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Murwillumbah Rowing Club



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Continuing Our Journey to Excellence 2008 - 2011



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Background

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43 In early 2008, the MRC Management Committee, with the assistance of its membership,
44 went about the task of drafting a strategic framework that would enable club to focus on its
45 current strategic and operational needs, and drive the activities of the club over the next 3
46 years.

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48 With the assistance of a grant provided by Rowing Queensland Inc (RQI), MRC secured the
49 services of a sports consultant to build on the strategic planning processes already put in
50 place, and to develop a contemporary, relevant and user-friendly plan that would help the
51 club achieve its immense potential in the coming 3 year period.

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53 The result of the work done by the club throughout 2008 is this strategic plan – “Continuing
54 Our Journey to Excellence”. The plan was completed in August 2008 and is designed to
55 focus the energies of the club in the four (4) Key Result Areas within it. The plan is also
56 designed to be a “living document”. This means that as priorities and environments change,
57 so too must the plan. The Management Committee is charged with the responsibility of using
58 the plan to guide its activities and formally reviewing the plan every 6 months to ensure that
59 the current and future needs of the club are met wherever possible.

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61 The Management Committee looks forward to all club stakeholders helping us on this
62 journey!!

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Our Mission

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- 66 To facilitate and nurture Rowing at all levels of participation
- 67 To provide the opportunity for all members to achieve their goals

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Our Values

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71 Our values, in relation to all dealings with our stakeholders and each other, are to:

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- 73 Encourage participation
- 74 Strive for excellence at all times
- 75 Foster inclusion, cooperation and teamwork within the club and with all
76 external stakeholders
- 77 Promote respect for self, club, members, facilities and external stakeholders
- 78 Facilitate fun and enjoyment for all

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Our Stakeholders

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A Stakeholder is any person, group or organisation sharing a mutual interest in the future of the Murwillumbah Rowing Club (MRC) and the sport of Rowing in general.

- Rowers
- Coaches
- Boat Race Officials (BROs)
- Parents, Families and Friends
- Schools / Universities / TAFEs
- Technical and Administrative Volunteers
- Tweed Shire Council
- Media Outlets
- Sponsors and Potential Sponsors
- Rowing QLD
- Northern Rivers Rowing Association
- Rowing Australia
- NSW Department of Sport and Recreation
- Relevant Waterways Authorities
- Other Rowing Clubs and Associations
- All MRC website visitors



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S.C.O.R.E. Analysis (as at August 2008)

Key Findings

Strengths

1. Broad Club Membership (age, ability, gender, competitiveness)
2. Open membership policy
3. Enthusiastic, hard working, supportive membership – rowers, coaches, BROs, Management Committee and other volunteers
4. Reputation for producing good quality crews
5. Excellent water facilities
6. Excellent weather during winter months
7. Rowing experience, knowledge and coaching expertise
8. Location of the Club, still water, excellent stretch of river, 9 lanes for competition
9. Excellent facilities and location - clubhouse, kitchen, boat space, amenities, beach launch and easy boat and vehicle access, still water, excellent stretch of river, 9 lanes of competitive water and finish-line at Club
10. Successful social events and community involvement
11. Highly successful annual Regattas
12. Highly promising annual *Head of the Tweed (HoTT)*
13. Strategic planning focus
14. Affiliation with Rowing QLD

Constraints

1. Insufficient coaches, BROs and other volunteers
2. Ageing fleet of boats
3. Boat transport to Regatta (inappropriate / expensive to pull)
4. Limited Club funds
5. Lack of public knowledge / minority sport in the local community
6. Lack of systematic administrative processes and systems

Opportunities

1. Large catchment area for potential members
2. Future financial input for development funding opportunities (sponsorship, grants, etc)
3. Publicity and recruitment opportunities through social events
4. Increased involvement through the local groups (Scouts, Schools, Rotary, Lions, Teachers, Parents)
5. Grow profitable special events
6. Market research activities
7. Increase member satisfaction rates
8. Improved relationships with all neighbouring properties



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Key Findings

Risks

1. Competition from other leisure facilities / sports clubs
2. Waterskiing and speed boats
3. Inadequate infrastructure (ergos, suitable boats, volunteers, number of coaches, and BROs)
4. Lack of involvement of whole Club base
5. Counter productive relationships with neighbours
6. Not meeting stakeholder / member expectations (e.g. insufficient numbers of trained coaches, insufficient high quality fleet numbers and other training equipment)
7. Lack of local community support
8. Other sports increased popularity (e.g. soccer)
9. Lack of financial viability (i.e. not continuing to operate with an annual surplus and meet member needs)
10. Lack of size of key volunteer base and succession planning
11. Losing rowers, coaches, BROs and volunteers
12. Lack of a Club-wide *Risk Management Plan*

Expectations (by Sept 2011 we should):

1. Have implemented a robust and well managed Club Governance Structure (including sub-committees), which is necessary to meet the current and long-term needs of the Club
2. Be recognised in the community and to have a high profile
3. Have hosted more major / special events
4. Have a well developed coach education and club development training system in operation
5. Be able to track all levels of membership via an efficient, central database

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Key Performance Areas

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KPA 1 Governance and Planning

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- Strategic Planning
- Governance Structure / Design
- Constitution
- Liaison with State and Local Government Agencies and Community Partners

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KPA 2 Management

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- Marketing, Public Relations, Sponsorship / Grants
- Financial Management
- Administration

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KPA 3 Sport Development

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- Rower Recruitment, Development and Retention
- Coach Recruitment, Development and Retention
- BRO Recruitment, Development and Retention

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KPA 4 Operations

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- Equipment Management
- Customer Service
- Information Technology
- Regattas / Special Event Management
- Risk Management
- Volunteer Management

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Strategic Action Tables

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KPA 1 – Governance and Planning					
Key Performance Indicator (KPI)	Strategies	Responsible Officer(s)	Resource Requirements	Timeline	Outcome Achieved
Strategic Planning					
1. Develop, implement and review the 2008-2010 MRC Strategic Plan	a. Engage consultant to develop and facilitate strategic planning workshop	- Management Committee	- Time	- Aug 2008	✓
	b. Consultant to use evidence provided by key stakeholders and the first draft developed by MRC, to develop a draft 2008 – 2011 plan	- Consultant	- Consultancy fees (RQI funding)	- Aug 2008	✓
	c. MRC to provide feedback on draft	- Workshop participants	- Time	- Aug 2008	
	d. Consultant to develop final draft	- Consultant	- Consultancy fees (RQI funding)	- Aug 2008	
	e. Use the Strategic Plan to drive and monitor Club performance	- Management Committee	- Committee time	- Sep 2008 (ongoing / monthly)	
	f. Review Club performance and the Strategic Plan and make changes to the plan as required	- Management Committee	- Committee / member time	- Sep 2008 - Sep 2011 (6 Monthly)	
	g. Develop a MRC budget, to align with the Strategic Plan	- Management Committee - Treasurer	- Time	- Dec 2008	
	h. Promote the Strategic Plan to members via newsletters / website, etc	- Management Committee	- Time	- Dec 2008 (ongoing)	



KPA 1 – Governance and Planning					
Key Performance Indicator (KPI)	Strategies	Responsible Officer(s)	Resource Requirements	Timeline	Outcome Achieved
Governance Structure / Design					
2. Implement the most appropriate Club Governance Design / Structure	a. Establish management committee positions based on portfolios to reflect the strategic intent of the MRC (i.e. 1 committee member to chair / coordinate the achievement of 1 KRA). This will make the plan more achievable.	- Management Committee	- Time	- Mar 2009	
	b. Develop position descriptions for all management committee members / key volunteer positions	- Management Committee	- Time	- Mar 2009	
	c. Establish committees / sub-committees to reflect strategic intent (i.e. a sub-committee to be established for each of the 4 KRAs)	- Management Committee	- Time	- Mar 2009 (ongoing)	
	d. Conduct member skills survey to identify possible human resources within the Club	- Management Committee	- Time	- May 2009	
	e. Promote the role of the Committee to all current and potential members to attract suitable people to fulfill committee / sub-committee roles	- Publicity Officer (PO)	- Time	- May 2009 (ongoing)	
	f. Provide training to all new and current committee members to assist them in their roles, as required	- Management Committee	- Time	- July 2009 (ongoing)	
Constitution and By Laws					
3. Review / re-design the MRC Constitution	a. Review MRC Constitution and recommend changes to align with the new Club Governance Structure and Association's Incorporations Action changes made in 2007.	- Management Committee	- Time	- Sept 2009	
Rowing QLD Liaison					
5. Review the Strategic Plans for RQI	a. Identify parallel strategies between their Strategic Plans and that of MRC, to gain assistance in relevant key performance areas.	- Management Committee	- Time	- Sept 2009	



KPA 1 – Governance and Planning					
Key Performance Indicator (KPI)	Strategies	Responsible Officer(s)	Resource Requirements	Timeline	Outcome Achieved
Liaison with State and Local Government Agencies and Community Partners					
6. Include Tweed Shire Council in all official functions / special events	a. Communicate regularly with TSC and the office of the Federal Member regarding all official functions / special events and invite the Mayor, state Member and Federal Member to be involved.	- President - Event Coordinators	- Time	- Dec 2008 (ongoing)	
7. Promote MRC events and programs to identified agencies / community groups (e.g. schools, TAFEs, Universities, TSC, local chamber of commerce, etc)	a. Implement the relevant strategies with the MRC Marketing Plan	- Management Committee / Sub Committee	- Time - Budget allocation	- June 2009 (ongoing)	



KPA 2 – Management

Key Performance Indicator (KPI)	Strategies	Responsible Officer(s)	Resource Requirements	Timeline	Outcome Achieved
Marketing, Public Relations, Sponsorships / Grants					
1. Implement a coordinated marketing approach for all programs	a. Develop a simple, club-specific Marketing Plan for all activities	- Management Committee / Sub Committee - Consultant	- Time - Budget allocation	- May 2009	
	b. Develop a contemporary sponsorship proposal template that can be adapted to each individual proposal	- Sub Committee - Consultant	- Time - Budget allocation	- July 2009	
	c. Target identified prospects	- Sub Committee	- Time	- Aug 2009 (ongoing)	
	d. MRC to develop on-site selling strategies at regattas / special events (e.g. merchandise, catering, sponsor's products, etc)	- Sub Committee	- Time - Budget allocation	- July 2009 (ongoing)	
	f. Work closely with the local print media to improve relations	- Sub Committee	- Time	- July 2009 (ongoing)	
	g. Follow all systems used by the local print media to assist them (e.g. their requirements for press releases, etc)	- Sub Committee	- Time	- Mar 2009 (ongoing)	
	h. Provide local print media outlets with a yearly events planner at the start of every year	- Sub Committee	- Time	- Jan 2009 (ongoing)	
	2. Increase off budget revenue by applying for all relevant grants each year	a. Establish a funding sub-committee to research available grants via the Recreation Training QLD and NSW Department of Sport and Recreation website	- Grants Sub Committee	- Time	- Mar 2009 (ongoing)
b. Apply for all relevant grants each year		- Grants Sub Committee	- Time	- Apr 2009 (ongoing)	



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KPA 2 – Management

Key Performance Indicator (KPI)	Strategies	Responsible Officer(s)	Resource Requirements	Timeline	Outcome Achieved
Marketing, Public Relations, Sponsorships / Grants					
3. Implement a coordinated approach to all communications	a. Develop, implement and review a club-specific Communication Plan (flow chart), to clearly outline the lines of communication within MRC and improve communication effectiveness to all stakeholders	- Management Committee	- Time	- Sept 2009	
	b. Disseminate, collect and analyse member / stakeholder satisfaction surveys annually	- Management Committee	- Time	- Dec 2008 (ongoing)	
Financial Management					
4. Improve financial management systems and procedures	a. Monitor the effectiveness of the financial management software used by the club and update as required	- Treasurer	- Time - Budget allocation	- Dec 2008 (ongoing)	
	b. Continue to present current and accurate financial reports at all management committee meetings (monthly)	- Treasurer	- Treasurer time - Financial software	- Sept 2008 (ongoing)	
	c. Establish a budget and reporting process aligned to KPIs / Strategies within the MRC Strategic Plan	- Treasurer	- Treasurer time - Strategic Plan	- Dec 2009	
Administration					
5. Develop and maintain effective administration systems and procedures	a. Develop a MRC Administration Policies and Procedures Manual	- Management Committee / Sub Committee	- Time	- Jul 2010	
	b. Convert all documents into electronic format and develop a new electronic document storage / archive system	- Management Committee / Sub Committee	- Time	- Jul 2010	

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KPA 3 – Sport Development					
Key Performance Indicator (KPI)	Strategies	Responsible Officer(s)	Resource Requirements	Timeline	Outcome Achieved
Rower Recruitment, Development and Retention					
1. Develop and implement a MRC Rower Development Program	a. Develop / identify criteria to categorise beginner, intermediate and advanced levels of participation: - Rowing skill - Racing skill	- Sub Committee	- Time	- Dec 2009 (ongoing)	
	b. Develop and implement a core skills and physical training plan for each level of participation.	- Sub Committee	- Time	- Apr 2010 (ongoing)	
	c. Align the program to the Rowing timetable (see KPA 4.5a)	- Sub Committee	- Time	- Apr 2010 (ongoing)	
2. Ensure the provision of sufficient coaches to meet member needs	a. Undertake a MRC coach requirement audit (how many coaches are needed and at what levels?)	- Management Committee / Sub Committee	- Time	- July 2009	
	b. Work with Rowing QLD to offer Levels 1, 2 & 3 Coaching Courses to MRC coaches (as required) to improve skill levels.	- Management Committee / Sub Committee	- Time - Budget allocation	- July 2009 (ongoing)	
3. Increase junior and senior rower numbers by 20% per annum	a. Implement relevant strategies from within the MRC Marketing Plan	- Management Committee / Sub Committee	- Time - Budget allocation	- July 2009 (ongoing)	
	b. To review the junior membership category pricing policy	- Sub Committee	- Time	- June 2009 (ongoing)	



KPA 3 – Sport Development					
Key Performance Indicator (KPI)	Strategies	Responsible Officer(s)	Resource Requirements	Timeline	Outcome Achieved
Coach Recruitment, Development and Retention					
4. Ensure the quality of coaching meets the needs of all members	c. Develop / implement a coach recruitment and appraisal system / procedure, aligned to specific position description	- Sub Committee	- Time	- June 2010 (ongoing)	
	d. Develop and implement specific coach PD program	- Sub Committee	- Time	- Sept 2010 (ongoing)	
	e. Develop and implement a coach mentoring program	- Sub Committee	- Time	- Dec 2010 (ongoing)	
	f. Appoint a junior coach coordinator	- Club Captain	- Time	- MRC to insert	
	g. To hold an annual club training camp	- Sub Committee	- Time	- MRC to insert	
	h. To review the junior membership category pricing policy	- Sub Committee	- Time	- June 2009 (ongoing)	
	i. Work with Rowing QLD to encourage ongoing coach training and accreditation	- Sub Committee	- Time	- Mar 2009 (ongoing)	
	j. Apply for funding to support coach development initiatives (see Recreation Training QLD website www.rtg.com.au)	- Sub Committee	- Time	- June 2009 (ongoing)	
BRO Recruitment, Development and Retention					
5. Ensure the provision of sufficient BROs to meet the needs of members	a. Undertake a MRC BRO requirement audit (how many officials are needed and at what levels?)	- Sub Committee	- Time	- Mar 2010	
	b. Support all new BROs to undertake Rowing QLD and NSWRA officiating training	- Management Committee / Sub Committee	- Budget allocation	- June 2010	
	c. Apply for funding to support BRO development initiatives (see Recreation Training QLD website)	- Sub Committee	- Time	- June 2009 (ongoing)	
	d. Develop and implement an official's mentor program	- Management Committee / Sub Committee	- Time - Budget allocation	- Dec 2010	
6. Integrate NSW and QLD BRO Training Programs	a. Encourage / lobby Rowing Australia, RQI and RNSW to develop a national BRO training framework, to be included in the Australian Sports Commission's National Officiating Accreditation Scheme.	- Sub Committee	- Time	- Mar 2011	



KPA 4 – Operations

Key Performance Indicator (KPI)	Strategies	Responsible Officer(s)	Resource Requirements	Timeline	Outcome Achieved
Volunteer Management (Recruitment, Development and Retention)					
1. Recruit, develop and retain sufficient volunteers to achieve the outcomes of the Strategic Plan	a. Appoint a Club Volunteer Coordinator	- Management Committee	- Time	- June 2009	
	b. Refer to the member skills survey results to identify which members may have the skills to assist the Club in specific areas of operation	- Volunteer Coordinator	- Time	- July 2009	
	c. Develop key personnel position descriptions and appraisal / feedback tools	- Volunteer Coordinator	- Time	- Dec 2009	
	d. Offer professional development to key volunteers in areas of need	- Volunteer Coordinator	- Time	- Mar 2010 (ongoing)	
	e. Develop and implement a volunteer rewards scheme	- Volunteer Coordinator	- Time	- June 2009 (ongoing)	
	f. Develop and implement member exit surveys to identify why they leave the Club and use this information to improve relevant operational areas	- Management Committee / sub Committees	- Time	- Dec 2010 (ongoing)	
	g. Analyse the information collected in annual member satisfaction surveys and use this information to improve relevant operational areas	- Management Committee / sub Committees	- Time	- Jan 2010 (ongoing)	



Key Performance Indicator (KPI)	Strategies	Responsible Officer(s)	Resource Requirements	Timeline	Outcome Achieved
Facility / Equipment Management					
2. Maintain a quality fleet	a. Determine the “wished” life of the fleet b. Determine the money required to replace the fleet at the end of the life of the fleet (as above) c. Implement identified marketing strategies and funding opportunities within this Strategic Plan, to source sufficient annual revenue to implement the fleet replacement program	- Management Committee / Sub Committee	- Time - Budget allocation	- Sept 2009	
	d. Implement and monitor the MRC facility and equipment damage report system	- Management Committee / Sub Committee	- Time	- Sept 2008 (ongoing)	
	e. Develop and implement an equipment usage policy and education program for rowers and coaches	- Management Committee / Sub Committee	- Time	- Mar 2010	
	f. Develop and implement a fleet / equipment maintenance system	- Management Committee / Sub Committee	- Time	- July 2010	
3. Acquire suitable gymnasium training equipment	a. Identify necessary equipment b. Source quotes for the equipment c. Develop a gym equipment purchase plan	- Sub Committee	- Time - Budget allocation	- Jun 2009 - (on-going)	



KPA 4 – Operations

Key Performance Indicator (KPI)	Strategies	Responsible Officer(s)	Resource Requirements	Timeline	Outcome Achieved
Customer Service					
4. Provide the highest quality customer service to the members at all times	a. Develop and implement a member feedback survey that is distributed to all members / stakeholder groups annually	- Management Committee / Sub Committee	- Time	- Dec 2008 (ongoing)	
	b. Develop and disseminate a New Member Induction Kit, to include: <ul style="list-style-type: none"> ▪ Welcome address ▪ Member skills survey ▪ Relevant Club policies ▪ Club Structure ▪ Outline of Club programs, regattas & events ▪ Club sponsors ▪ Other information 	- Management Committee	- Time	- Dec 2010	
	c. Appoint a new member liaison officer	- Management Committee	- Time	- Mar 2011	
Information Technology					
5. Develop and manage an interactive and user-friendly website	a. Website, e-newsletter, MRC logo, etc review and redevelopment	- Sub Committee	- Time - Budget allocation	- Dec 2009 (ongoing)	
	b. Promote the new website (as per MRC marketing plan)	- Sub Committee	- Time	- Jan 2010 (ongoing)	
	c. Update site content	- Sub Committee	- Time	- Mar 2010 (ongoing)	



KPA 4 – Operations

Key Performance Indicator (KPI)	Strategies	Responsible Officer(s)	Resource Requirements	Timeline	Outcome Achieved
Regattas / Special Event Management					
6. Develop annual regatta program	a. Develop an integrated timetable of all events relevant to the club	- Management Committee / Sub Committee	- Time	- July 2010	
	b. Link with the rower development program	- Management Committee / Sub Committee	- Time	- July 2010	
	c. Develop a MRC Regatta Operations and Procedures Manual (i.e. personnel, roles and responsibilities, policies, etc)	- Management Committee / Sub Committee	- Time - Budget allocation	- Sept 2010	
	d. Implement relevant aspects within the MRC Marketing Plan to promote regattas	- Management Committee / Sub Committee	- Time	- Sept 2010 (ongoing)	
7. Develop annual special events program	a. Form a special events sub-committee or working party b. Identify specific events to be managed by the Club each year. c. Identify and source event volunteers (e.g. TAFE and University Sports Event Management students) d. Implement relevant aspects within the MRC Marketing Plan to promote special events	- Management Committee / Sub Committee - Special events working party	- Time - Budget allocation	- June 2010	
Risk Management					
8. Implement integrated (club-wide) risk management procedures	a. Conduct a MRC risk audit to identify key risks (financial, legal, physical, other) b. Apply for funding for the development of a Club Risk Management Plan c. Develop MRC Risk Management Plan	- Management Committee - Consultant (if required)	- Time - Recreation Training QLD website - Budget Allocation (if required)	- Sep 2010	



The Future

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157 MRC is extremely positive about the future! Through the implementation of this strategic
158 plan, the MRC aims to work well with all stakeholders in order for this bright future to
159 eventuate. This **2008 - 2011 Strategic Plan (Continuing Our Journey to Excellence)**
160 outlines various Key Performance Areas, Outcomes, Broad Strategies, Responsible
161 Officers and Timelines. It is hoped it will enable MRC to fully engage its stakeholders and
162 to have a planned, coordinated and long-term approach to the ongoing success of both the
163 Club and therefore, the sport of Rowing in the Northern Rivers area.

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165 MRC will be working closely with schools, Rowing QLD / NSW, State Government, the
166 Tweed Shire Council, the media and all other key stakeholder groups to ensure the Club
167 achieves its immense potential over the coming 3 years, and beyond.

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169 MRC will embrace the many challenges it faces and deliver the best value for money
170 services it can, to as many people as possible.

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172 MRC's operations between 2008 and 2011 will now be guided by this document, which will
173 be used monthly, and formally reviewed quarterly by the management committee. It will be
174 communicated to all stakeholders, to check progress and to ensure the currency and
175 relevance of its directions.

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