

ROWING

QUEENSLAND

Strategic Plan
2021-2024



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Rowing Queensland acknowledge the Traditional Owners of the lands and waterways across Queensland and pay respect to their Elders past, present and emerging. Rowing Queensland also wish to recognise the outstanding contribution that Aboriginal and Torres Strait Islander people make to sport in Queensland and to celebrate the power of sport to promote reconciliation and reduce inequality.

INTRODUCTION

Rowing Queensland is Queensland's Rowing State Organisation (RSO) affiliated with Rowing Australia, the recognised national governing body for the sport.

Rowing Queensland (RQ) will continually strive to have a diverse community in all undertakings and will always seek to lower any barrier of entry into any of its activities. RQ acknowledges that a widely diverse community allows us to grow stronger, have more ability to celebrate success and deal with challenges.

In partnership with its affiliates, RQ encourages, promotes, administers and strategically leads both grassroots and elite rowing activities throughout the state.

Rowing in Queensland has a proud history dating back to the 1800s. *Amateur Rowing* by W.B. Carmichael, published in 1900, states the first annual Anniversary Regatta in Brisbane was held on December 10, 1860. Today, in 2020, 41 clubs and three school associations are affiliated with RQ, with 5,129 active members across three regions: Northern, Central and South East Queensland.

The challenges of 2020 present an ideal opportunity to review the direction of rowing in Queensland and to develop a whole-of-sport plan for the state.

This strategic plan articulates a clear strategic direction for rowing in Queensland from 2021 to 2024. Outcomes and actions are presented within the following strategic pillars:



Rowing and Regattas



Marketing and Growth



People and Culture



Leadership and Sustainability



The plan has been prepared through a robust process of engagement with key stakeholders, including Rowing Queensland directors and staff, as well as representatives from affiliated clubs and associations.

In rowing, a successful crew works together as a team under the direction of their coxswain. A strategic plan is similar, in that the document requires

all parties to collaborate and regularly review progress, making adjustments where necessary. Rowing Queensland recognises the valuable role that all affiliates and members play in ensuring the future success of our sport and therefore encourages all rowing clubs and associations throughout the state to partner with the RSO in effectively achieving this plan.

We are stronger together.

WHY WE EXIST

Rowing Queensland creates life-long lovers of rowing who are healthy, active and connected, regardless of age or ability

ORGANISATION PROFILE

Full legal name	Rowing Queensland Limited
ABN	80 797 302 873
ACN	603 297 981
Postal address	PO Box 3575 South Brisbane QLD 4101
Email	admin@rowingqld.com.au
Website	https://www.rowingqld.asn.au/

Board

5 Elected Directors:

- Chair
- Deputy Chair
- 3 x Director

2 Appointed Directors:

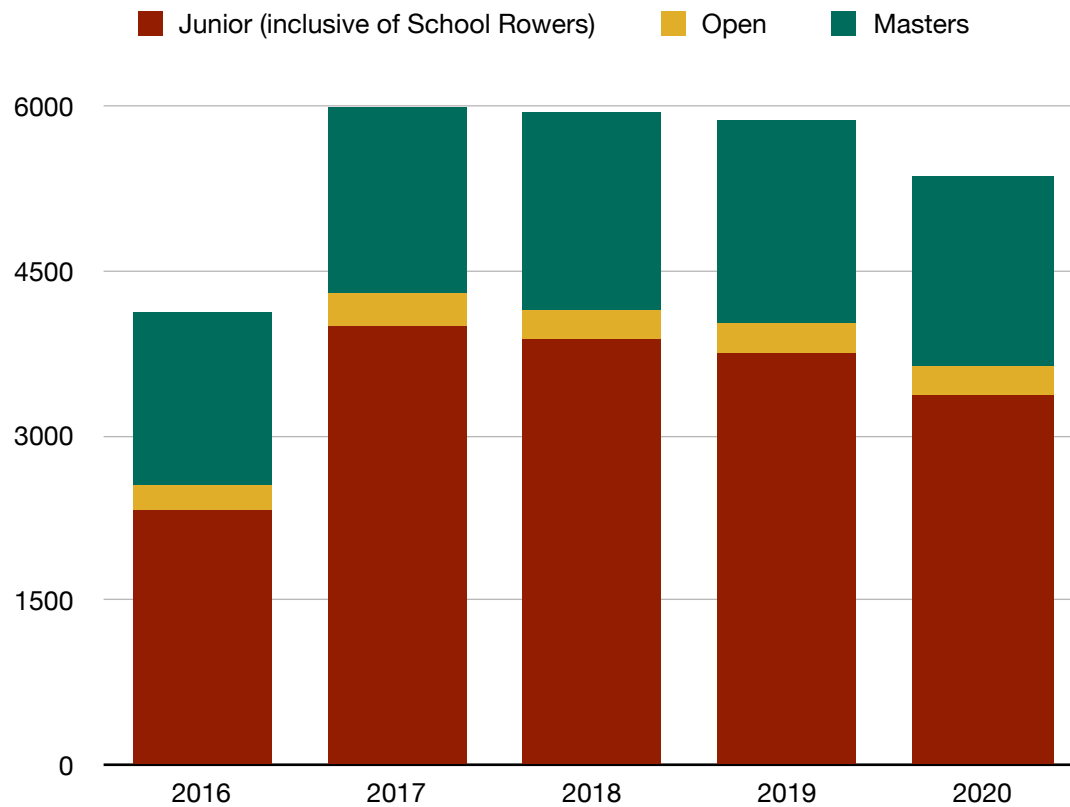
- 2 x Director

Staff

- CEO
- Manager High Performance and Pathways
- Manager Sport and Development
- Clubs and Communications Coordinator
- Honorary volunteers

5 YEAR MEMBERSHIP PROFILE

	2016	2017	2018	2019	2020
Junior (inclusive of School Rowers)	2324	4005	3877	3754	3364
Open	220	281	258	255	280
Masters	1574	1713	1812	1856	1724
Total	4118	5999	5947	5865	5368



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2021-2024

Leadership and Sustainability

Coxswain



Clear direction through strong leadership, a commitment to achieving strategic outcomes and an ongoing focus on long-term financial viability

Strategic Outcomes

- Support for the future of rowing in Queensland
- Financial stability and independence
- Strong advocacy for rowing throughout Queensland
- Promotion of the Queensland State Rowing Centre

Marketing and Growth

The Engine Room



Move forward with strength by building a strong, inclusive brand and increasing rowing participation throughout Queensland

Strategic Outcomes

- Positive perception of rowing
- Greater diversity
- Strong youth participation
- Positive member retention

People and Culture

The Stroke Pair



Set the pace and culture of rowing in Queensland through happy volunteers and positive engagement of clubs, ensuring a high standard of ethics and safety at all times

Strategic Outcomes

- A happy, engaged workforce
- Clear communication
- A high level of ethics, safety and credibility

Rowing and Regattas

The Bow Pair



Continually respond to change and provide inclusive, vibrant events and rowing opportunities for the enjoyment and development of rowers of all ages, abilities and skill levels

Strategic Outcomes

- Vibrant and diverse regatta offerings
- Quality coaching and strong pathways



Continually respond to change and provide inclusive, vibrant events and rowing opportunities for the enjoyment and development of rowers of all ages, abilities and skill levels

Strategic Outcomes	Strategic Actions
Vibrant regattas offering a greater diversity of formats and social activities, leading to greater participation	Develop a regatta calendar that best suits each region and minimises conflicts for clubs
	Collaborate with affiliated clubs throughout the state to determine formats and activities that remain relevant and enjoyable for the local community and participants
	Explore and implement regatta formats and complementary activities that increase social participation and community engagement
	Develop, implement and continually review systems and procedures for administering regattas to ensure continuity, consistency and efficiency of service delivery
Quality coaching and pathways to develop and support rowers of all skill levels	Deliver successful coach education and accreditation initiatives and continually grow the number of active coaches throughout the state
	Encourage gender equity in the development of coaches
	Support clubs in the upskilling of their coaches
	Promote clear rowing development pathways
	Continually improve the quality of performance programs for elite athletes and implement robust and sustainable performance monitoring systems
	Actively enhance the level of service provided to performance program participants throughout regional Queensland



Move forward with strength by building a strong, inclusive brand and increasing rowing participation throughout Queensland

Strategic Outcomes	Strategic Actions
A positive perception of rowing across the state with Queensland Rowing as an established and recognisable brand	Capitalise on the 2021 Olympic Games as a promotional opportunity to broadly increase community awareness of rowing
	Develop and implement an integrated communications and marketing strategy that effectively promotes rowing
	Promote communication and engagement with the rowing community in order to identify motivations behind participation and drive brand development
	Promote the mental, physical, and social benefits of rowing
	Partner with affiliated clubs to establish greater community engagement and involvement in rowing activities and events
	Investigate mutually beneficial partnerships and relationships with similar organisations and utilise established networks to increase brand recognition
More diversity, fewer barriers to participation and greater accessibility of rowing for all	Support diversity within rowing by promoting role models of various genders and ethnicities in all aspects of the sport
	Develop further engagement and participation in alternative forms of rowing, including para rowing, coastal rowing and indoor rowing
	Support clubs to broaden the scope of their rowing activities to offer more recreational and social participation opportunities
	Take account of the unique requirements of different regions to support and increase regional participation, for example allowances for inter-club regattas and composite crews
Strong youth participation, with robust junior programs and engaged schools	Support clubs and schools to build pathways and connections to further youth participation in rowing
	Develop policies and templates to support clubs and schools that wish to commence youth programs
	Advocate for and support the addition of rowing as a school activity in state schools across Queensland
	Improve engagement with non-rowing schools and create connections with nearby clubs and rowing schools to facilitate program initiation and partnerships
Positive member retention beyond school participation and within clubs	Create new, targeted opportunities for post-school rowing to keep young adults in the sport
	Work with clubs to better promote opportunities to continue rowing after high school, including social rowing and events
	Support clubs to develop positive connections with local schools, to create a logical progression from school to club
	Continue to support and advocate participation in masters rowing, including tailored events and skill development opportunities



Set the pace and culture of rowing in Queensland through happy volunteers and positive engagement of clubs, ensuring a high standard of ethics and safety at all times

Strategic Outcomes	Strategic Actions
A happy, engaged workforce, effectively sharing the workload	Engage with and support the state's network of Boat Race Officials (BROs)
	Develop initiatives to improve recognition of BROs and the value they provide to the sport
	Create connections with BROs in other water sports as an opportunity to attract new officials to rowing
	Provide strategies, policies and support for clubs in appropriately recruiting, inducting and retaining volunteers
	Ensure suitable recognition and appreciation of all volunteers
	Formalise organisational succession planning
	Share positive stories of volunteering in rowing, focusing on friendships, fun and a sense of achievement
Clear communication that supports a positive culture	Facilitate collaboration and relationship building between members
	Drive and continually improve communication channels and methods through the use of technology
	Engage meaningfully with clubs to facilitate the sharing of information and to build trust, for example via regular video meetings and occasional management tours
	Facilitate greater cooperation amongst affiliated clubs
	Build a better understanding of the value proposition of Rowing Queensland membership amongst clubs, including a breakdown of fees and benefits
	Seek critical feedback from clubs regarding their level of satisfaction with Rowing Queensland's service delivery and analyse where improvements can be implemented, to ensure ongoing relevance to the needs of clubs throughout the state
A high level of ethics, safety and credibility	Develop and disseminate tools, templates and established processes to support affiliated clubs in achieving the highest possible standards of ethics and safety
	Deliver a health check framework to support clubs with identifying and filling risk management gaps
	Leaders of rowing in Queensland continue to display high ethical standards at all times as a role model for all members



Clear direction through strong leadership, a commitment to achieving strategic outcomes and an ongoing focus on long-term financial viability

Strategic Outcomes	Strategic Actions
Support for the future of rowing in Queensland	Ensure the Rowing Queensland board focuses on driving the strategic direction of the sport and conducts regular reviews of this strategic plan to monitor progress
	Implement a quality management system and structure for Rowing Queensland staff, with scheduled reviews
	Actively engage all affiliated clubs to partner on strategy implementation
Financial stability and independence in support of the effective delivery of positive outcomes	Identify and pursue independent sources of funding to increase the sport's self-sustainability and diversify Rowing Queensland's revenue streams
	Conduct budget reviews of current activities, monitoring actual income and expenditure to critically review financial performance and determine appropriate improvements
	Clarify and promote Rowing Queensland's value proposition to attract corporate partners and sponsors
	Identify variable formats of racing to appeal to streaming channels that can provide advertising revenue
Strong advocacy for rowing throughout Queensland and quality rowing facilities across the state	Build and improve relationships with external stakeholders, councils and government
	Work with local councils to advocate for rowing to become an important part of their overall sporting network and promote the economic and social benefits of hosting major regattas
	Seek opportunities to lobby government and other agencies on behalf of clubs in order to provide strong support for grants, tenure and facility upgrades
	Actively promote all regional rowing courses across Queensland
Queensland State Rowing Centre (QSRC) at Lake Wyaralong recognised as the state's premier buoyed course, with optimal facility usage	Work closely with Scenic Rim Regional Council to attract funding investment and continue prioritised facility developments at QSRC
	Diversify usage of QSRC and attract events and facility hire from other suitable water sports
	Develop initiatives to further utilise Rowing Queensland's trailer of boats and QSRC to diversify revenue and increase usage
	Promote QSRC as a national regatta venue
	Ensure commercially appropriate rates for all facility hire and events conducted at QSRC

STRATEGIC ALIGNMENT

Rowing Queensland strategically aligns with Rowing Australia and its affiliated State Sporting Organisations, the state government, various local and regional governments, and sport and safety regulatory bodies.

The strategic plan pillars from Rowing Australia align with Rowing Queensland's intended outcomes for the sport over the next four years:

- Participation and Growth
- People and Resources
- Governance / Integrity
- Commercial
- Performance and Pathway

Rowing Queensland is committed to achieving the *Keys to Success* outlined in the Rowing Australia Strategic Plan:



Alignment and collaboration

All rowing stakeholders working together to grow the sport.



Embedding diversity

In everything we do across gender, culture and ability.



Developing clear pathways

Easy and accessible opportunities to participate, perform, enjoy and grow the sport.



Delivery of performance targets

Integrated and aligned High Performance ecosystem that delivers performance milestones at all levels of the program.



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