



Strategic Plan

2022 to 2027

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Prepared by the Sub-Committee and Head Coach of
The West Australian Rowing Club

1. Introduction

The West Australian Rowing Club (WARC) Strategic Plan sets the overall objectives and guiding behaviours for the club's activities both on and off the water.

This plan has a five year horizon with a built-in annual review process. The review process will result in amendments and as such this is an evolving document that is reflective of the progress being made by the club as it achieves set benchmarks.

This plan will be freely available on the club website and communicated to members via email after each annual review. This will ensure:

- all members and staff are clear on the club's expectations and principal objectives;
- the committee has a guiding base on which to discuss, prioritise and formulate changes; and
- the Strategic Plan and its objectives are implemented and measures of success transparent.

The Strategic Plan has been developed by the committee following a process of consultation and review with members, staff and other parties. It has also been developed in alignment with Rowing WA and Rowing Australia strategic plans for the betterment of rowing at all levels and to make rowing a rewarding experience for our members, whether for a short time or a lifetime.

2. Our Vision and Mission

VISION:

Continue to be a **high performing Rowing Club** at State and National level Championships with an aligned and competition focused membership. Be recognised as the **top performing rowing club in Western Australia** at both a domestic and national level. We will achieve this through a bias for action and a continual **pursuit of the highest standards** at a committee, coaching and member level.

MISSION:

- Aligned and Engaged People and Culture.
- Improved and sustained on-water performance and success.
- Build commercial and operational sustainability.

How we will achieve our mission is set out in section 5. Framework for Action and Measurement, elaborating each mission statement with :

- Objectives (imperatives, must-haves to achieve vision).
- Strategies (i.e. plan for delivering objective).
- KPIs (key measurements and milestones to ensure we are on or off track).

3. Our Club Values

HISTORY

We will embrace and build on our club's history

- Promote and preserve the heritage value of our clubhouse.
- Maintain and promote our club's unique history whilst making our own mark on history.
- Retain and actively engage past members who represent the living history of our club.

INTEGRITY

We will ensure transparency and integrity in our governance and decision making.

- Operate the club on a sound and equitable financial footing.
- Establish and ensure clearly documented and enduring processes.
- Define roles and responsibilities and delivery mechanisms.

OWNERSHIP AND ACCOUNTABILITY

We will foster an environment of ownership and accountability within our membership.

- Foster and grow a sense of "what can you do for your club", not the inverse.
- Operational efficiency and effectiveness are everyone's responsibility.
- We will continue to promote altruism and recognise our dedicated volunteer workforce.
- 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 operate with teamwork, cooperation, trust, effective communication, and mutual respect.
- We will provide a healthy, safe, welcoming, inclusive, and nurturing environment.
- Prepare the club for future generations.
- Include and provide opportunity for all members, participants and partners to belong and contribute to the club.

We will exhibit our Club values each and every day, and hold each other to account to do so –



This is a positive place where people come to improve themselves. We expect encouragement, for and from all. And remember, 'Club First'.



4. Purpose of this Strategy



The purpose of this document is to clearly define the strategic direction and vision for the culture, performance, and operation of WARC.

It is intended to provide transparency to the membership and guidance to the committee in their decision making, prioritisation and club direction.

5. Framework for Action and Measurement

Mission	Objectives (imperatives, must-haves to achieve vision)	Strategies (plan for delivering objective)	KPIs (key measurements and milestones to ensure we are on or off track)
Improved and sustained on-water performance success	1. State level high performance - win key events at Pennant, Masters and All-School State Championships.	 <ol style="list-style-type: none"> 1. Offer focused training squads geared towards attainment of Pennant, Masters and All School goals. 2. Alignment of membership with squad programs and State level competition. 3. Quality racing participation as opposed to quantity: 'train to race, race to win'. 4. Plan to increase opportunities for Masters to earn medals at National and International events and be selected for WA Interstate Teams. 	<ul style="list-style-type: none"> • Win each of the graded Eights for male and female events at Pennant State Championships, a minimum of once across the next 5 years. • Win each of the graded Single Sculls for male and female events at Pennant State Championships, a minimum of once across the next 5 years. • Targeted wins in key boat classes at Masters' State Championships each year. • Win in each of open Single Sculls and open Eights for boys and girls at All Schools State Championships a minimum of once across the next 5 years. • Targeted wins in in key boat classes at Masters Nationals & International events.
	2. National and International high performance - build and retain elite level rowing performance.	 <ol style="list-style-type: none"> 1. Long term stability through development of high-performance club leadership team and coaching. 2. Year-round club funded training programs to support national level athletes. 3. Maintain participation in RWA high performance program. 	<ul style="list-style-type: none"> • Top 10 clubs at Nationals based on medal table (includes underage and open categories). • 10 WARC Athletes selected on National teams over next 5 years. • 1 WARC Athlete offered WAIS Scholarship annually.

			<ol style="list-style-type: none"> Plan fully aligned to High Performance Rowing for WA and Australia. Plan to attract/retain high-talent athletes through differentiated membership offering. 	<ul style="list-style-type: none"> 5 WARC Athletes offered WAIS Training Agreements annually. Masters medals at National and International events.
	<ol style="list-style-type: none"> Maintain and develop coaching team aligned to performance goals 		<ol style="list-style-type: none"> Appointment of high quality and experienced coaching staff in senior squads Foster and Develop coaches as well as athletes 	<ul style="list-style-type: none"> 1 x State team coach annually Minimum 2 coaches @ RA level 4 (1 each mens and womens squad) Minimum 1 RA level 3 coach per squad (men's and women's) Selection of assistant coaches to be developed under the guidance of head coach. Level 1 and 2 coaches offered 'coach development' position with regular evaluation and learning opportunities.
Aligned and Engaged People and Culture	<ol style="list-style-type: none"> Club culture aligned to Club Vision. 		<ol style="list-style-type: none"> Develop and promote club values. Develop plan for "whole of club" participation at club events (Saturday training, club events, etc). Develop/implement programs, funding and communication strategy to showcase and celebrate success of membership. Create a performance culture across all levels and aspects of rowing. 	<ul style="list-style-type: none"> Every member has memorized what is above the club door. Frequency of whole of club events offered during Pennant season. Level of attendance at whole of club events.
	<ol style="list-style-type: none"> Value accretive membership. 		<ol style="list-style-type: none"> Plan for differentiated membership categories based on the value they can add to the club. Even distribution <20, 20-35, 35+U 	<ul style="list-style-type: none"> 100% of active membership races at least once per year. Even distribution <20, 20-35, 35+ Contract used for sponsored athletes.

			<ol style="list-style-type: none">3. Develop and implement High Talent Athlete Contract for sponsored athletes.4. Enhanced recruitment program for athletes.5. Retention of WAIS athletes post scholarship to build and support club ROI6. Plan to make the membership profitable7. Proactive reintegration of High Performance Athletes into the club.
Build Commercial and Operational Sustainability	6. Financial		<ol style="list-style-type: none">1. Expanding funding beyond existing sources.2. Balanced membership fees to meet rowing operational expenses.3. Maximising eligibility and application for High Performance funding from WAIS/RWA.4. Achieve efficient utilisation of function room and Club revenue driving assets.5. Utilise membership to enhance function room bookings.6. Proactively explore, apply and maximise grants for the betterment of the club <ul style="list-style-type: none">• Establish one new funding source annually to bring in an additional \$5k.• Monthly reporting of rowing operations expenses.• Timely and professional application to WAIS/RWA for Performance Pathway Club funding.• Monthly reporting on utilisation and revenue from resources.• Ensure leases are renewed.• Ensure outgoings are passed onto lessors.• Pro-actively sourcing and submitting grant applications.
	7. Governance and processes		<ol style="list-style-type: none">1. Systematise critical operations.2. Define roles & responsibilities of committee members, coaches and membership base.3. Annualised operational plan. <ul style="list-style-type: none">• Establish clearly documented enduring processes.• Monitoring an annual list of critical events.• Success of transition onto the committee and into the Club.• Club SharePoint is updated, backed up, accessible and organised.

8. Rowing equipment



1. A well-maintained, fit for purpose fleet. Sykes & Empacher boats, C2 land training gear & Croker oars are priority.
2. Forecast rowing equipment needs.
3. Develop boat maintenance program.
4. Develop and implement boat maintenance and handling education program for all members:
 - o Planned Boat Maintenance Sessions
 - o Appoint Head of Boat maintenance and repairs

- Operational plan is reviewed and promoted annually.
- Monitor condition of fleet.
- Use forecast to make purchasing decisions.
- 6 monthly review.
- Boats are maintained to a schedule.

9. Building



1. Develop and maintain a Conservation Management Plan (CMP) providing guidance in managing change for current needs without compromising the heritage significance of the place and ensuring the Club building (heritage listed - Place 2090) survives for our future generations.
2. Planned maintenance and improvement plan as opposed to reactive maintenance.
3. Have an appointed Head of building maintenance committee member.
4. Develop and implement 5-year building maintenance forecast
5. Actively explore and present options for clubhouse expansion

- Maintaining building in line with CMP and 5yr forecast. Achieving minimum of 85% of planned maintenance.
- A committee member is responsible for building maintenance.
- Proactively pursue grants and funding for clubhouse development.