**Glenorchy Rowing Club**

**Strategic Plan 2022-2027**

**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 itsplace 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.

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| **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 |  |
|  | 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. |  |