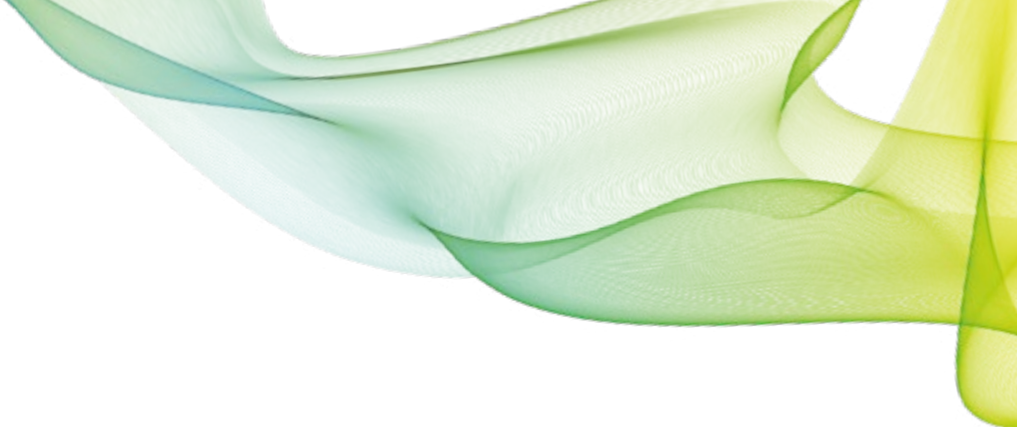




ROWING IN AUSTRALIA DELIVERY FRAMEWORK 2025-2028





FOREWORD

Our community is diverse and encompasses local, state and national organisations that work to develop and progress the sport of rowing nationally. Collectively we work together to grow, develop, and advance the sport of rowing in Australia collaboratively and in alignment with our values to achieve the stated vision and purpose of the ***Rowing in Australia 5+5 Strategic Plan***. This whole-of-sport strategy is the plan that outlines what Rowing Australia (RA) and its Member Associations will focus on and invest in, and includes clear responsibilities and activities accountably delivered by the National Sporting Organisation (NSO) and State Sporting Organisations (SSO) to achieve an agreed ambition over a defined period of time.

The ***Rowing in Australia Delivery Framework*** seeks to encourage communication and close collaboration across the rowing community in accordance with the RA Constitution. This Framework recognises and articulates the critical roles that our key stakeholders play in delivering the sport of rowing across Australia, including through the NSO, the SSO, the National Institute Network (NIN), and the local rowing clubs and schools.

RA and its Member Associations including all relevant boards, committees, commissions, working groups, advisory groups, volunteers and members, are responsible for delivering the sport of rowing in Australia. RA and its Member Associations have developed this Framework and its Schedule together and it is a record of their shared commitment to securing and advancing the ongoing development of rowing in Australia. This Framework and its Schedule will be regularly reviewed and updated as required by RA and its Member Associations and will include a formal review in 2027 in alignment with the ***Rowing in Australia 5+5 Strategic Plan***.

The ***Rowing in Australia Delivery Framework*** should be read in conjunction with the RA Constitution and the ***Rowing in Australia 5+5 Strategic Plan***. This Framework provides guidance on working arrangements across all levels of the sport.

This Framework and its Schedule details the roles and responsibilities of RA and its Member Associations in the coordinated delivery, funding and reporting of the aligned strategy for the sport of rowing. It details the operating environment and the agreement of RA and its Member Associations as to what is required as they work cooperatively to ensure the best outcomes for the athletes, coaches, officials, administrators, clubs, schools and volunteers all of whom make up our community.

1. BACKGROUND

1.1. As identified in Clause 2 of the RA Constitution the objects of RA are:

- (a) to be the sole competent national authority in rowing in Australia;
- (b) to set the course of action for the future conduct of rowing at a national level through the establishment, implementation and ongoing review of a Strategic Plan;
- (c) to authorise and take responsibility for the selection, preparation, management, participation and touring arrangements of Australian representative teams;
- (d) subject to the Reserved Rights of Member Associations, to govern the conduct and control of RA Events, and, as appropriate, to authorise and delegate to Member Associations on terms the organisation and conduct of RA Events;
- (e) to govern and control any International Rowing Events conducted in Australia and, as appropriate, to authorise and delegate to Member Associations on terms the organisation and conduct of such events;
- (f) to regulate the selection, conduct and behaviour of athletes and officials in relation to RA Events and International Rowing Events;
- (g) to affiliate and/or maintain affiliation with FISA, Australian Olympic Committee Inc. and other appropriate sporting bodies and to represent the interests of Australian rowing thereon;
- (h) to maintain liaison with Federal Government Departments and Commissions on behalf of rowing in Australia;
- (i) to determine questions relating to rowing submitted to it by its Members with regard to international and interstate competition;
- (j) to protect and control all the Intellectual Property of Rowing Australia;
- (k) to pursue through itself or others such commercial arrangements including sponsorship and marketing opportunities for RA Events and International Rowing Events conducted in Australia as are appropriate to further these objects;
- (l) to preserve and protect all the sponsorship, marketing, promotional, ceremonial, merchandising and supplier rights of Rowing Australia;
- (m) to establish such corporate entities as are required for the purposes of implementing the objects herein;
- (n) to create, update, administer, promote and implement Whole of Sport Policies;
- (o) to maintain ownership of and protect the names of the Australian Amateur Rowing Council and the Australian Rowing Council Inc;
- (p) to make such Rules not inconsistent with this Constitution as Rowing Australia may from time to time consider necessary to further any one or more of the above objects;
- (q) in conjunction with and in support of the Member Associations to promote and encourage the development and growth of rowing in Australia;
- (r) at all times to operate with and promote mutual trust and confidence between Rowing Australia and the Member Associations in pursuit of these objects;
- (s) to recognise the role of the Member Associations in the operation and development of the sport in their regions and together;
- (t) to convene conferences of Member Associations for them to discuss matters of mutual interest within their responsibilities and to determine whether certain outcomes would be best achieved by a national approach and to lead areas of joint activity that can be delivered more effectively by Rowing Australia leading the sport nationally under shared service arrangements and agreements;
- (u) through or in association with Member Associations, Clubs, Participants, to promote health and safety of Participants;

- (v) to promote the economic and sporting success, strength and stability of Rowing Australia and each Member Association; and
- (w) in conjunction with and in support of the Member Associations to pursue through itself or others such commercial arrangements including sponsorship and marketing opportunities for Member Association Events as are appropriate to further these objects.

1.2. Section 5.2 of the Constitution relates to Member Associations and provides that:

- (a) The Member Associations delegate to Rowing Australia power and control over the matters contained in the objects of Rowing Australia set out in clause 2.1(a) to (p) inclusive;
- (b) Subject to clause 5.2 (a), each Member Association shall retain power of the administration and control of rowing within its particular State or Territory; and that
- (c) The Member Associations agree:
 - i to contribute constructively to the formulation of the Strategic Plan in accordance with the process set out in clause 11.3 and to deliver the Strategic Plan consistently and effectively;
 - ii to promote and develop the sport of rowing in its region and to be responsible and accountable to the other Member Associations for fulfilling those obligations under the Strategic Plan;
 - iii to cooperate with Rowing Australia in promoting the interests of rowing;
 - iv to adopt, implement, comply with and enforce all Rules and Whole of Sport Policies; and
 - v to provide Rowing Australia with all information reasonably necessary for the management and affairs of Rowing Australia and the sport of rowing in Australia as a whole.

1.3 RA and its Member Associations are committed to working cooperatively to develop and further improve Australian Rowing. The RA Constitution identifies the joint objects of RA and the Member Associations as:

- (a) to promote and encourage the development and growth of rowing in Australia;
- (b) at all times to operate with and promote mutual trust and confidence between Rowing Australia and the Member Associations in pursuit of these objects;
- (c) through or in association with Clubs or Participants, to promote health and safety of Participants;
- (d) to promote the economic and sporting success, strength and stability of Rowing Australia and each Member Association; and
- (e) to pursue through itself or others such commercial arrangements including sponsorship and marketing opportunities for Member Association Events as are appropriate to further these objects.

2. THE FRAMEWORK AND ITS SCHEDULE

- 2.1. RA and its Member Associations agree that, in principle RA is responsible for National matters and Member Associations with State/Territory matters. Usually, the area of involvement is clear, for example the Australian Rowing Team is the responsibility of RA and the State/Territory Teams are the responsibility of Member Associations. In other areas there may be an overlapping of roles, and in this case where the resources are substantially provided by RA, RA will be involved with the implementation of the program, particularly if there is a contractual obligation to acquit the spending of federal public money.
- 2.2. RA and its Member Associations have jointly developed this Framework and its Schedule to:
 - (a) Clarify the roles and responsibilities of RA and its Member Associations within Rowing in Australia programs and activities;
 - (b) Clearly delineate their respective areas of responsibility;
 - (c) Ensure that national strategies, policies, programs, initiatives and regulations are implemented consistently throughout Australia;
 - (d) Demonstrate a united approach in ensuring the ongoing success of Rowing in Australia; and
 - (e) Cooperate to meet their responsibilities and pursue their agreed common aims for their shared commitment to securing and advancing the future of rowing in Australia and delivering the *Rowing in Australia 5+5 Strategic Plan*;
- 2.3. This Framework and its Schedule are not intended to encompass all areas in which RA and its Member Associations interact with each other or other members of the rowing community, however RA and its Member Associations have entered into it in good faith to demonstrate their united approach in ensuring the delivery of the aligned strategy and to the ongoing success of rowing in Australia.
- 2.4. This Framework does not supersede or abdicate any legal or compliance related obligations incumbent on RA or its Member Associations.
- 2.5. RA and its Member Associations may, in consultation, update this Framework and its Schedules and add further schedules from time to time to ensure:
 - (a) That RA and its Member Associations meet their responsibilities and common aims
 - (b) That any new project undertaken by RA and its Member Associations is incorporated into this Framework

3. INTENT

- 3.1. RA and its Member Associations will endeavour to:
 - (a) work within this Framework;
 - (b) work cooperatively to deliver programs, policies and responsibilities as specified in this Framework and its Schedule;
 - (c) conduct themselves at all times in such a manner that is consistent with the values and working towards achieving the vision and purpose of the *Rowing in Australia Strategic Plan*;
 - (d) consult with each other as they relate to the implementation of this Framework and its Schedule, and in delivering the *Rowing in Australia 5+5 Strategic Plan*;
 - (e) provide an update on activities as they relate to this Framework and its Schedule as required at meetings of the RA Council (strategic) and the State CEOs (operational); and
 - (f) deal with one another in good faith in the best interests of the sport on all matters related to this Framework and its Schedule, and in delivering the *Rowing in Australia 5+5 Strategic Plan*.

SCHEDULE

HIGH PERFORMANCE & PERFORMANCE PATHWAY



ACTIVITY	RA*	PERFORMANCE HUBS (NIN/RA Funded HP Clubs)	SSO	CLUB/SCHOOL
National High Performance Sport Strategy 2025-2028	✓ Lead & Deliver	✗	✓ Informed & Aligned	✓ RA Funded HP Clubs
Australian Rowing Team – Preparation & Touring	✓ Manage & Deliver	✗	✗	✗
Australian Underage Rowing Team - Preparation	✓ Lead	✓ Performance Pathway Funding to States	✓ Aligned, Administer & Deliver (with NIN where applicable)	✓ Aligned & Deliver (HP Clubs)
NTC Programs	✓ Manage & Deliver	✓ Aligned	✗	✗
Performance Pathway Program	✓ Lead & Co-Develop	✓ Co-develop, Deliver, Aligned	✓ Co-develop, Deliver (NIN Partner), Aligned & Support	✓ Aligned
State-based Pathway	✓ Informed & Aligned	✓ Co-develop, Deliver (NIN Partner), Aligned & Support	✓ Co-develop, Deliver (NIN Partner), Aligned & Support	✓ Informed & Aligned
Senior & Underage State Team – Selection & Preparation	✗	✗	✓ Lead & Deliver	✓ Participate
National Sports Science	✓ Lead & Advise	✓ Aligned & Informed	✗	✗
National Sports Medicine	✓ Lead & Advise	✓ Aligned & Informed	✗	✗
National Selection & Trials Management	✓ Lead & Deliver	✓ Deliver	✓ Aligned & Support	✓ Informed
National Fleet Procurement & Management	✓ Manage & Deliver	✗	✗	✗

ADMINISTRATION



ACTIVITY	RA*	SSO	CLUB/SCHOOL
National Integrity Framework	✓ Lead, Deliver & Compliance	✓ Deliver & Compliance	✓ Adopt & Compliance
Whole of Sport Strategic Plan	✓ Lead, Co-Develop & Deliver	✓ Co-Develop & Deliver	✓ Deliver
Whole of Sport Policies	✓ Lead, Co-Develop & Deliver	✓ Co-Develop & Adopt	✓ Adopt
State Policies	✗	✓ Develop & Deliver	✓ Adopt
Club Policies	✗	✗	✓ Develop & Deliver
Sports Governance Standards	✓ Lead & Deliver (nationally)	✓ Lead & Deliver (state)	✓ Informed
Federal Government Liaison	✓ Primary Responsibility (national/international issues)	✓ Primary Responsibility (state issues)	✓ Primary Responsibility (local issues)
Other NSO/ World Rowing/AOC/APC, etc Liaison	✓ Primary Responsibility	✗	✗
State Government Liaison	✓ Lead in conjunction with SSO (national/international issues)	✓ Lead (state issues)	✓ Lead (local issues) in conjunction with SSO
State Events Company Liaison	✓ Lead in conjunction with SSO (national/international events)	✓ Lead (state events)	✓ Lead (local events)
State Department of Sport & Recreation Liaison	✓ Lead in conjunction with SSO (national/international issues)	✓ Primary Responsibility (state issues)	✓ Primary Responsibility (local issues)
State-based Partner Organisation Liaison	✗	✓ Primary Responsibility	✗
Local Government Liaison	✓ Liaise in conjunction with SSO (national/international issues)	✓ Collaboration & Primary Responsibility	
National Compliance Reporting	✓ Primary Responsibility	✗	✗
State Compliance Reporting	✗	✓ Primary Responsibility	✗
Workplace Health and Safety	✓ Compliance	✓ Compliance	✓ Compliance
Risk Management (including Events)	✓ Lead, Compliance & Deliver (national)	✓ Aligned with NSO Lead, Compliance & Deliver (state)	✓ Compliance (Lead for some events)
Facility management	✓ Manage (national)	✓ Manage (state)	✓ Manage (club/school)
National Insurance Program	✓ Co-lead & Deliver	✓ Co-lead & Deliver	✓ Adopt

COMPETITION AND EVENTS



ACTIVITY	RA*	SSO	CLUB/SCHOOL
International Events	✓ Lead, Manage & Deliver	✗	✗
National Rules of Racing	✓ Develop & Deliver	✓ Adopt (some exceptions exist at local level)	✓ Adopt (some exceptions exist at local level)
State Rules of Racing	✗	✓ Develop & Deliver	✓ Adopt
National Competition Calendar	✓ Develop & Deliver	✓ Contribute & Aligned	✓ Participate
State Competition Calendar	✓ Informed	✓ Develop & Deliver	✓ Contribute & Participate
Australian Rowing Championships	✓ Lead, Manage, Deliver	✓ Support & Contribute	✓ Participate
Australian Masters Championships	✓ Lead & Co-manage	✓ Support, Co-deliver & Co-manage	✓ Participate
Australian Indoor Rowing Championships	✓ Lead, Manage & Deliver	✓ Aligned	✓ Participate
Australian Coastal Rowing & Beach Sprints Championships	✓ Lead, Manage & Deliver	✓ Support, Co-deliver, Co-manage	✓ Participate
State Championships	✗	✓ Lead, Manage & Deliver	✓ Contribute & Participate
Local & School Regattas	✗	✓ Lead, Manage & Co-deliver (except where School led)	✓ Contribute & Participate (Lead, Manage & Co-deliver in some cases)
Intervarsity Regattas (ie. University Div 1 Nationals, Australian Boat Race)	✗	✓ Contribute & Deliver	✓ Participate (University clubs)
Boat Race Officials (Umpires)	✓ Lead & Education (national/international)	✓ Coordination, Education & Training (state)	✓ Contribute & Participate

DEVELOPMENT



ACTIVITY	RA*	SSO	CLUB/SCHOOL
Coach Education	✓ Manage & Deliver (national)	✓ Manage & Deliver (state)	✓ Contribute & Participate
National Coach Accreditation	✓ Lead, Manage & Deliver	✓ Deliver (Level 2 workshop)	✓ Participate
National Boat Race Official (Umpire) Education	✓ Lead & Manage	✓ Deliver	✓ Participate
National Boat Race Official (Umpire) Accreditation	✓ Lead & Manage	✓ Deliver	✓ Participate
National Coaches Conference	✓ Lead, Manage & Deliver	✓ Support	✓ Support & Participate
State Coaches Conferences	✓ Support	✓ Manage & Deliver	✓ Support & Participate
Club Development	x	✓ Co-delivery	✓ Co-delivery & Participate
National Participation Programs	✓ Co-design & Oversight	✓ Co-Design, Manage & Deliver	✓ Deliver & Participate
State Participation Programs	x	✓ Lead, Manage, Co-deliver	✓ Co-deliver & Participate
Para-rowing Development & Classification	✓ Lead	✓ Manage & Deliver	✓ Deliver & Participate
On-water Safety Management (excluding regattas)	✓ Advice	✓ Co-Lead & Manage	✓ Co-Lead & Compliance
Volunteer Development & Management	✓ Advice	✓ Manage & Deliver	✓ Participate

COMMERCIAL

ACTIVITY	RA*	SSO	CLUB/SCHOOL
National Commercial Partnerships – Procurement & Servicing	✓ Manage & Deliver	✓ Informed	✗
State Commercial Partnerships – Procurement & Servicing	✓ Informed	✓ Manage & Deliver	✗
Club Commercial Partnerships – Procurement & Servicing	✗	✗	✓ Manage & Deliver
Fundraising	✓ Manage & Deliver (national)	✓ Manage & Deliver (state)	✓ Manage & Deliver (club)
National Branding and Marketing	✓ Manage & Deliver	✗	✗
Whole of Sport Commercial Plan	✓ Lead, Co-develop & Deliver	✓ Co-develop & Deliver	✗

DATABASE & MEMBERSHIP MANAGEMENT

Membership database	✓ Lead, Manage & Deliver (national)	✓ Manage & Deliver (state)	✓ Adopt
Competition Management System	✓ Co-Lead, Manage & Deliver (national)	✓ Co-Lead, Manage & Deliver (state)	✓ Adopt

MEDIA, COMMUNICATION & DIGITAL

National/RA media/comms activities (including social media)	✓ Primary Responsibility	✓ Liaison	✓ Liaison
State based media/comms activities (including social media)	✓ Liaison	✓ Primary Responsibility	✓ Liaison
Local media/comms activities (including social media)	✓ Liaison	✓ Liaison	✓ Primary Responsibility

***NB:** Although not specified in each individual activity, RA will always endeavour to provide support and assistance to SSOs and Clubs/Schools when requested.

GLOSSARY OF TERMS

Adopt	Required to use
Advise	Provide guidance or recommendations
Aligned	Support and alliance in position
Co-Develop	Working collaboratively to create
Compliance	Meeting with specific standards, obligations or requirements
Contribute	Participate and provide in order to achieve the outcome
Deliver	Responsibility for producing the required outcome
Inform	Responsible for having an understanding of the matter
Lead	Providing the initiative and guidance
Liaison	Cooperation or communication to work collaboratively to deliver the outcome
Manage	Operational responsibility for administration and delivery
Organise	Responsible for the arrangements for delivery
Oversight	Supervision or monitoring to remain informed or provide advice
Participate	Take part in the action
Primary Responsibility	Ultimately responsible for delivering on a fundamental activity
Support	To provide assistance



STRONGER TOGETHER

