



Rotary Club of Wellington Strategic Plan 2011-2015



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Rotary Club of Wellington

Strategic Plan 2011-2015

Background to the Visioning and Planning Process

On 25 September 2010, the Rotary Club of Wellington held a half-day Visioning exercise led by external Rotary Facilitators and attended by 27 members of the Club. Key elements were taken from the product of that day to build this Strategic Plan, reported on two occasions during the 2010-11 year.

The specific and agreed intent is to establish a medium term vision (5years) over which we will continually reflect on how we go about our business, and break the tyranny of one year committee plans and the annual rotation of Board and committee membership.

The Strategic Plan is accompanied by a rolling three year business plan incorporating the committee plans. It will be reviewed and refreshed annually to maintain the five-year outlook.

The new approach should enable us to establish a more sustainable and effective Rotary Club and a more consistent and effective programme of community service.

Our Vision

Our Service - Making A Difference

Our Mission

To use our influence for good in Wellington and beyond

Our Vision is grounded in the Rotary International Vision, the Objects of Rotary, the Service Above Self ethic, the Four-Way Test and the Rotary International core values.

We will achieve our Mission through:

- practical philanthropy, being members' contribution of expertise, time, willingness to serve, and funding
- working with (not 'on') partners in our community.

and based on:

- a renewal of energy and commitment as we enter our 10th decade
- a clear plan over five years that will see our Vision realised
- the resources and engagement of our members
- collaboration within Rotary
- working with chosen community partners over a period that will sustain them through to independence
- addressing internal gaps we need to close to succeed in our Mission.

We commit to:

- always making a positive difference
- maintaining a five year horizon
- being effective and efficient in how we operate.

The knowledge, attitudes, skills and habits (KASH) we will use to achieve our Vision and our Mission are:

- high levels of knowledge and expertise
- networks and levels of influence in our community
- time to give
- established habits of service and goodwill
- strong sense of fellowship
- energy and renewal brought by younger new members
- high level of international awareness and experience
- readiness to collaborate within Wellington and our region, and with Rotary International.

The skills and knowledge our members bring include: fundraising, administration of grants, business and organisation development, personnel selection and mentoring, government and policy development, education, governance, and commercial, banking and business skills.

The gaps (DEBT) we will address through this Plan are:

- differences in the levels of commitment in the Club: getting every member engaged in at least one area of service once a year
- efficiency gaps in our club support infrastructure: streamline, bring together and update our systems and resources
- an ageing membership: a five-year horizon will encourage new and younger members into the Club while we continue to value the contributions of our senior active members
- absence of a clear area footprint: our focus is city wide, working with city-based groups and collaborating with other Wellington Rotary Clubs to widen our combined contributions
- limits on funds: we will need to exercise choices over where and to what extent to target our practical philanthropy in our area, our Pacific region, and internationally. Our involvement will be to work with groups through to sustainability rather than on a permanent basis. To support the impact of targeted contributions we will seek due recognition for funding and other support provided.
- tyranny of annual rotation: this Plan provides incoming Presidents and Boards with the annual starting point for review and renewal.

The Strategic Focus

For the next two years the Club has clear priority areas, including

- Wellington Free Ambulance – defibrillator project
- The Malaghan Institute – PhD support
- The Skilled Migrant Programme

The Club prides itself on its past social entrepreneurial initiatives and the need to be a social investor will be a key challenge over the next three to five years.

As supported by members early in this planning process, 50% of available funds will be expended domestically (primarily Wellington area), 25% nationally, and 25% internationally, generally in the Pacific and for international emergencies.

The Eight Strategic Initiatives We Adopt Are:

1. Enable the Club to address the issues and development needs of our city and our community, such as through a periodic Think Tank – Forum engaging members, individuals and community partners.
2. Focus on philanthropic partnering with a few selected social entrepreneurial organisations.
3. Focus our international development programmes in the Pacific region and through world-wide support for emergencies, collaborating with other Rotary Clubs to maximise our impact.

In order to deliver on this we need to invest in our capability.

4. Increase the membership and age range with a focus on younger members 25 – 40 years of age, supported by creating a future membership base through programmes to engage and add value for youth.
5. Recognise the value of senior active members by offering additional fellowship activities and working towards celebrating our centennial in 2021.
6. Develop a fundraising plan to support RCW that includes a bequest programme and produces incremental growth.
7. Strengthen club support systems to deliver streamlined, effective and efficient services, embracing new technology and achieving operational and financial excellence.
8. With the Vision and Mission as our base and the Strategic Focus to guide us, work to a rolling five year Strategic and three year Business Plan, with the Committees' three year plans forming the Club's three year Business Plan.

Strategic Plan: Rotary Club of Wellington 2011-2015
Executive Summary

<p><u>Vision:</u> Our Service - Making a Difference</p>	<p><u>OUR FOUNDATION</u></p> <p>The Objects of Rotary</p> <p>The Service Above Self Ethic</p> <p>The Four-Way Test</p> <p>Rotary International Core Values: service, fellowship, diversity, integrity and leadership</p>
<p><u>Mission:</u> To use our influence for good in Wellington and beyond.</p> <p>Our approach over 2011-15 is a renewal and re-focus that includes practical philanthropy, working with partners, collaborating with Rotary clubs and District, applying our many resources, being efficient, closing gaps where they exist, holding to a five year horizon, building to our centennial.</p> <p>The Kash resources we draw on are:</p> <ul style="list-style-type: none"> - high levels of knowledge and expertise - networks and levels of influence in our community - time to give - established habits of service and goodwill - strong sense of fellowship - energy and renewal brought by younger new members - high level of international awareness and experience - readiness to collaborate within Wellington and our region, and with Rotary International. 	
<p><u>OUR PARTNERS</u></p> <p>Community Groups</p> <p>Colleague Rotary Clubs in our area/ District</p> <p>Rotary International</p>	

Strategic Initiatives:	Who	When	Key Performance Indicators	To End May 2011
1. Enable the Club to address the issues and development needs of our city and community, such as through a periodic Think Tank – Forum engaging members, individuals and community partners.	Vocational Services and Community Services Committees	2 nd Q 2011	Plans developed for Think Tank Forum to identify key issues, engage community and build brand.	Proposal adopted by Board in principle May 2011
2. Focus on philanthropy partnering with a few selected social entrepreneurial organisations.	Community Services Committee in consultation with other Committees	2011-2012	Every 2 years a partnership organisation is supported to a self-sustaining position	
3. Focus our international development programmes on the Pacific region and through world-wide support for emergencies, collaborating with other Rotary Clubs to maximise our impact.	International Committee	2 nd Q 2011	Plan in place to form strategic long-term partnerships where we can make most impact and utilise Rotary International funding.	
4. Increase the membership and age range with a focus on younger members 25 – 40 years of age, supported by creating a future membership base through programmes that engage and add value for youth.	Membership and New Generations Committees	2 nd Q 2011	Plan developed that increases membership, especially in age range of 25-40 years. Youth initiatives developed.	Associate Membership Pilot approved by Rotary International.
5. Recognise the value of our senior active members by offering additional fellowship activities and working towards celebrating our centennial in 2021.	Fellowship and Club Service Committees (latter via Centennial Trust)	2 nd Q 2011	Senior members engaged in fellowship activities. Centennial planning begins early. Member-wide engagement nurtured through Fellowship programme.	Fellowship programme in place. Oral histories underway for Centennial
6. Develop a fundraising plan to support RCW that includes a bequest programme and produces incremental growth.	Board, working with Board of RCW Trust	2 nd Q 2011	Bequest plan completed together with plan to achieve \$200k per year; funds available from RCW Trust to Club \$30k and up, per annum	Trust amended and in place May 2011, \$30k made available for 2011-12
7. Strengthen club support systems to deliver streamlined effective and efficient services, embracing new technology and achieving operational and financial excellence.	Club Service Committee	2 nd Q 2011	Review Terms of Reference established, proposals brought to the Board	Terms of Reference and review group set up; two meetings, material collected.
8. Work to a rolling five year Strategic Plan and three year Business Plan, with Committee three year plans forming the Club's three year Business Plan.	Board	2 nd Q 2011	Each committee develops a 3 year plan for annual plan and Board approval	Working plan in place April 2011. Requires agreement on Strategic Focus