

Glenorchy Rowing Club Strategic Plan 2022-2027

(Note June 2023 – plan is currently under annual review)

Vision: (What we aspire to...)

Fun, fitness and friendship through rowing.

Mission: (Why we are here....)

Glenorchy Rowing Club will promote a welcoming, supportive and inclusive environment to foster recreational and competitive rowing, *particularly* for mature-age rowers, in the Glenorchy and Hobart areas.

Values:

Members of the Glenorchy Rowing Club value:

- The history of the Club
- Each other and our place in the community, based on fairness, inclusion and mutual respect.
- Rowing as a means to bring people together and promote wellbeing, fitness and involvement
- The success of the Club and its place in the Tasmanian rowing community.
- The sustainability of the Club, both in operation and administration.

Objectives:

GRC has identified the following objectives as guiding its path:

- To remain relevant to our membership and adaptable to meet members needs now and in the future.
- To recruit new members to a sustainable level with a focus on mature age and rowers returning to the sport.
- To retain and develop new and existing members by providing a positive experience for all participants, supporting both recreational and competitive rowers.
- To ensure a safe environment and the best possible rowing equipment and facilities.
- To provide effective administration and ensure financial viability for the future.

To achieve these objectives, the Glenorchy Rowing Club has undertaken an environmental analysis and has developed the following strategies to achieve its aims.

SWOT analysis: (What's stopping us?)

Strengths:

- *Small membership that values social rowing and friendship.*
- *Majority of long serving and experienced rowers, willing to help others.*
- *Early adoption of coastal rowing boats provides more opportunity to row and caters for all ability levels.*
- *Open and unfettered waterway.*
- *Good relationship with GCC and strong connection to the Glenorchy community*
- *Flexible rowing program to cater for all members.*
- *Sound financial management.*
- *Clubrooms suitable for public hiring for social and similar functions*

Weaknesses:

- *Buildings are below the standard of other clubs and are too small to sustain increasing members and equipment.*
- *Small membership relies on individuals and threatens viability.*
- *Too few coaches.*
- *No Junior program.*
- *Exposed waterway*

Opportunities:

- *Acquisition of coastal rowing boats puts GRC at the forefront of modern rowing for recruitment and development of members.*
- *GRC is the only rowing club in the Glenorchy area.*
- *Existing boats allow new members to row at minimal expense.*
- *The presence of Montrose Bay High allows future exploration for the establishment of a junior program.*
- *GCC's precinct plan allows for the combined voices of GRC, MBYC, MoCo's and the Outriggers to promote watersports on Elwick Bay.*
- *Use of the clubrooms by other users as a public service and as a fundraiser.*

Threats:

- *Outgrowing the current facilities and being unable to accommodate the dragon boats.*
- *Lack of cohesion between other occupants of the sheds on the foreshore*
- *Becoming too big and losing the 'intimacy' of the group.*
- *Construction of the adjacent skate park will stop any ability for expansion.*

Operational Plan: What we intend to do.....

GRC is a small club with limited resources. Its modest size is seen as a positive to members as it encourages a friendly supportive environment. However, the sustainability of the club requires a critical mass of members willing to guide it while staying responsive to the perspectives of new members.

The following responses to the identified objectives arise from the environmental analysis and aim to balance what makes the club attractive currently with its future growth and success, within the scope of its current resources.

Recruitment to a sustainable level with a focus on mature age and returning rowers.				
Objective	Action	By Whom	When	Done?
Recruitment	Establish optimum membership numbers	C'tee	June 2022	
	Increase club profile through homepage, community events	C'tee	on-going	
	Promote CRB's as point of difference	All	on-going	
	Encourage word of mouth recruitment	All	on-going	
	Target LTR to suitable individuals	President	As required	
	Maintain a presence at competitions	All	As available	
	Develop ability to support a junior program	C/tee	2027	
Retention and development of new and existing members by providing a positive experience for all participants, supporting both recreational and competitive motivations.				
Retention	Determine what each member seeks from the club by survey.	Vice President	June 2022	
	Institute alternative winter activity program	C'tee	June 2022	
Development	Develop members as mentors and coaches (ad hoc and accredited).	Club Captain	December 2022	
Support	Foster formation of crews with mutual goals (recreation or competition).	Coaches	on-going	
	Involve members in off-waters activities including working bees.	C'tee	on-going	
	Promote club ethos of fun, fitness and friendship	All	Always	
Ensuring a safe environment and the best possible rowing equipment and facilities.				
Safety	Regular audits of equipment	Safety officer	annual	
	Develop a maintenance and replacement plan for equipment	Club Captain	August 2022	
	Liaison with Rowing Tas and MAST	Secretary	monthly	

25 April 2022

	Ensure members are aware of safety issues and conduct practice recovery sessions	Club Captain/Safety Officer	As needed	
	Maintain incident book and table at C'tee meetings	Club Captain/Safety Officer	monthly	
	Complete lease of premises and pontoon with GRC	President	September 2022	
	Complete generic grant application format for equipment	C'tee	June 2022	
Providing effective administration, financial viability and ensuring future success.				
Administration	Regular c/tee meetings and feedback to members (Minutes)	C'tee	Monthly	
	Encourage turnover in c'tee membership / encourage new nominees	C'tee	Sept 2022	
	Review GRC constitution and Articles of Assoc.	C'tee	June 2024	
Financial viability	Promote rental of rooms, particularly to community groups	President	On going	
	Maintain strong reporting practices	Treasurer	monthly	
	Pursue appropriate membership targets	C'tee	June 2022	
Future Success	Engage MoCo's on future accommodation	Vice President	May 2022	
	Write to Council re location of Skate Park	President	April 2022	
	Plan ahead for Grants	C'tee	April 2022	
	Engage local politicians regarding club's benefit to community	C'tee	May 2022.	