



**WELLINGTON ROWING CLUB**  
**Strategic Plan 2017-2027**

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# Statement of Strategic Intent

## 1. Introduction

The Wellington Rowing Committee is entrusted with ensuring the vitality of the Club, its global competitive achievements, high school program success, Masters engagement and community involvement. The Committee also manages the Club's operations, facilities, finances and social programs.

The Strategy Board is charged with providing for the Club's long-term success, fulfilment of its purpose and enabling the Committee to realize its objectives.

The Wellington Rowing Club Strategic Plan has been developed by the Strategy Board following a process of consultation and review involving current members, past members and other Community stakeholders. It sets the overall objectives and guiding principles for both the Clubs rowing activities as well as its management and governance.

The Strategic Plan covers a time frame of 10 years, which, in the Boards opinion, is the time it will take to implement some of the key proposed objectives. Having said that, many of the proposals will be able to be enacted within a shorter time span, meaning that the document remains "live" and will be an ongoing work in progress. A review of the Plan should be undertaken by the Board on a regular basis and the plan updated annually.

After socialisation with the Committee and consideration of its suggestions, the Plan will be distributed to all members of the Club. It is to be made available through our Members login on our website so that all members can understand the Clubs objectives and there is clarity around the decision-making process and how the objectives are implemented. We will solicit ongoing input from our members and our broader stakeholders.

In addition, a one page Statement of Strategic Intent document has been produced and an Action Plan has been developed for the Board and Committee to refer to when implementing Wellington Rowing Club goals.

## 2. Background

The Wellington Rowing Club has a long, rich athletic and social history. It is one of the strongest clubs in New Zealand, proud of its honourable record achieved over 125 years, its heritage and of the long list of outstanding individuals who have worn its colours or administered its affairs.

At present WRC has a healthy-sized membership of competitive rowers, masters rowers and school aged rowers, many of whom are deeply committed to ensuring that WRC remains a strong and vibrant rowing club.

In speaking with some of the membership, the sentiment heard is that WRC is at a crossroads. There is a strong desire to both honour and preserve its rich past as well as build a strong foundation for future generations of WRC rowers. With this in mind, the Committee discussed

the need for the Club to undertake a strategic review covering both the operational aspects and the long term managerial and governance roles.

This document is an output of that review process - the Club now has a point of reference for the many decisions that it needs to make but also it has been able to develop a Strategic Plan looking forward to the future.

### **3. Terms of Reference**

In preparing this document, the Board examined “blue sky” opportunities as well as the “barriers to success” facing the Club.

Working with interested members a Terms of Reference was developed. This included several items requiring immediate attention and others that will be dealt with as part of the Action Plan throughout the coming years.

(refer AGM 2016 minutes for Strategic Board authority)

#### **Existing Terms of Reference**

- Determine building ownership
- Financial Overview: Reviewing the content and format of the financial statements
- Building Utilisation: Tendering the management of the function room

#### **Ongoing Terms of Reference**

- Administrative Resources: Consider the employment of an operational manager
- Location Options Analysis: Town vs other vs both
- Club Structure Review: Potential redistribution of roles
- Set Strategic Direction: Develop a Purpose Statement, a Strategic Plan and an Action Plan
- Increase Financial Resources: Sponsorship through Alumni and corporate fundraising opportunities
- Capital Improvements: Completion of earthquake strengthening / other
- Legal structure: Determine whether placing the building in a Trust is beneficial?
- Revision of the Constitution: amend where needed to meet the future

## Vision & Purpose of Wellington Rowing Club

**Our Vision:** To be recognised as leaders on the water.

**Our Purpose over the next 10 years is:** To offer athletes excellence in facilities, coaching, support and opportunities needed to succeed at their chosen level of rowing. Through encouraging our athletes to become leaders on the water we develop excellence in rowing

Our purpose will be achieved through:

- Making best use of the current location in town as well as providing an additional location for members. In doing so, development of WRC will not be constrained by the limited capacity it has in its town shed.
- Enabling our members to pursue performance excellence through well developed and notified pathways
- Developing a Club culture which encourages strength of character, resilience, responsibility, hard work, camaraderie and the “will to win”
- Ensuring the organisational robustness of the Club now and into the future

## Strategic Direction

The Board, with member input, has developed a Statement of Strategic Intent (SSI) Please see attached.

Within the SSI there are four “goals” which the Club has highlighted as objectives for its Strategic Plan.

1. Location
2. Pathways: Rowers, Coaches, Coxswains, Volunteers
3. Culture
4. Organisational Robustness

### Goal 1: Location

That we have appropriate space, facilities, boats and training equipment to meet the needs of all our members and stakeholders.

### Goal 2: Pathways

Developmental pathways are available for all members who should be looking for ways forward in the sport: rowers, coxswains, coaches and volunteers.

### **Goal 3: Culture**

Our Club culture is characterised by success, teamwork, inclusiveness and respect. We encourage role models, leadership, strength of character, resilience, responsibility, hard work, camaraderie and the “will to win”. We are proud to be members of Wellington Rowing Club.

### **Goal 4: Organisational robustness**

Through the effectiveness of our governance, we model financial soundness, transparency, equitable treatment and operational effectiveness.

## **Implementation**

For the Clubs goals to be met, we need to actively pursue the following with a timescale in place...

- Ensure that the current town shed is well maintained and optimised for space. Provide an additional location for members so that development of WRC is not constrained by the limited capacity it has in its town shed. This will allow the Club to expand and will offer members a choice of training locations, a purpose-built facility and increased storage of boats and equipment. The Board suggest developing and promoting a business case for a Wellington Water sport Centre, with WRC being a keystone participant
- Develop recognised pathways forward for our athletes, coxswains, coaches and volunteers
- Further improve the Culture of the Wellington Rowing Club by implementing the agreed Action Plan.
- Develop effective governance around decision making and financial budgeting to ensure strong financial soundness into the future

## **Conclusion**

The Wellington Rowing Club Strategy Board has endorsed this Strategic plan and has developed an accompanying Statement of Strategic Intent and Action Plan. It is the intention of the Board that the Strategic Plan be reported to the Committee quarterly and be available to the members. An updated copy will be kept on the Club website for members to access. We propose that the Strategic Board remain in place to oversee the continuing development and implementation of the Strategic Plan.

The Statement of Strategic Intent and the Action Plan will form the basis of the work that the Board will carry out during the financial year. These will remain “live documents” which will reflect the development of the Club moving into the future.



# Wellington Rowing Club Action Plan 2017

## APPENDIX I: Wellington Rowing Club Action Plan 2017

### Goal 1: Location

That we have appropriate space, facilities, boats and training equipment to meet the needs of all our members.

Ensure that the current town shed is well maintained and optimised for space. Provide an additional location for WRC through the development of a business case for a Wellington WaterSport Centre, with WRC being the leader and keystone participant

The Wellington Rowing Club is severely constrained by the size of its Clubhouse. We are no longer able to store all the boats and equipment that our Club and members own. The shed is overcrowded and there is no room for any further growth.

There is a will within the membership that we look to provide another training facility in an accessible part of the city. After in depth discussion and noting that other rowing Clubs within the Wellington region are faced with the same problem, we have decided to actively start work on promoting a business case in the Community for a Wellington WaterSports Centre.

We see this centre as being a purpose-built building (possibly similar to that of Otago University Rowing). There would be room for boat storage for the 3 Wellington based rowing Clubs, Wellington, Star and Petone, possible kayak and waka ama storage and access, along with other non-motorised craft such as paddle boarders. It would provide a large gym area with showers, changing rooms, meeting space and a manager's office. The building would also house an indoor rowing tank. There would be easy access to the water.

WRC would be a leader and keystone participant in the development of this idea and in raising its profile in the Wellington region, with the Wellington Rowing Association (including other rowing clubs in the Wellington area), with Councils, businesses and Corporates. This is a long-term goal, to be developed, promoted, actioned and built within the 10 Year Plan.

**Action 1:** Complete the earthquake strengthening of the Club house and bring its maintenance up to date by having the shed painted externally and waterproofing the deck areas. Completion within the next two years

**Action 2:** Consider the layout in the shed and determine whether any changes should be made to optimise the space. Plan developed over next year.

**Action 3:** Develop and agree a boat allocation and sharing policy between Club and schools to enable the efficient use of all club plant. This has implications around the number of boats being used and requiring storage and ensures that club members understand plant allocation. Implemented by end 2017/18 season.



**Action 4:** Develop a business case for a Wellington WaterSports Centre and actively promote the project with the Club, WRA, Councils, Sports Wellington and other interested stakeholders. Business case to be finalised by Autumn 2019.

## Goal 2: Pathways

Developmental pathways are available for all members who are looking for ways forward in the sport: rowers, coxswains, coaches and volunteers.

Enable our members to pursue performance excellence through well notified and structured pathways.

Wellington Rowing Club is a broad-based club which takes all comers at the start of each season. The Board has endorsed this concept however they wish to see the Club provide clear pathways so that its members can develop to their full potential.

Athletes, coxswains, coaches and volunteers all need to have well documented pathways of progression. This will enable those who wish to progress within the sport, to do so. They will have a clearly defined set of requirements and will know what the next step for them to take will involve - it will have a “no surprises” outcome.

In order for the Club to develop these pathways, the coaching/ management group will need to:

- Action 1:** Develop an agreed WRC approach to training. Propose activities suitable for each key rowing squad. This would include a training program based on the WRC approach at a suitable level, winter training, squad training sessions, equipment rotation, camp operation and management, regattas and National Championship events. Buy in from Club coaches will help with communication and common thinking across squads.
- Action 2:** Define a coaching structure through which WRC can engage with potential part time volunteer or semi-professional coaches. This will include responsibilities, objectives, standard of coaching, code of conduct, coach education and mentoring by “senior coaches” within the membership and the Wellington region. Suggest that the Club Captain is not a coach.
- Action 3:** Set objectives for WRC performance on the water. Propose criteria to measure ourselves against each year and consider recruitment and coaching to secure these objectives
- Action 4:** Develop a recruitment and talent identification program within the Community to ensure that we have a continued drive around excellence and a focus on winning.
- Action 5:** Build a WRC Juniors programme for experienced school rowers from year 12 and 13 to act as a development squad prior to joining the Club program. The aim is to build the relationship and training outside of school teams to ensure we keep talent in the club and focus on excellence.

Pathways for each group will highlight:

- Contact details of the Club co-ordinator for the group (rower, coach etc.)
- Set out specific objectives for performance on the water
- Training courses, times and dates with a suggested sequence
- Any RPC camps or other suggested invitational courses run by 3 parties
- Proposed progression through squads with realistic time expectations
- Highlight the transition from school to Club programs
- Provide external and internal educational resources for each group
- Mentoring by senior rowers, coaches, coxswains and volunteers with a “buddy system” developed using experienced members
- Regional and National contacts where appropriate

### Goal 3: Culture

Our Club culture is characterised by success, teamwork, inclusiveness and respect. We encourage role models, leadership, strength of character, resilience, responsibility, hard work, camaraderie and the “will to win”

#### Develop a Club culture which encourages our goal attributes

Wellington Rowing Club is one of the largest Clubs in the country. Approximately half our members are school children, with many other squads, Club, Masters, University and Corporates also rowing out of the Club. Each season the Club has approximately 20-25 coaches responsible for different squads and on average over 200 members

The Culture of the Club is something that many members raised in our workshop. To improve the culture of the Wellington Rowing Club and promote it in the Community, we propose:

- Positive peer support and attitude to fellow members
- Developing a leadership group within the athletes
- Teamwork is to be encouraged
- Promote interaction between different squads and between the school, club and masters groups
- Provide a clear Code of Conduct ensuring appropriate behaviours – discipline when the Code is not adhered to
- Encourage individuals to contribute to the Club and its objectives
- Project our targeted image through our website and Facebook
- Develop our interaction with Alumni through the newsletter and targeted events
- Advertise, market and promote Wellington Rowing Club so that our Club has a positive active image in the Wellington Community
- Improve marketing and recruiting of rowers, coaches and coxswains

**Action 1:** Develop a leadership plan to ensure the club continues to build strength both on and off the water. As part of the plan consider a leadership group involving

Masters, Club and Schools to build collaboration across the club as well as provide strength in behaviour and standards. End of 2017/18 season.

**Action 2:** Improve communication channels and opportunities for members and the community to engage within and with the club. Develop communications plan by end of 2017/18 season.

**Action 3:** Support the committee to implement more team building, whole Club training (e.g. circuit nights), cross squad involvement and off season fundraising events. Look at possible social opportunities and training camps that allow club members to meet others.

**Action 4:** Embed a health and safety culture within the club that is supported throughout the organisation.

## **Goal 4: Organisational robustness**

Through the effectiveness of our governance, we model good financial management, transparency, equitable treatment and operational effectiveness.

**Develop an effective governance structure around strategic direction, decision making processes and financial budgeting to ensure club soundness into the future. Provide professional management with transparency & accountability to the members.**

Many of the items noted in our terms of reference need to be addressed under our organisational robustness goal.

Of key interest was determining the building ownership. Now this is confirmed, other decisions will follow e.g. whether the building is best served by placing it in a Trust, the legal requirement to undertake the balance of the earthquake strengthening work and the timing of such, bringing the building onto the balance sheet and the setting up of reserves etc.

It is appropriate under this goal to undertake a revision of the Constitution and amend where out of date or not in line with the agreed Strategic Plan. This may be done in a two-stage process, with limited immediate changes voted on at the 2017 AGM and then a more detailed review of the Constitution over the 2017/18 season taking in to consideration the Incorporated Societies Bill with recommendations provided to the membership for consideration at the 2018 AGM.

Fundraising & sponsorship through Alumni and Corporate fundraising needs to be more fully considered. Opportunities in these areas have not been fully developed & further work in this area is required – it has the potential to provide financial support to the Club whilst at the same time fulfilling the goal of the Club being involved in the Community and its active past member's involvement being valued.

WRC is in the fortunate position of having a function venue in a highly sort after location in central Wellington. Where previously management and promotion of this room has been undertaken on a volunteer basis by members, the Board believes that the Club would be better served by tendering the management of the function room. The contracted guaranteed income can then be relied upon to be put towards obligations such as earthquake strengthening, building maintenance, improvements and possibly the employment of an administrative resource such as an operations manager, should the Board recommend this post review.

A review of Club structure and the possible redistribution of roles should be carried out. On occasion, the process around the decision making in the Club is not considered to be transparent and equitable. We suggest transparency, clarity and equitable treatment will be effective if principles around governance are clearly communicated to members.

## Immediate

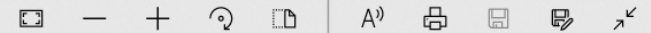
- Action 1:** Review the sub setting process and budget - consider any changes required that were highlighted in the 2016/17 season.
- Action 2:** Undertake to tender out the management of the Function Centre if the guaranteed income generated improves the outlook of the Club
- Action 3:** Clarify and set a program around capital expenditure. This needs to include a boat purchasing and retirement policy and how this sub-committee makes its recommendations.
- Action 4:** Develop the Alumni and Corporate sponsorship and fundraising side of the Club
- Action 5:** Once the structure is decided, either set up the Trust or bring the building into the Clubs balance sheet to reflect the asset
- Action 6:** Undertake that the Clubs legal requirements around filing of accounts with the Charities Commission and the Companies Office are carried out. Review the need for an auditor or for the accounts to be reviewed.

## Mid-Term (within next 2 years)

- Action 7:** Determine best practice for the management and maintenance of the building, whether that be through a Trust or through management by the Strategic Board
- Action 8:** Review the Clubs structure - redistribute roles and / or reconsider what is most efficient and appropriate
- Action 9:** Review the Constitution in accordance with the Incorporated Societies Bill.

## Long-Term (beyond 2 years)

- Action 10:** Consider the employment of an operations manager using some of the funds generated from the Function Centre



# WELLINGTON ROWING CLUB



**OUR VISION:** TO BE RECOGNISED AS LEADERS ON THE WATER

**OUR PURPOSE:** TO OFFER ATHLETES EXCELLENCE IN FACILITIES, COACHING, SUPPORT AND OPPORTUNITIES NEEDED TO SUCCEED AT THEIR CHOSEN LEVEL OF ROWING. THROUGH ENCOURAGING OUR ATHLETES TO BECOME LEADERS ON THE WATER, WE DEVELOP EXCELLENCE IN ROWING

## Goal 1: Location

We have appropriate space, facilities, boats and training equipment to meet the needs of our members

### Key Objectives

- Accessible, rowable, well resourced location/s with the capacity to fit the requirements of all participants
- Optimum utilisation of the existing building including the function room
- Optimisation of plant and boat management
- Provide clean, well-maintained, healthy and organised facilities
- Develop and promote a business case for a non-motorised Wellington Watersports Centre

## Goal 2: Pathways

Developmental pathways are available for all members who are looking for ways forward in the sport: rowers, coxswains, coaches and volunteers

### Key Objectives

- Club wide training program
- Performance objectives which give rise to achievement at local, National and International levels
- High quality volunteering and semi-professional coaching
- Our volunteer officials are effective and well trained
- Ours schools program is successful and a strong feeder at Club level

## Goal 3: Culture

Our Club culture is characterised by success, teamwork, inclusiveness and respect

### Key Objectives

- Health & safety of our members is paramount and considered by all
- Team work/hard work is promoted
- We encourage participation at all levels
- Our Club days are an aquatic "must do"
- We are proud to have you participate and you're proud to be associated with us
- Our values and protocols set mutual expectations and disciplines
- Members respect the Club's property, equipment & environment

## Goal 4:

### Organisational robustness

Through the effectiveness of our governance, we model good financial management, transparency, equitable treatment and operational effectiveness

### Key Objectives

- Our finances are in a sound position setting the platform for future growth
- Decision making is transparent with a high level of governance
- Professional management gives rise to organisational strength and the ability to consider further expansion
- Active fundraising is undertaken to provide the Club with adequate funds to undertake required capital projects