

# THE ROTARY CLUB of PORT NICHOLSON INC. 3-5 YEAR STRATEGIC PLAN

## 1. INTRODUCTION

This 3-5 year Strategic Plan sets out how members of the Rotary Club of Port Nicholson see the club as it heads into the future. The Plan has drawn on the views of members who participated in the 2006 Survey, and the *2005 Club Leadership Plan Guide*, published by Rotary International. Members' views have helped to sharpen the focus on what they currently most value about the club and how they would like to see the club move into the future by way of continued emphasis or, in some cases, continuous change.

This Plan aims to help us, within the overall aims of Rotary, focus our Club as a constituent of Rotary International; ensure consistency with the Rotary Manual of Procedures (including Rotary Bylaws); and interface the Rotary Club of Port Nicholson's planning with the strategic planning of the District.

## 2. PURPOSE & VISION

The purpose of the Rotary Club of Port Nicholson, based on Rotary's Four Avenues of Services, is to provide humanitarian service to our local and international communities and each other, through active Club membership.

The Rotary Club of Port Nicholson aims to be recognised as the pre-eminent service organisation in our community – effective, vibrant, dynamic, and fun to belong to.

## 3. STRATEGIC DIRECTION/GOALS & OBJECTIVES

The strategic direction for the Rotary Club of Port Nicholson for the next 3 to 5 years can be encompassed in 5 key strategic Goals with supporting Objectives, as below.

### ❖ **GOAL 1: Maintain A Healthy Club Membership**

- 1.1 Increase the Club's membership numbers, through both retaining existing members and attracting new members.
- 1.2 The Club's strong fellowship remains its point of difference.
- 1.3 Increase active participation of members in the Club in achieving the ideal of *Service Above Self*.
- 1.4 The contributions of existing members are recognised and valued.
- 1.5 Increase communication and understanding among Club members about Club activities and projects.

### ❖ **GOAL 2: Conduct Successful Fund-Raising**

- 2.1 Identify fund-raising activities which achieve a good return on input and effort.
- 2.2 Focus on fund-raising activities which are relevant to the Club's community of interest.
- 2.3 Provide sufficient funds, in a timely manner, to meet the needs of the ongoing Club, District and International projects agreed by the Board.

### ❖ **GOAL 3: Continue To Support Charities And Projects**

- 3.1 Identify and support local charities and projects, in the short- or long-term, where they are the best value for money and they can make a difference to the life of the Club's community.

- 3.2 Actively support District fund-raising projects.
- 3.3 Identify and support international projects where the Club can make a difference to the welfare of individuals and communities.
- 3.4 Ensure all projects are consistent with the objectives of rotary and enhance its reputation in the community.

❖ **GOAL 4: Promote The Rotary Foundation**

- 4.1 Increase the level of understanding of Club members about the Rotary Foundation's work in the world.
- 4.2 Support the Rotary Foundation through Club and individual contributions.

❖ **GOAL 5: Enhanced Functioning Of The Club**

- 5.1 "Future-proof" the Club to run in a business-like, effective and efficient manner
- 5.2 Enhance the achievement of the Club's goals, good decision-making, and succession management.
- 5.3 Implement the Rotary International Club Leadership Plan Guide by restructuring the Board, to disaggregate fund-raising projects from investment in charities and projects (Club, District, and International).

#### **4. RISK ANALYSIS**

To be future-proofed and survive as a vibrant Club, the Rotary Club of Port Nicholson needs to be assured that it relevant to:

- its community of interest – with regards to fund-raising efforts;
- the community it serves – with regards to the local and District/Cluster projects and charities it support; and
- its existing and prospective members – with regards to opportunities for fellowship and *Service Above Self*.

Failure to operate efficiently and effectively risks the Club becoming less relevant to its community of interest and to the community it serves, as well as becoming less attractive to members seeking active and meaningful engagement. To be effective and efficient, Port Nicholson must be run on sound business principles including:

- good governance, including a dis-aggregation of personnel involved in funds sourced and funds spent;
- a tight Board, with significant devolvement of day to day decision-making, to help separate governance from management;
- involvement of all members in significant decisions;
- succession-planning in key areas of operation; and
- transparency of decision-making criteria.

#### **5. APPLICATION OF GOALS & OBJECTIVES – EXECUTIVE SUMMARY**

##### **GOAL 1: Membership**

- Look after existing members; provide fellowship opportunities; actively value the efforts of members; and share with members, information about the Club's activities.
- Establish a PR function to help raise the Club's credibility in the public eye, with the aim of attracting new members; and advertise jointly with other Clubs in the district.
- Actively target representatives of professions currently not represented in the Club.

**GOAL 2: Fund-Raising**

- Implement at least two significant fund-raising events p.a., with at least 50% of the proceeds to be donated to one or more pre-agreed charities, groups or individuals.

**GOAL 3: Charities & Projects**

- Achieve agreement by the Board of the criteria to be used by Committees to evaluate proposals/projects/charities/individuals for potential funding (governance function).
- Committees to have the mandate to apply those criteria (management function; devolvement of decision-making; empowerment of members).
- Investigate possible multi-year projects, including other possible projects implemented in conjunction with other Wellington-based Rotary Clubs/the Cluster.
- Investigate the feasibility of establishing a separate fund for ad hoc projects.

**GOAL 4: Rotary Foundation**

- Ongoing annual contribution of \$100 per member to the Rotary Foundation.
- Increase the sharing of information with members about R.F. and its activities.

**GOAL 5: Club Functioning**

- Suggested approached for the Board structure from 1 July 2007:
  - Presidents (past, present and elect); Treasurer; Secretary; and four other members leading each of the four goal areas: membership; fund-raising projects; investment projects; and the Rotary Foundation;
- Club Secretary and Treasurer to serve for at least of 2 years, for institutional knowledge.
- All Committee Leaders to have deputies, who will step up to Leadership positions, to ensure the broad involvement of members; succession-planning; and the continuance of institutional knowledge.
- Through the Committees, disaggregate fund-raising projects from projects which invest or spend the funds.

**6. PRIORITIES & REVIEW**

Each year, during the 3-5 year period of the Strategic Plan, the new Board will determine the priorities for that year through an annual Business Plan, consistent with the strategic goals, objectives, and activities identified in this Plan. This Strategic Plan is a living document and will be reviewed annually by the Board. The incoming President will be:

- totally conversant with the contents of this Plan;
- identify areas where there is a need to fine tune or update; and
- to bring these to the Board and ultimately to the Club Membership for adoption.

**7. FINANCIAL MANAGEMENT**

- The Treasurer shall maintain a minimum cash balance of \$5,000 in the Club's accounts to ensure that sufficient funds exist to cover any unforeseen contingencies and shall alert the Board if current operations are forecast to breach this balance.
- Every Club fundraising project shall have the dual objective of ensuring that the Club is financially sustainable and supports Board-approved charitable causes to the greatest extent possible. All fund raising projects shall set aside between 10% and 15% of their surplus to sustain the Board's broad programme of charitable activities with the balance made available for disbursement to selected charitable causes in accordance with the wishes of the Board.

- The Board notes that a year-end cash balance of at least \$12,000 is required to fund ongoing committee programmes and further notes that major fund-raising programmes should be scheduled at regular intervals during the year.

Howard Tong  
**Club President (2006/2007)**

Jan Hains  
**Club Secretary**

John Moriarty  
**Club Treasurer**