

# Glenorchy Rowing Club

## Strategic Plan 2024-2028

### **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 social and competitive rowing, *particularly* for masters' rowers, in the Glenorchy and Hobart areas.

### **Values:**

Members of the Glenorchy Rowing Club value:

- rowing as a means to bring people together and promote wellbeing, fitness and connection;
- each other and our place in the community, based on fairness, inclusion and mutual respect;
- the history of the Club;
- the success of the Club and its place in the Tasmanian rowing community; and
- the sustainability of the Club, both in operational and administrative terms.

### **Objectives:**

GRC has identified the following objectives as guiding its path:

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

## SWOT analysis: (What's aiding and hindering us?)

To achieve these objectives, the Glenorchy Rowing Club has undertaken a SWOT analysis and has developed strategies to achieve its aims (see table below).

### Strengths:

- *Small membership that values social rowing and friendship.*
- *Some 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 connection to the Glenorchy community.*
- *Flexible rowing program to cater for all levels of skill.*
- *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 a significant increase in membership and equipment.*
- *GCC's precinct plan does not allow for the combined voices of GRC, MBYC, MoCo and the Outriggers to promote watersports on Elwick Bay.* In previous plan this is 'allow' and is in opportunities?
- *Small membership relies on individuals and threatens long-term viability.*
- *Too few coaches.*
- *No Junior program.* is this a weakness?
- *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 wider Glenorchy area.*
- *Existing boats allow new members to row at minimal expense.*
- *Montrose Bay High allows future exploration for the establishment of a junior program.*
- *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 may hinder 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 currently makes the club attractive against its potential future growth and success, within the scope of its current resources.

<b>Remain relevant to our membership and adaptable to meet members needs now and into the future.</b>				
<b>Objective</b>	<b>Action</b>	<b>By Whom</b>	<b>When</b>	<b>Done?</b>
Understand members needs	Determine what each member seeks from the club.	Secretary	Oct 2024	
	Provide feedback to whom?	Secretary	Ongoing	
Adaptability	Change guidelines or programs as demand dictates	Committee	Ongoing	
<b>Recruit new members to a sustainable level with a focus on mature age and experienced rowers returning to the sport.</b>				
<b>Objective</b>	<b>Action</b>	<b>By Whom</b>	<b>When</b>	<b>Done?</b>
Recruitment	Establish optimum membership numbers	Committee	Sep 2024	
	Increase club profile through homepage, community events	Committee	Ongoing	
	Promote CRB's as point of difference	All	Ongoing	
	Encourage word of mouth recruitment	All	Ongoing	
	Target LTR to suitable individuals	President/ Club Captain	As required	
	Maintain a presence at regattas and other competitions	All	Ongoing	
	Develop ability to support a junior program	Committee	2027	
In last one, but do we want to do this?				
<b>Retention and development of new and existing members by providing a positive experience for all participants, supporting both recreational and competitive motivations.</b>				
<b>Objective</b>	<b>Action</b>	<b>By Whom</b>	<b>When</b>	<b>Done?</b>
	Survey above? (new)			
Retention	Determine what each member seeks from the club by survey.	Vice President	Sept 2024	
	Institute alternative winter activity program	Committee	Sept 2024	
Development	Develop members as mentors and coaches (ad hoc and accredited).	Club Captain	Dec 2024	
Support	Foster formation of crews with mutual goals (social or competition).	Coaches	Ongoing	

Objective	Action	By Whom	When	Done?
	Involve members in off-waters activities including working bees.	Committee	Ongoing	
	Promote club ethos of fun, fitness and friendship	All	Always	
<b>Ensuring a safe environment and the best possible rowing equipment and facilities.</b>				
Objective	Action	By Whom	When	Done?
Safety	Regular audits of equipment	Safety officer	Annual	
	Develop a maintenance and replacement plan for equipment	Club Captain	Sept 2024	
	Liaison with Rowing Tas and MAST	Secretary	Monthly	
	Ensure members are aware of safety issues and conduct practice recovery sessions	Club Captain/Safety Officer	As needed	
	Maintain incident book and table at Committee meetings	Club Captain/Safety Officer	Monthly	
	Complete lease of premises and pontoon with GRC	President	Sept 2024	
	Complete grant applications for equipment	Committee	Ongoing	
<b>Providing effective administration, financial viability and ensuring future success.</b>				
Objective	Action	By Whom	When	Done?
Administration	Regular Committee meetings and feedback to members (Minutes)	Committee	Monthly	
	Encourage turnover in Committee membership / encourage new nominees	Committee	Sept 2024	
	Review GRC constitution and Articles of Assoc.	Committee	Oct 2024	
Financial viability	Promote rental of rooms, particularly to community groups	Function room rep	On going	
	Determine, pursue and complete fundraising activities.	Social rep	Sept 2024	
	Conduct club fundraiser activities	Social rep		
	Maintain strong reporting practices	Treasurer	Monthly	
	Determine and pursue appropriate membership targets	Committee	Sept 2024	
Future Success	Engage MoCo's on future accommodation	President	July 2024	
	Enhance our profile with Rowing Tasmania	President	Ongoing	
	Plan ahead for Grants	Committee	Sept 2024	
	Engage local politicians regarding club's benefit to community	Committee	Oct 2024	