



Tamar
ROWING CLUB
INC

Strategic Plan



2014 – 2018

TAMAR

Dream | Believe | Achieve

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Introduction

This strategic plan has been developed to allow the Tamar Rowing Club (TRC) direction for the future, and a structured, planned, consistent and methodical approach in line with the growth of the club.

All members of the club were invited to attend two planning sessions facilitated by Sport and Recreation Tasmania, at the TRC club rooms in Launceston, to prepare a draft plan.

Prior to the planning sessions a survey of members and stakeholders was distributed for completion, which invited feedback and ideas as to the past, present and future of the Club. Valuable information was gained from this process.

Key individuals involved in the planning sessions included:

| | | |
|-----------------|-----------------|----------------|
| Jim Guy | Fenton Jones | Ciona Wilson |
| Alan Weeding | Narelle Hayes | Matt Wyton |
| Chris Symons | Maree Coulson | Oliver Cook |
| Kim Wilson | Paul Francis | Kate Calvert |
| Marie Spencer | Mark Wilson | John Hewitt |
| Jane Hawkeswood | Mitchell Digney | Neroli Ellis |
| Helen Foley | John McKenzie | Andrew Calvert |
| Henry Youl | Alan Kitto | |

A draft version of the plan was subsequently presented to the committee for final endorsement.

This document represents the completed and endorsed plan. It is the intention of the committee to:

- publicise the plan to members and stakeholders
- action the plan, and
- include discussion of the plan as an agenda item at each meeting

Through attendance at the planning sessions and effort and ideas put forward by the committee and club members, it is believed that this plan reflects the needs and aspirations of the general membership.



Strategic planning

This strategic plan looks at where the club is going over the five years, how it's going to get there and how it'll know if it got there or not.

The focus of the strategic plan is on the entire club, while the focus of a business plan is usually on a particular product, service or program. It is likely that in achieving the goals of this strategic plan, the club will need multiple business plans as new projects are tackled.

The way that a strategic plan is put together depends on the nature of the club's size leadership, culture and environment. Throughout the planning process, the attitudes and ideas of those involved have been inspiring and positive. The club has a bright future and will only be strengthened by maintaining and increasing involvement and contribution from members and stakeholders.

This plan makes a series of core statements about the club, statements that all members and stakeholders should be aware of and contributing towards. There are some challenges identified in the plan that require the actions of all club members to be successful. All members are encouraged and invited to be a part of owning and bringing this plan to life.

Some thoughts on strategic planning:

- If you don't know where you are going you will never get there
- Plans are nothing but *planning* is everything
- Planning is an *ongoing* process not an immediate solution to all problems
- Failure requires no planning
- Planning should provide
 - a clear and common direction, and
 - measurable goals, strategies and actions that describe what to **do**

Plans work out where a club may be heading, and what the key priorities for the future are.

Further types of planning will be necessary with specific plans drawn up to service specific projects or key areas of club business such as financial planning or asset management.

The operational planning grids (appendix A) embedded in this strategic plan will help define and prioritise the actions needed to achieve the plan's goals.



Stakeholders

The club recognises its primary stakeholders at the time of completing this plan to include:

- Members
- Athletes
- Coaches
- Rowing Tasmania
- Committee
- Kayakers
- Hirers
- Launceston City Council



A stakeholder analysis was undertaken to gain a greater understanding of the role these stakeholders play in the club as well as the expectations placed on the club by the stakeholders and as the potential for the stakeholders to contribute to the club's future.

A summary of the analysis is detailed in [Appendix B](#).

A History of Success

The club prides itself on being one of Australia's longest continuous rowing club and has experienced considerable success since formation in 1876 including the construction of multiple club rooms, completion of previous strategic plans, bustling social and community culture, numerous state of the art boat purchases, World Championship success and Paralympic and Olympic representation.



Through implementation and completion of this strategic plan the club will continue to build on and grow the success and culture of the club and our members.

Our Mission

Tamar Rowing Club is an inclusive community club fostering fitness, rowing development and success from learners to Olympians

Tamar—Let's Row

Our Values

- Teamwork** - fostering club spirit and development
 - Active** - fun, fitness, friendship
 - Members** - inclusive and volunteering
 - Achieving** - striving for excellence on and off the water
 - Respect** - our environment, our history and our community
-

Our Vision

TAMAR
Dream | Believe | Achieve

Goals and Objectives

This plan is built on three strategic pillars which are identified below.

Progress, innovation and improvement in these pillar areas is crucial to the development of the club and alignment with the club's Mission, Values and Vision.

Each pillar of the plan is further clarified with an objective statement of what the club will look like at the completion of the plan. All operational planning and the activities of the club over the 2014 to 2018 period will align with achieving these objectives.



Rowing

- **Tamar Rowing Club is to be the preferred club for rowing**

Governance & Finance

- **Tamar Rowing Club is to be affordable and have a sustainable base and governance systems**

Facilities

- **Tamar Rowing Club facilities are to be enjoyed, envied and sustainable**





Strategies

The club developed strategies that address each of the pillars and objectives and form the basis of the Operational Planning Grids that can be seen in Appendix A.

Each strategic pillar also underwent a SWOT analysis which lists the club's current strengths, weaknesses, opportunities and threats in relation to each pillar. A summary of the SWOT analysis is included in Appendix

Rowing

- Improving **coach** quality and quantity
- Increasing **member** pathways
- Providing a wide range of **competition** for all levels of rowing
- Increasing success in **high performance** rowing
- Increasing **media** engagement and exposure

Governance & Finance

- Stronger **governance** with a risk management focus
- Increasing **brand** recognition
- Increasing **social** and **community** engagement
- Improving financial **sustainability**
- **Communicating** with fully with members
- Improving financial **security**
- Implementing and monitoring the **strategic plan**

Facilities

- Every rowing group to have **access** to modern, appropriate **equipment**
- Access to and protection from the **Tamar River**
- Members to have access to safe and appropriate **support facilities**
- Improving facilities for amenity of members and to **generate income**
- Enhancing **club surrounds** ensuring safety, accessibility and brand alignment

