

Statement of
**Strategic
Intent**
2022 to 2032

A lifelong love of and
involvement in rowing.



The Present



On the international stage prior to 2021 New Zealand athletes had won 11 gold, 3 silver and 10 bronze medals at the Olympic Games. At the 2021 Olympic Games rowers won 3 gold and 2 silver medals which represented 43% of New Zealand's gold medals and 25% of all New Zealand medals won in Tokyo.

The second season compromised by Covid-19 has just completed, but a 'can-do' approach across rowing in Aotearoa has meant every opportunity has been taken to get rowers on the water including hosting successful Masters, Club, Junior and Secondary Schools National, North and South Island Championships.

Put simply, Rowing New Zealand is responsible for dealing with rowing at an international level, issues of national importance, and development of intellectual property and delivery of initiatives (frameworks, programmes, regatta's, events, courses etc.) that are best facilitated at a national (rather than regional or local) level.

The People

He aha te mea nui o te ao?
He tangata, he tangata, he tangata
What is the most important thing in the world?
It is the people, the people, the people.

The rowing community in Aotearoa New Zealand is made up of a passionate, talented and diverse whanau of rowers, athletes, coaches, race officials, administrators, volunteers, life members, families and employees. Through their collective efforts tens of thousands of New Zealanders experience the benefits of participating in the sport of rowing. The benefits include improved knowledge and skills, enhanced physical and mental health, greater social connectedness, and better overall subjective wellbeing.

The rowing community in Aotearoa is supported by an extensive group of stakeholders including investors, funders, donors, suppliers, fans and followers, local and central government. Without our stakeholders the sport of rowing would not be able to deliver events, programmes and regatta's.





Our Values

These are the behaviors that Rowing New Zealand believes are important in the way we work and interact with the rowing community.

TRUST TOGETHER - we are one team:

- we achieve when we are aligned, inclusive and respectful.
- we maintain transparency and fairness through communication across the organisation.
- one person's success is everybody's success.

ACCOUNTABILITY - we own our own outcome:

- we act with integrity and take responsibility while holding each other to our standards.

HONOUR - we are proud to be part of history:

- we respect New Zealand's rowing history.
- we are humble as we strive to inspire the next generation and our country.

CONTINUAL IMPROVEMENT - we seek to be better:

- we are curious and open minded, combining our strong work ethic with innovation to make our organisation a great place to work.
- we learn from our mistakes and embrace pressure as a privilege.

WE CARE - we are supportive:

- we show empathy and understanding for other people in our team.
- we respect our peers by valuing their opinions and role.
- we converse honestly and kindly - we care about people first.





Outcome Statements

Outcome 1

➤➤ TO CONNECT

Rowing New Zealand has improved relationships with the rowing community and stakeholders across Aotearoa New Zealand.

Outcome 2

➤➤ TO GROW

Rowing New Zealand has a growing and increasingly diverse rowing participant base.

Outcome 3

➤➤ TO INSPIRE

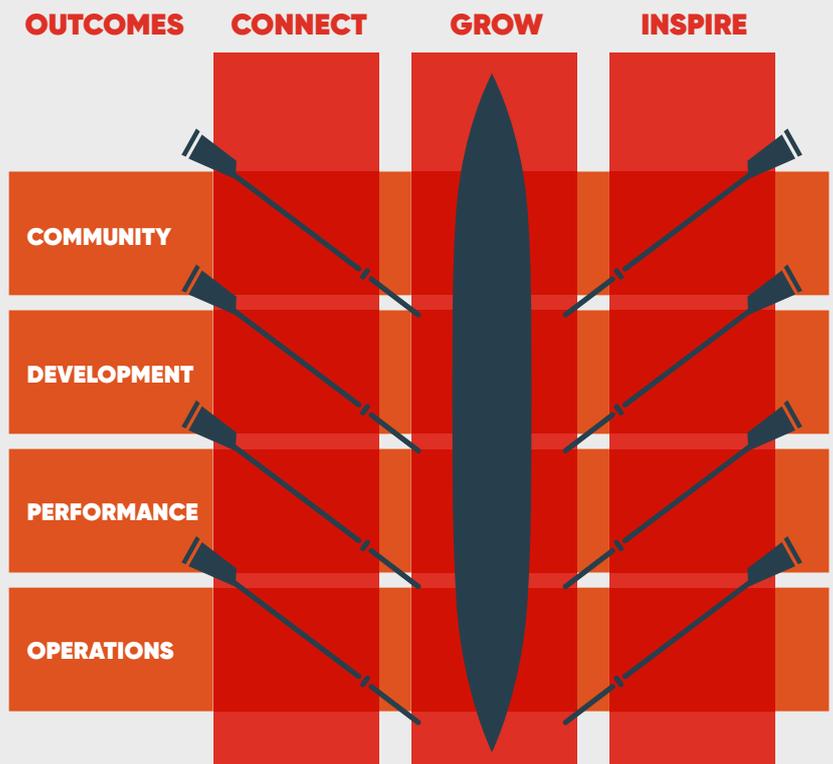
More people are inspired by, and proud of their participation in, and engagement with, rowing.

Vision

To be the best rowing nation in the world.

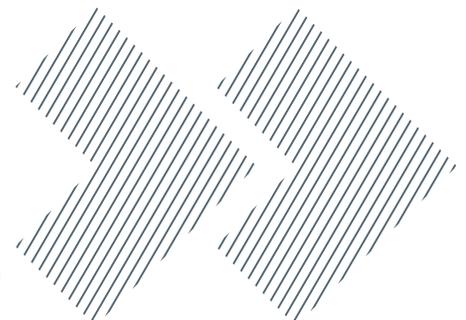
Purpose

To create a positive rowing legacy for current and future generations through connection, growth and inspiration.



Values

TRUST TOGETHER - ACCOUNTABILITY - HONOUR
- CONTINUAL IMPROVEMENT - WE CARE



Strategic Outcome 1

TO CONNECT

Rowing New Zealand has improved relationships with the rowing community and stakeholders across Aotearoa New Zealand

| FOCUS AREA | GOALS | MEASURED BY | MEASURE |
|-----------------------------------|--|--|---|
| Awareness & Engagement | The rowing community across Aotearoa has an awareness of, and engagement in activities, events and pathways available to them. | <p>More participants applying for, entering in, RNZ regatta's events and programmes.</p> <p>Improved participant feedback when asked how engaged they feel at RNZ events and programmes.</p> <p>Surveys of coaches and managers engaged in the development pathway and age group tīma's.</p> | <p>* % increase in RNZ event entrants.</p> <p>* % increase in regatta entrants.</p> <p>* % increase in RNZ programme applicants.</p> <p>* % increase in VoP and post campaign satisfaction results with the following statements:</p> <ul style="list-style-type: none"> - <i>I have a good understanding of the RNZ activities, events and pathways available to me.</i> - <i>The level of engagement I have with RNZ meets my expectations.</i> <p>* % increase in response to the post campaign question:</p> <p><i>To what extent do you agree with the following statement I felt well supported throughout the campaign experience?</i></p> |
| Consistency | The rowing community across Aotearoa is aligned and consistent in the delivery of rowing events and programmes. | Improved national and regional participant experience in rowing regatta's, events and programmes. | Less than 5% variation in Voice of Participant (VoP) satisfaction scores across local associations. |
| Partnership | RNZ is a valued partner to schools rowing, clubs, local associations, affiliated organisations and key external stakeholders. | Improved partnership and collaboration stakeholder engagement survey results for cubs, local associations and affiliates and key stakeholders. | <p>* % increase in partnership and collaboration question results in the RNZ Stakeholder Engagement Survey from baseline...</p> <p><i>Questions in engagement survey:</i></p> <p><i>Please rate your impressions of RNZ's performance in the past 12 months in relation to working in partnership to achieve shared outcomes in rowing,</i></p> <p><i>and</i></p> <p><i>Overall, thinking about its role and the work it's doing in rowing throughout Aotearoa, how would you rate the overall performance of RNZ?</i></p> |

* % and/or % increase to be added once baseline established

Strategic Outcome 2

TO GROW

Rowing New Zealand has a growing and increasingly diverse rowing participant base

| FOCUS AREA | GOALS | MEASURED BY | MEASURE |
|---------------------------------|---|--|---|
| Retain & Recruit | <p>Improved retention of existing rowers/athletes, coaches, and officials.</p> <p>More females rowing, coaching, officiating, and leading rowing across Aotearoa.</p> | <p>Retention: The annual retention rate of rowers/athletes, coaches and officials as captured by the RNZ database.</p> <p>Diversity: The number of female rowers/athletes, officials and administrators as a percentage of total as captured by the RNZ database.</p> <p>The percentage of female performance and development coaches in RNZ programmes.</p> | <p>An increase in the annual retention rate of rowers/athletes, coaches and officials from baseline.</p> <p>* % increase.</p> <p>* % of female RNZ members.</p> <p>* of female officials.</p> <p>* of females in 'Chief' officials roles.</p> <p>* % of females on, and chairing, local association and affiliated organisation boards.</p> <p>* % of females performance and development coaches.</p> |
| Develop People | <p>Athletes, coaches and officials have experienced personal growth due to their involvement in rowing.</p> | <p>Post campaign surveys of RNZ tima's.</p> <p>Coach and Official surveys following RNZ programmes and events.</p> | <p>Post campaign survey: % of athletes who agree or strongly agree with the statement: <i>As a result of the campaign experience I have developed personally,</i></p> <p>Post programme/event survey: % of coaches/officials who agree or strongly agree with the statement: <i>As a result of the RNZ programme I have developed personally,</i> and <i>Participating in the programme is helping me to develop/fulfil my potential as a coach/official.</i></p> |
| Organisation Improvement | <p>RNZ governance practices, processes and policies are sector leading in Aotearoa.</p> <p>Improved staff and athlete satisfaction.</p> | <p>Sport NZs Governance Mark.</p> <p>RNZ Staff and contracted athletes survey.</p> | <p>RNZ is awarded Sport New Zealand Governance Mark by 2025.</p> <p>* % improvement in staff and athlete engagement scores.</p> |

* % and/or % increase to be added once baseline established

Strategic Outcome 3

TO INSPIRE

More people are inspired by, and proud of their participation in, and engagement with, rowing.

| FOCUS AREA | GOALS | MEASURED BY | MEASURE |
|--|--|---|---|
| Awareness | Increased awareness of RNZ and rowing success on the world stage and across Aotearoa. | RNZ Social media engagement. | <ul style="list-style-type: none"> * % increase in the # of retweets, likes, and shares. * Increased # of followers across RNZ social media platforms. |
| Quality Participation Experiences | Athletes/Rowers, coaches, volunteers, officials, stakeholders have an improved experience with Rowing New Zealand events, regatta's and programmes. | <ul style="list-style-type: none"> - Post campaign surveys of all RNZ tima's. - Voice of Participant Survey. - Surveys following RNZ events and programmes . - Stakeholder engagement survey. | <ul style="list-style-type: none"> * Increase in likelihood to recommend rowing activity to their friends and colleagues. * Increase in % athletes, rowers, coaches, officials very satisfied or extremely satisfied in the post campaign/events/programmes survey. * Increase in stakeholder satisfaction with RNZ. |
| Making New Zealanders Proud | <p>New Zealand is consistently the top performing rowing nation at the Olympic Games and World Championships.</p> <p>The rowing community and public of Aotearoa New Zealand take pride in our athletes success internationally.</p> | <p>World Championships and Olympic Games medal and finals results.</p> <p>Age group results at their pinnacle events.</p> <p>VoP survey results.</p> <p>RNZ Social Media tracking.</p> <p>HPSNZ/Sport NZ surveys.</p> | <p>Three medals at world and Olympic games.</p> <p># medals and finals at age group pinnacle events.</p> <p>VoP and social media results:</p> <ul style="list-style-type: none"> * % increase in people reporting they <i>They feel proud when RNZ athletes do well,</i> and Successful RNZ athletes inspire me to participate in or engage with rowing. |

* % and/or % increase to be added once baseline established



2024

Strategic Priorities

The listed strategic priorities are critical pieces of work that will be undertaken by Rowing New Zealand during 2022 – 2024.



COMMUNITY

- Develop and implement a Community Rowing Plan that includes:
 - Health & Safety and Water Safety education to support community rowing
 - Develop and implement a plan for developing race officials
 - Enhanced regatta experiences

DEVELOPMENT

- Embed the Long Term Athlete Development Pathway (LTADP)
- Integration of the USA based athletes into the LTADP
- Review selection policies, terms of reference, and processes for all Development tima's

PERFORMANCE

- Embed the Long Term Athlete Development Pathway (LTADP)
- Recommendations from the Tokyo Campaign fully implemented
- 2024 Paris Olympic Games campaign

OPERATIONS

- Digital transformation project progressed
- Intelligence and insights plan developed and implemented
- Review of governance, structure and constitution
- Gender diversity plan developed and implemented
- Revenue Plan developed and implemented
- Communications and Marketing Plan developed and implemented



