



**CANBERRA ROWING CLUB**

**STRATEGIC PLAN 2014-2018**

## INTRODUCTION

This strategic plan has been prepared by the Committee of Canberra Rowing Club. As the Club celebrates its 50<sup>th</sup> anniversary, the Strategic Plan looks forward to the future.

It includes a mission statement, a vision for where the club will be in five years, aims and objective and strategies for the Club to grow and build on its contribution to the sport of rowing.

The Strategic Plan is intended to provide a framework for the period 2014-2019.

It will be regularly reviewed to see if strategies need to be changed or updated in response to a range of factors such as changing priorities, achievements by the club and by external factors that might not be predicted at the time the Strategic Plan was prepared.

In preparing the Strategic Plan, the Committee acknowledges the contributions of those members who have also provided their thoughts and contributions to this Strategic Plan.

The Strategic Plan is set out to consider firstly the club's strengths and weaknesses, and the opportunities and threats that it faces.

The Committee agreed on a number of aims and objectives. These are stated in blue at the top of each page. Below each objective, in bold type are strategies that will help the club work towards the objectives. Relevant actions are then set out below each strategy. This format is indicated below.

## GOALS/ OBJECTIVES

- **STRATEGIES, and**
  - ACTIONS

## **MISSION**

To create an environment that supports an active, inclusive community of rowers at all levels of participation and competition.

## **VISION**

To be recognised as a leading community rowing club in Australia in terms of support, participation and performance across a diverse group of rowers.

## VALUES

We will conduct our business with trust, respect and fairness applying the following values and principles:

- We will provide a healthy, safe, welcoming, inclusive and nurturing environment.
- We will ensure transparency and integrity in our governance and decision making.
- We will operate with teamwork, cooperation, trust, effective communication and mutual respect.
- We will continue to develop a performance based culture in relation to club goals and objectives, coupled with a strong work ethic and accountability in all we do.
- We will continue to demand zero drug tolerance within our sport.
- We will continue to promote altruism and recognise our dedicated volunteer workforce.

# STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

## STRENGTHS

Strong participation in masters competition

Developing depth of the open category competition

Good relationship with feeder schools

Broad club membership

Unrestricted club membership

Strong coaching team at open level

Highly skilled membership base

Excellent location on Lake Burley Griffin

High quality fleet of boats

Good trailer fleet

Established corporate rowing program

Close relationship with ACT Academy of Sport

Host-a-school program

50 years presence on Lake Burley Griffin

## WEAKNESSES

Volunteer coordination and recruitment

Incomplete skill profile of membership base

Volunteer coach participation

Relatively low profile at Australian championship level

No established learn to row program

Inadequate club amenities (off water training, gym, showers etc.)

Inconsistent communication

Undeveloped fundraising culture

Parking

Limited coaching at Masters level

## OPPORTUNITIES

Grant funding available for capital projects

Australian Sports Foundation project to raise additional capital for boats and equipment

Strong school rowing program in the ACT

Proximity to ACT Academy of Sport boatshed

Potential function space on lake

Transient ACT population.

## THREATS

Other clubs aiming to attract talented rowers

Rising costs

Fire/ facility damage/vandalism

Transient ACT population

Water quality in lake

NCA usage policies changing

## **OUR STAKEHOLDERS**

Australian Capital Territory Academy of Sport

Australian Capital Territory Community

Australian Capital Territory Government

Australian Institute of Sport

Club members, including rowers, coaches and administrators

Commonwealth Government

Other rowing associations in Australia

Other rowing clubs

Participating Schools

Rowing ACT

Rowing supporters and volunteers

Sponsors and commercial partners

## Maintain a strong and diverse membership

- **Assess current membership profiles consider gaps in age profile**
  - Analysis of membership information July 2014
  - Develop a recruitment strategy End 2014
  
- **Continue to improve effective communication processes**
  - Appoint a Communications Officer July 2014
  - By utilising Quick catches Ongoing
  - By utilising the Oracle
  - By utilising notice boards, with regular changes of notices
  - By communicating with the ACT community
  
- **Develop a strong culture of welcoming new rowers and members to our club**
  - Continue corporate rowing program Annual
  - Determine resources available for learn to row (coaching, equipment and time) April 2014
  - Develop learn to row program Ongoing
  - Develop induction program for new members Ongoing
  
- **Create a social and welcoming environment**
  - 50th anniversary dinner Two monthly
  - Christmas drinks review of social
  - Annual dinner activities.
  - BBQs after time trials
  
- **Create a network of past member to encourage their continuing support**

## Increase volunteer participation

- **Develop volunteer plan**
  - Clarify roles that need filling July 2014
  - Establish volunteer coordinator July 2014
  - Learn the skills of our members October 2014
  - Ask members to assist where they have appropriate skills Feb/Mar 2014
  - Ongoing
  
- **Create volunteers incentives**
  
- **Ensure volunteers are acknowledged**
  - Use of newsletters and noticeboard Ongoing

## Commence construction on a new boatshed

- **Determine best options for a new boatshed**
  - Finalise boatshed report End March 2014
  - Expand boatshed subcommittee July 2014
  - Feasibility study June 2014
  - Investigate grant options End 2014
  - Investigate finance options End 2014
  
- **Communicate with members**
  - Special general meeting Twice a year and at critical points with six monthly reviews, beginning January 2014.
  - Distribute boatshed updates
  - Establish a boatshed noticeboard
  
- **Develop fundraising plan**
  - Establish a boatshed fundraising committee Launch after 50<sup>th</sup> anniversary dinner
  - Investigate ASF for building fund.
  
- **Develop design and obtain approvals**
  - Find a suitable architect Following general meeting about feasibility
  - Prepare a design brief
  - Check budgets
  - Obtain approvals

## More advanced coaching capability

- **Identify potential quality coaches at all levels**
  - Learn the coaching skills of our members October 2014
  
- **Provide a structure to foster volunteer coach development**
  - Establish a coaching coordinator July 2014
  - Develop support structure for current and potential coaches Feb 2015
  - Develop group coaching session Feb 2015
  - Prepare club policy on coach support within the club Feb 2015
  
- **Support opportunities for skills development**
  - Provide support for ongoing development for coaches who show commitment to club coaching. Ongoing



## **Foster excellence in performance at all levels**

- **Support all members to achieve competitive success**
- **Increase masters participation in local regattas**
  - Work with Rowing ACT to ensure an appropriate Schedule of Events are available.
  - Encourage all groups to compete in a variety of events
- **Prioritise allocation of resources**
  - Look for opportunities for masters rowers to be coached.
- **Provide pathways for improvement**
  - Use of squads for junior and open rowers.
  - Club captain and head coach to work with schools and individuals to develop appropriate training squads.
- **Fostering rowing for health and fitness**
  - Coaching in safe rowing techniques

### **Measures**

- 4 competitive women's open rowers by 2018.
- Win ACT pointscore, men's and women's trophies each year, prior to the ACT championship.

## Operate the club on a sound and equitable financial footing

- **Transparent accounting**
  - Comply with governance standards
- **Commit minimum \$20,000 to capital fund each year**
- **Maintain the ability of the club to meet operating costs from operating revenue.**
  - Regular review of membership and rack fees June each year
- **Fundraising**
  - Commit to ventures for fundraising e.g. Canberra Marathon, Capital Punishment Annually
  - Corporate rowing Annually
  - Learn to Row Annually
- **Use of Australian Sports Foundation to assist with funding**
  - Promote ASF to members May 2014
  - Investigate ASF for building fund.

## Maintain a quality boat fleet

- **Care for our boats and equipment**
  - Educate members in boat maintenance Ongoing
  - Boat maintenance sessions Oct 2015
- **Develop a system for less regular maintenance**
  - Establish a boat adoption system for crews to take responsibility for cleaning, polishing etc. April 2014
- **Develop long term boat plan to guide fleet upgrades and replacement**
  - Analyse membership information to understand ages, weights etc. Oct 2014
  - Ensure suitable boats are available for a range of members
  - Review boat life spans Annually
  - Consider rolling five year boat replacement and refurbishment budget Annually