



ROWING IN AUSTRALIA 5+5 STRATEGIC PLAN 2022 - 2032 | STRONGER TOGETHER



FOREWORD

“Every sport needs to take advantage of this generational opportunity, to capture the hearts and minds of Australians. We are ready for this moment.” - Josephine Sukkar, Australian Sports Commission Chair

The awarding of the 2032 Olympic Games to Brisbane provides Australian sport with an incredible opportunity to capitalize on the 10-year Green and Gold runway into the Games and the 10-year legacy post-Games. The legacy of the Sydney 2000 Games is still fresh in the hearts and minds of many Australians, despite the two decades that have since passed. As it was for Sydney, Brisbane 2032 will help drive sport participation and engagement, volunteering, and sustained success across the Australian sporting sector for decades to come.

Through this lens and in consultation with our stakeholders across the sport, we are presented with an unprecedented opportunity to refocus our strategic priorities and objectives with a long-term and future focused approach to the growth and development of Rowing in Australia. There are many challenges that our sport will face in a post-Covid world, but this also creates new and exciting opportunities to embrace our rich history as a strong foundation to engage with existing, new and diverse participants through both traditional and non-traditional pathways and disciplines and as we enter the digital age.

The Rowing in Australia Strategic Plan will guide our sport through the 10-year runway into 2032, as a 5 + 5 plan that will focus on the key strategic priorities for the whole-of-sport. This reframed scope builds off the widespread consultation and work completed in the 2017 Culture Journey, as well as exhaustive consultation with key stakeholders and members of the community, and the current State Rowing Association strategic plans.

The **Rowing in Australia 5+5 Strategic Plan** should be read in conjunction with the Australian Rowing Delivery Framework, which comprehensively articulates the roles and responsibilities of the key partners who deliver the sport of Rowing in Australia. These two documents cover whole-of-sport and provide a plan that outlines as the sport of Rowing what we will focus on and invest in, and articulates clear responsibilities and activities accountably delivered to achieve our agreed ambitions over the next decade.



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ROWING IN AUSTRALIA

VISION

To inspire our community to achieve excellence and wellbeing through the sport of rowing.

VALUES

INTEGRITY

Ethically and transparently be accountable and responsible for our sport.

TEAMWORK

Achieve collective success by pulling together all levels of sport in one direction.

RESPECT

Genuinely embrace diversity and invite and value contributions from everyone in our community.

COURAGE

Seek and encourage innovative thinking and brave actions to shape our legacy.

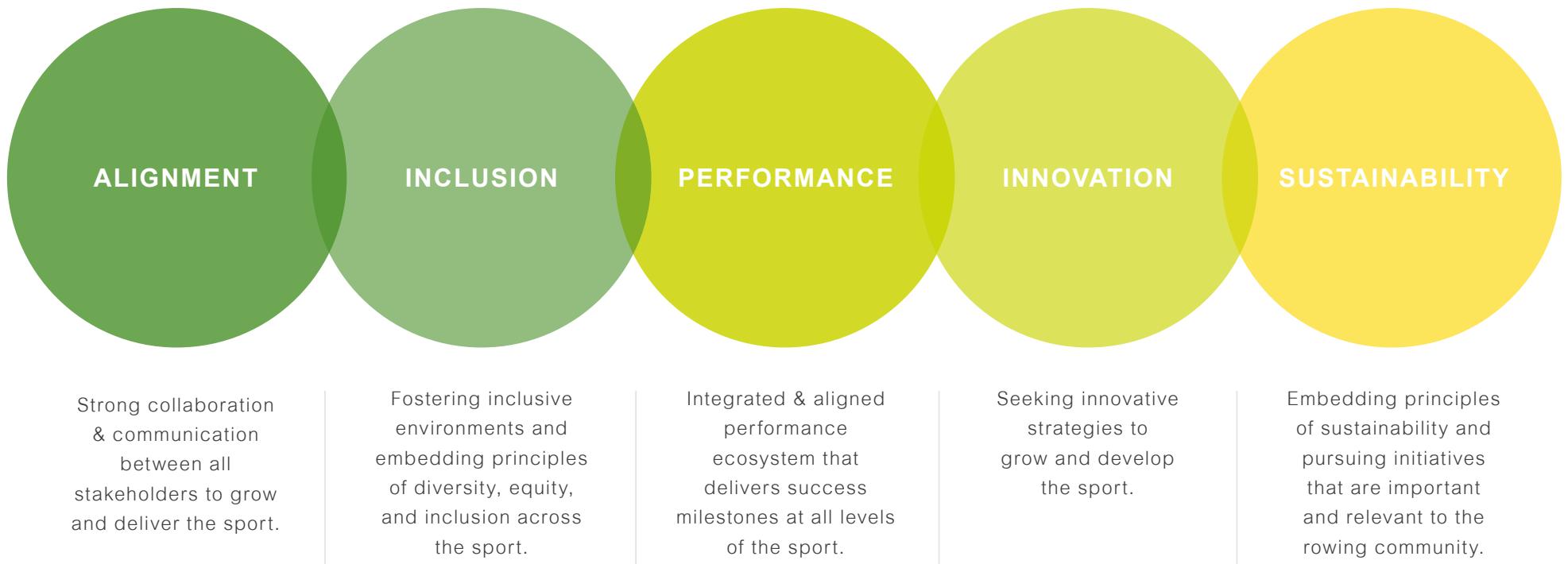
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PURPOSE

We are committed to leading and providing our community with a safe, positive and enjoyable environment that builds trust and celebrates the unconditional commitment to teamwork. We aim to grow our sport and build on our strong foundation to inspire our community to achieve success at every level.

DRIVERS FOR SUCCESS



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STRATEGIC PLAN PILLARS



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STRATEGIC PILLARS

PARTICIPATION & GROWTH



“Rowing for All”

A vibrant rowing community that enables engaged, accessible and healthy rowing participation.

Sustained growth by broadening access to rowing through traditional and non-traditional programs.



HIGH PERFORMANCE



“Excellence”

State of the art National Training centres creating inspiring medal performances with an exemplar performance culture which is underpinned by a successful performance pathway developing exceptional athletes and coaches.



PEOPLE & CULTURE



“Positive People Culture”

Engaged people across and within the sport with the capability, capacity and resourcing to deliver the strategy.

A strong, cohesive, supportive and collaborative people culture across the sport that attracts and retains our people.



COMMERCIAL



“Financial Sustainability”

Consistent and diverse revenue achieved through sustainable commercial partnerships and income-generating assets.



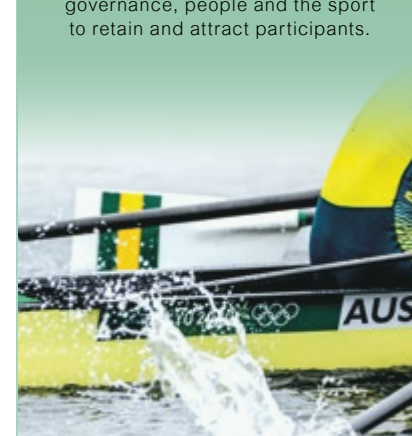
GOVERNANCE



“Alignment, Safeguarding, Sustainability, Responsibility”

Adoption of best practice governance including integrity, safeguarding and social responsibility across the sport to create a safe, welcoming and supportive environment.

Embed diversity, equity, and inclusion (DEI) across all levels of governance, people and the sport to retain and attract participants.



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PARTICIPATION & GROWTH *“Rowing for All”*

A vibrant rowing community that enables engaged, accessible and healthy rowing participation.

Sustained growth by broadening access to rowing through traditional and non-traditional programs.

STRATEGIC INTENT	MEASURES OF SUCCESS: 2022 - 2027	OPERATIONAL DELIVERABLE: 2022 - 2027
<ul style="list-style-type: none"> Enhance the competition and events model to ensure relevance and financial viability for participants. Develop sustainable business models that retain, attract and enable participants to access traditional and non-traditional programs. Support the development and implementation of Coastal, Indoor and e-rowing initiatives. Grow digital competency and capability to improve connection, engagement, and promotion of rowing. Invest in assets to ensure accessible, safe and viable facilities. RA driving sport development and engagement with our partners and Member Federations in the region. 	<ul style="list-style-type: none"> Competitions and events are financially viable. Aligned membership model across the sport. Engagement and connectivity increases across all disciplines. Safe and well-maintained facilities and waterways for rowing. Legacy through increased participation and sustainable programs within the Member Federations in the Oceania Confederation. 	<ul style="list-style-type: none"> The current competition and events model nationally is enhanced based on identified recommendations. Contemporary business models for future membership programs developed for consideration. The disciplines of Coastal, Indoor and e-rowing developed through an events driven approach. Benchmark engagement and connectivity metrics identified with rowing participants across all disciplines. Investment in facilities and waterways maintained at acceptable levels to protect waterways used for rowing. Attraction of three international major championship events to Oceania.



HIGH PERFORMANCE “Excellence”

State of the art National Training Centres creating inspiring medal performances with an exemplar performance culture which is underpinned by a successful performance pathway developing exceptional athletes and coaches.

STRATEGIC INTENT	MEASURES OF SUCCESS: 2022 - 2027	OPERATIONAL DELIVERABLE: 2022 - 2027
<ul style="list-style-type: none"> • Provide clear and concise leadership, resources, governance principles and support to create optimal performance environments across and within the pathway. • Invest in NTC coach development to enhance coach and holistic athlete development and performance. • Work with partners to identify and engage athletes with the potential to be recruited into the USA College system and develop a talent retention program for US-based Australian athletes. • Provide world leading performance coaching and support practices at the NTC's. • Embed integrated Athlete Wellbeing and Engagement (AWE) plans to support development of holistic life plans and non-athletic identity. 	<ul style="list-style-type: none"> • Medal success at benchmark events. • Optimised investment NTC and performance pathways. • All athletes in the high performance program have a holistically integrated AWE plan. 	<ul style="list-style-type: none"> • Achieve medal success at benchmark events, including World Championships, Olympic and Paralympic Games. • Investment in the NTCs and performance pathways program partners is optimised for athlete performance and wellbeing. • Develop a talent retention and engagement program for US-based Australian rowers. • All athletes in the high performance program have a holistically integrated AWE plan.



PEOPLE & CULTURE *“Positive People Culture”*

Engaged people across and within the sport with the capability, capacity and resourcing to deliver the strategy.

A strong, cohesive, supportive and collaborative people culture across the sport that attracts and retains our people.

STRATEGIC INTENT	MEASURES OF SUCCESS: 2022 - 2027	OPERATIONAL DELIVERABLE: 2022 - 2027
<ul style="list-style-type: none"> Develop and implement a contemporary culture that supports and enables a positive, active and engaged workforce to flourish across the sport. Develop, implement and invest in a framework that defines the scope, roles, capabilities, competencies and leadership required across the sport to deliver the strategy. Embed our Values and Drivers within all policies, processes and governance frameworks across the sport to strengthen relationships and encourage greater collaboration. Develop and invest in a proactive and targeted plan to retain, recruit and develop our people. 	<ul style="list-style-type: none"> A sustainable and thriving workforce that delivers strategic outcomes. The workforce culture reflects rowing's unique brand and values. 	<ul style="list-style-type: none"> A framework that identifies and describes the people needed to deliver the sport at all levels is developed. Volunteer recruitment and retention initiatives (including business models) are implemented to support strategic outcomes. A contemporary workforce culture plan focussed on driving active engagement and retention is developed for all participants (ie. Coach, umpire, support, administrator). Develop a communications plan to increase the visibility of women across the sport.



COMMERCIAL “Financial Sustainability”

Consistent and diverse revenue achieved through sustainable commercial partnerships and income-generating assets.

STRATEGIC INTENT	MEASURES OF SUCCESS: 2022 - 2027	OPERATIONAL DELIVERABLE: 2022 - 2027
<ul style="list-style-type: none"> Develop a targeted contemporary and dynamic commercial plan to maintain current and identify new commercial partners, sponsors, and donors. Understand our core business to define and articulate value propositions attractive to commercial partners aligned with rowing's unique brand and culture. Develop sustainable commercial and philanthropic models across all disciplines to attract and retain participants to grow the sport and maintain relevance. Create new income-generating opportunities through investment in physical assets, and the development of digital and technological capability to grow virtual engagement. 	<ul style="list-style-type: none"> Value-driven commercial sustainability across the sport. Diverse revenue streams underpinned by innovative physical asset and digital and technology investment. 	<ul style="list-style-type: none"> The sport commits to a contemporary and dynamic commercial plan that identifies and leverages existing commercial partnerships and opportunities centred around rowing's unique value proposition, brand and culture. Secure new commercial and philanthropic partners and retain all existing commercial and philanthropic partners. Commercial models developed for all new disciplines are piloted. The level of digital and technological capability required to engage with participants in the future is qualified and quantified.

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GOVERNANCE “Socially & Environmentally Responsible”

Adoption of best practice governance including integrity, safeguarding and social responsibility across the sport to create a safe, welcoming and supportive environment.

Embed diversity, equity, and inclusion (DEI) across all levels of governance, people and the sport to retain and attract participants.

STRATEGIC INTENT	MEASURES OF SUCCESS: 2022 - 2027	OPERATIONAL DELIVERABLE: 2022 - 2027
<ul style="list-style-type: none"> Develop and implement comprehensive frameworks collaboratively across the sport in the areas of integrity and, diversity, equity and inclusion (DEI). Build capability and compliance within contemporary corporate Governance requirements and develop mechanisms to continually embed, monitor and comply with requirements. Develop a framework underpinned by the four United Nations (UN) Sustainability Development Goals of Wellbeing, Gender Equality, Climate Action and Socially Responsible Communities to create safe, welcoming and supportive environments. Establish and implement policies and communication processes to ensure rowing is a safe, fun and inclusive sport for all and for life. 	<ul style="list-style-type: none"> A rowing community that feels included, supported and safe. Active engagement in UN Sports for Climate Action Framework to drive a socially and environmentally responsible rowing community. 	<ul style="list-style-type: none"> A comprehensive DEI framework and Sport Integrity framework is developed and implemented across the sport. Compliance with WHS achieves best practice industry standards. Build the capability of RiA Cyber resilience, ensuring continued compliance with legislative requirements including the Privacy Act 1988”. ASC Governance Standards Assessment completed annually, accompanied by development of a Governance Action Plan. Gender equality targets for athletes, coaches, umpires, support staff, administration, and leadership across the sport are determined and agreed to by the sport. An environmental sustainability action plan that aligns with the Australian Olympic Committee (AOC) as a signatory to the UN Sports for Climate Action Framework is drafted for consultation.



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