

STRATEGIC PLAN

2023 – 2027

BALLARAT CITY ROWING CLUB

Always to the fore

Prepared July 2023

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President's Message

On behalf of the Committee, I am pleased to present the Ballarat City Rowing Club Inc. Strategic Plan 2023–2027 to our members and stakeholders.

Using funding received from the Victorian Government Sport and Recreation (Operational Capacity) grant, we appointed local sports consultancy, Sports Central, to facilitate the development of this plan. The Committee wishes to acknowledge and thank our members who participated in this strategic process, and we are confident that the plan truly reflects the needs and wants of our members.

In 2020 during the COVID-19 pandemic the Club celebrated its 150th year. The Club clearly has a longstanding history in rowing and a significant place in Ballarat's own history, having been one of the first rowing clubs established in Australia.

The Club has seen and survived significant challenges during its history, and the plan excitedly looks towards the future. It includes a mission, a vision for where the Club aspires to be in five years and our own set of values. The plan also identifies six key operational areas, with each having its own objective and set of priorities designed to continue to grow the Club and support our members at all levels of rowing and build on our contribution to the sport.

The plan provides a macro framework for the period 2023–2027. The incumbent committee will review the plan annually to ensure priorities are actioned or updated in response to any changing circumstances such as achievements by the Club, funding opportunities and external factors not predicted at the time the plan was prepared.

Sharon Waters
Club President

It is a tradition of the Club for all members to always give their best in all endeavours. With the right attitude and discipline, we will be always to the forefront of all we do.



VISION

- Ballarat City Rowing Club is a premier community rowing club in Australia.



MISSION

- Ballarat City Rowing Club supports active participation in all levels and aspects of rowing through the delivery of high-quality programs.
- We create and promote inclusive community participation opportunities where people of all ages and abilities can enjoy our sport.



VALUES

Achievement

We celebrate success on and off the water. We value and acknowledge the contribution of our members.

Community

We are a genuine community club who offer a welcoming, inclusive, family friendly environment for our club and community members.

Enjoyment

We support our club and community members to enjoy their rowing, recognising the health, fitness and the social engagement benefits the sport offers.

Excellence

We always strive to do and be our best and achieve excellence in everything we do.

Teamwork

We work together as a club to achieve our common goals. We respectfully share our knowledge and experience with each other

GUIDING PRINCIPLES

- All our activities over the next five years link to our mission, vision, values, objectives and priorities.
- Our activities align the strategic priorities of Rowing Australia and Rowing Victoria where applicable.
- We possess a genuine **commitment** to the future, not just the present.
- We **communicate** openly and regularly with our members and stakeholders.
- We operate with **integrity** and **respect** in all that we do and are committed to the standards of behaviour outlined by Rowing Australia, Rowing Victoria and the Victorian Government's Fair Play Code.
- We embrace **diversity** and value the contribution of our members and stakeholders.
- We are a **Child Safe** and a Good Sports club.
- We are committed to being a **vibrant, visible** and **viable** club.
- We ensure **sustainable** practices in our use of resources and in the Lake Wendouree environment.



Administration & Governance

Objective

We aim to have an effective committee and sub-committee structure which provide leadership, management and communication to support the Club's strategic direction and operations.

Priorities

- Review and update the governance and committee structure including roles and responsibilities, sub-committees, by-laws and delegation of authority.
- Review and update the Club's policies and procedures to support current and future operations.
- Document key information about the Club to support succession planning.
- Deliver activities with members and stakeholders to share the Club's future direction.
- Identify opportunities for members and stakeholders to contribute to the Club's future direction.

Finance

Objective

We aim to be financially strong due to sound planning and management which enables the Club to invest in equipment, facilities, programs and the community.

Priorities

- Ensure the financial sustainability of the Club by identifying and analysing risks.
- Develop a business strategy incorporating annual fundraising targets with a focus on generating income to invest in equipment, facilities and programs.
- Provide members and stakeholders with regular equipment, facility and program investment updates.
- Establish a fundraising sub-committee chaired by the treasurer to coordinate fundraising, grants and sponsorship.
- Establish a grants team to support the fundraising sub-committee with sourcing grants and preparing submissions.
- Enhance relationships with the City of Ballarat, Victorian Government and stakeholders.
- Encourage donations through the Australian Sports Foundation fundraising platform.
- Review boat storage and trailer fees.





Community & Inclusion

Objective

We aim to deliver a range of events and initiatives which connect our members and stakeholders with the Club and contribute to a positive culture.

Priorities

- Deliver an annual calendar of social events and gatherings for members and stakeholders.
- Embrace the history of the Club and the people that have made it successful by regularly engaging with past members.
- Recognise and promote the Club's unique history.
- Acknowledge significant moments as they occur therefore building the next chapter in the Club's history.

Rowing Programs

Objective

We drive initiatives that support our club and community members to participate in rowing to the level in which they aspire.

Priorities

- Improve the new member induction experience.
- Develop a specific program area for leadership roles within the Club's organisational structure.
- Provide weekly training programs for all squads.
- Promote the Club's annual regatta schedule and improve the entry process to maximise participation.
- Engage with Rowing Victoria's State Development & Pathway Coordinator and other personnel to identify talented members and encourage their involvement in higher level rowing.
- Engage with Ballarat Associated Schools to grow our membership and representation in underage categories.
- Develop a UniSport Rowing Program through partnerships with Australian Catholic University and Federation University.
- Deliver participation programs for club and community members including indoor rowing fitness classes, adult learn to row, junior learn to row, novice casual row and para-rowing.





Equipment & Facilities

Objective

We aim to offer quality equipment and modern facilities which meet the needs of our club and community members.

Priorities

- Develop a boat, ergo and other equipment strategy including acquisition and disposal plans.
- Improve the pontoon system to increase safety and accommodate the needs of club and community members.
- Educate club members in the maintenance and protection of club equipment.
- Upgrade the changeroom facilities incorporating disability facilities.
- Refurbish the balcony with future proofing to reinstate external access.
- Improve the storage facilities for rowing-related equipment including oars, riggers, trestles and cradles.
- Develop an annual building maintenance plan.

Coach Development

Objective

We develop strategies and incentives to attract and retain quality coaches by offering an environment which supports personal development and growth, and opportunities for progression within the Club's programs.

Priorities

- Develop a coaching and development strategy including a coaching philosophy, coach education opportunities and programs for rowers and coxswains of all skill levels.
- Develop a coach recruitment and induction strategy.
- Support coaches to obtain the qualifications and certificates required to fulfill their role.





We acknowledge Aboriginal and Torres Strait Islander people as the traditional custodians of the land and lake and we pay respect to their elders, past, present and emerging.

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