat fee model to be completed by 31 May 2022.*
- *All programs created are financially viable.*

RSA Strategic Plan: January 1 2021 – December 31 2023

Objective V – Governance

Strategy 5.1

Review all policies and update accordingly

Tactics for Strategy 5.1:

1. Review Constitution, By-Laws and Regulations for Boat Racing and ensure that they all align for clarity.
2. Update all other policies as required and display all RSA and RA adopted policies on our website.

KPIs for 5.1:

- *Update and align Constitution, By-laws and Regulations for Boat Racing by 31 July 2021.*
- *Engage professional support to review policies by 31 July 2021 and then display all updated and current policies on our website once approved.*

Strategy 5.2

Demonstrate accountability to all

Tactics for Strategy 5.2:

1. Schedule regular meetings with Club Presidents to provide strong flow of communication.
2. Provide regular and inclusive planning and feedback forums.
3. Complete an annual review of Board performance and structure.

KPIs for 5.2:

- *Host a minimum of two Club President forums each year where RSA provides support and discussion around Governance and Finance.*
- *Provide opportunities for all to convey feedback in a structured way.*
- *Complete annual Board review in July of each year.*

Strategy 5.3

Facilitate club alignment with RSA policies and other compliance matters

Tactics for Strategy 5.3:

1. Develop a compliance checklist for Clubs to follow.
2. Assist Clubs achieve and maintain a high level 'Star Club' recognition.
3. Review all RSA committees, update Terms of Reference for each, align the committee structure with Strategic Plan and encourage participation from various groups in the community.

KPIs for 5.3:

- *Meet at least once per 12-months with each Club to review and support achievement of compliance checklist.*
- *Confirm RSA committees, their purpose and advertise positions by 31 May 2021*