

# Rotary Club of Kew Strategic Plan 2023/24

This Strategic Plan (SP) was initially developed in 2020/21 after a club survey which provided information for a visioning session conducted by an external Rotarian in August 2020. Subsequently a sub-committee of the board was formed to develop the plan which was then ratified at a board meeting in March 2021 and by the members at the club meeting later that month. In May 2021 some small additions were made to the plan.

The SP is a living document to be reviewed by the board prior to the end of each Rotary year and amended as required, with the process possibly including an annual members survey.

It was further suggested the club should conduct a full strategic review including a visioning session every three to five years, as determined by future boards.

**May 2021.** Margaret Turner, President & Chris Ewart, Club Service Director 2020/21

**Updated June 2022.** Presidents Russell Hoath 2021/22 & Pennie Cornwell 2022/23

**Updated June/July 2023.** Presidents Pennie Cornwell 2022/23 & Kim Wen 2023/24

In April 2023 PE Kim Wen organised a Planning Day for the '23/24 rotary year involving the incoming Board with the meeting being open for club members to attend. Some did attend as did the DGE who outlined the D9800 plan for the upcoming year. Activities on the day included a club SWOT analysis and identifying key objectives for each avenue of service for 2023/24 which form the core of the updated plan.

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**Purpose** (why we exist) To provide genuine “Service Above Self” to others in need and continue to do good in the world  
**Vision** (what we aim to achieve) To grow our club to become the pre-eminent service organisation in our community  
**Mission** (how we will do this) As part of a worldwide network we will translate our passion into relevant social causes to change lives in communities

### President’s Key Objectives for 2023/24

Community: Conduct a major local event, increase exposure to local events/markets, strengthen ties with businesses & charities  
 International: Develop sister clubs, support student exchange, expand links to Rotary international projects, support International Convention Singapore 2024  
 Awareness: Appoint a club media officer, issue media releases, promote activities including visually

### Strategies

Youth (JS)	Environment (PN)	Community (BB)	International (PS)	Membership (RH)	Administration (AD/MMF)	Club Service (MT)	Foundation (AD)	Fund Raising (MS)	Vocational (RH)
Support: BCO & Kew HS students. Promote ongoing: Youth Alumni Hub: Investigate by Dec: Support for MUNA & links with local PS	Link with environmental groups in Boroondara, produce events calendar	Ongoing support: Ivy Grange, BCO& Servants including Aus Day lunch, monitor & report use of club grants/volunteers	Sumba Eye: Train nurses, liaise with ophthalmologists re: cataract & other minor surgery	Set annual new member goal, develop strategy & calendar of membership awareness activities	Ensure: RI & CAV compliance; timely, relevant communications with RDU; Fund-raising registration remains current	Ensure meetings comply with RI guidelines & are engaging, informative & relevant	Increase awareness & purpose of Foundation & encourage contributions	Current major fund raiser GDF: Encourage active involvement of members in planning & delivery of GDF	Identify local business people as speakers. Consider re-igniting Local Business Awards With Kew Traders
RYPEN/RYLA by Oct: actively promote NYSF: continue support via sponsorship & interview selection process	Undertake tree planting by Dec & Clean Up Australia Day March '24	Develop: major activity with Kew business & charities (Easter or Christmas?), options by Sept	Timor Leste: Assist to empower women to run income earning programs Indigenous NT: Promote skill dev't	Promote: culture that members invite 2 guests to meetings p.a. club to pay for first prospect meal	Provide members: timely, relevant information on Board decisions & financials	Ensure communications Internal/external are timely & interesting	Encourage & assist Foundation grant applications	Other fundraisers: Identify & organise other opportunities to raise funds & promote the club	Organize an event (speaker and/or site visit?) in January '24
Youth EC: link with cluster clubs re: experiences, increase awareness, Scholar's: Support claims-based, investigate Chances	Recommend 3 speakers on environmental issues for '23/24	Support: Giant Steps (new) & coffee with a cop, Increase: local markets participation	Sister clubs: Gain 3 sister clubs; Focus Int'l Convention Singapore '24 to maximise member numbers attending	Link with: KJBA to develop m' ship opportunities & D9800 Director Membership re: new ideas	Develop medium term financial plans & annual budgets	Conduct members survey to gauge satisfaction & seek new ideas	<b>Diversity:(RH)</b> Ensure club adheres to the principles of diversity, inclusion, equity	<b>Fellowship:(I)</b> Provide range of inclusive engaging fellowship activities, appoint organisers	Consider supporting a Rotary Peace Fellow
Increase Social Media footprint with PR Director	Publicise events with PR Director	Publicise events with PR Director		Publicise activities with PR Director	Store documents as required by law, soft or hard copy	Monitor & update rolling 3/5-year strategic plan		Prepare, publicise annual activities schedule	Develop a youth - related vocational activity?

## **Administration (Secretary & Treasurer) Strategy and Action Plan**

- **Ensure compliance with RI & CAV requirements & timely, relevant communications with RDU**
  - **Actions re RI (Secretary):**
    - Ensure the annual return to RI regarding membership numbers for the upcoming period is lodged before June 30 and December 31 each year
    - Ensure the club updates its constitution and bylaws in a timely fashion every three years in accordance with the directions of the Council on Legislation and CAV requirements
    - Ensure timely communications with RDU concerning club membership database
  - **Actions re CAV (Secretary):**
    - On a triennial basis ensure the club's constitution is lodged with CAV immediately after its approval by the club members
    - Ensure the annual return to CAV is lodged within one month of the AGM
    - Ensure our fundraising registration is kept current
- **Provide members with timely, relevant information re Board decisions and financial results**
  - **Actions (Secretary & Treasurer as required):**
    - Liaise as required with the Club Service Director and Avenues of Service and other Chairs regarding reporting responsibilities to members including timings thereof and medium (i.e email, meetings and/or bulletin)
    - Ensure annual accounts are finalised for the new board each Rotary year and that they and the President's report for the preceding year are available for the club's AGM held in November of each year
- **Develop a medium-term financial plan and annual budgets**
  - **Action (Treasurer):** Develop a three-year financial plan and annual budgets
- **Ensure minutes and other documents legally required to be retained and others deemed sufficiently important are saved onto Dropbox and/or memory stick and that other hard copy documents are kept as deemed appropriate**
  - **Action (Secretary):** File relevant information ongoing in a timely manner

## **Club Service Strategy & Action Plan**

- **Weekly Meeting Program & Management:**
  - **Action:**
    - Liaise as appropriate with Sergeant at Arms & ensure protocols (RI, banners/flags, ethics, guests, new member induction etc) are adhered to
    - Promote a warm social atmosphere & good fellowship at meetings
    - Appoint speaker convenor & liaise as appropriate with them re: speaker program
    - Promote Rotary months & ensure 5 Avenue of Service Directors speak twice p.a.
- **Communications - internal & external:**
  - **Actions:**
    - Appoint & liaise as appropriate with the Bulletin editor
    - Conduct satisfaction/suggestion survey in the second 6 months of each Rotary year

- Utilise as relevant all forms of Rotary publications (D9800 Networker, RDU etc)
  - Appoint & liaise as appropriate with webmaster and social media convenor
- **Other**
  - **Actions:**
    - Form and participate in committee(s) to increase fellowship & membership
    - Appoint & liaise with as required the club historian and the fundraising, conference, club property and welfare convenors
    - Hold a biannual meeting with all appointees to get feedback, seek new ideas and promote co-ordination

## **Community Service Strategy and Action Plan (BB)**

- **Continue support for Ivy Grange, BCO & Servants Community Housing**
  - **Action:** Continue financial and material support for Ivy Grange, BCO & Servants Community Housing through RABS project and club support with regular events and fundraising, including a meal on Australia Day at Ivy Grange and Servants Community Housing
- **Monitor and report use of club grants and volunteers ongoing**
- **Develop a major activity with local businesses and charities possibly at Easter or Christmas**
  - **Action:** Options to be available for consideration by September 2023
- **Support Giant Steps and Coffee with a Cop**
- **Increase participation in local market**
- **Identify local areas of community need**
  - **Action:** Keep abreast of community needs and respond as required
- **Rotary Radio. By providing a voice for Rotary in the wider community with a target of increasing the weekly listening rate by 30% p.a. be a key strategic player in the communication of the Rotary message and the worldwide activities of Rotary.**
  - **Actions:**
    - Add 3 new presenters and 3 new Panel operators to the show line up
    - Create a show format using a minimum of two team members as “on air” presenters at each show
    - Make a greater use of Zoom to prerecord interviews and guests
    - Dovetail as necessary into other Rotary media sources
- **In conjunction with the PR Director ensure all relevant activities are publicised**

## **Diversity, Equity & Inclusion Strategy & Action Plan**

- **Exemplify and embrace diversity, equity and inclusion as a core part of all things Rotary**
  - **Actions:**
    - Inclusion. Create experiences in which all people are welcomed, respected, valued

- Diversity: Embrace people of all backgrounds, experiences and identities regardless of their age, ethnicity, race, colour, abilities, religion, socioeconomic status, culture, sex, sexual orientation, or gender identity
- Equity: Consider how to provide appropriate levels of support, opportunities and resources so participants have a welcoming and productive experience

## Environment & Sustainability Strategy & Action Plan

- To encourage ongoing awareness of environmental concerns and actions individuals can take in their own small way to help save the environment through the provision of information and the implementation of environmentally sustainable projects.
  - **Actions:**
    - Projects.
      - Undertake tree planting in local area by December 2023
      - Continue the club's involvement in Clean-up-Australia Day in March '24
      - Recommend other hands-on projects our club can get involved in
      - Partner with other clubs in projects where possible
    - Education and Promotion
      - Link with environmental groups in Boroondara
      - Produce a calendar of events
      - Recommend three relevant speakers to address club meetings
      - Encourage members to join the Environment Sustainability Action Group (ESRAG)
      - Make regular suggestions on actions people can take at club meetings and/or through posting articles in the club Bulletin
      - In conjunction with the PR Director ensure all relevant activities are publicised

## Fellowship Strategy & Action Plan

- **Develop a range of activities that are inclusive and engaging for members**
- **Prepare and publicise an annual schedule of activities**
- **Appoint members to organise various activities**
  - **Action:** Form a committee that is representative of the diversity of the club's membership to develop a range of appropriate activities, prepare and publish a schedule in a timely manner and approach/appoint members to become activity leaders

## Foundation Strategy & Action Plan

- **Increase members' awareness of the existence and purpose of Foundation**
  - **Action:** Update members on Foundation as required which includes running at least one awareness session annually at a club meeting, most likely November ('Foundation Month')
- **Encourage members to contribute to Foundation**

- **Action:** From time to time, encourage members to consider making a financial contribution to Foundation and provide them with timely, relevant information on the options in the Bulletin and/or at a club meeting
- **Encourage and assist grant applications**
  - **Actions:**
    - Keep abreast of developments in local and international District Grants, Global Grants and Vocational Training Teams and ensure information is disseminated to relevant Avenues of Service Chairs and club members
    - Attend/ensure club member(s) attends, the annual District 9800 Grants Seminar (as a precondition for being able to apply for Foundation Grants in that year)
    - Encourage and assist various Avenues of Service Chairs apply for appropriate Foundation Grants as and when applicable

## **Fundraising Strategy and Action Plan**

- **Continue to encourage members to support current major fundraisers by:**
  - **Actions:**
    - GDF: Encouraging involvement in the GDF committee and/or organizational activities leading up to the event (i.e marketing & promotional activities to raise awareness with the public, designers, the horticultural community & the wider Rotary family, website development, advertising, securing sponsorship large & small, securing and liaising with garden designers and the like), and/or manning gardens on the days
    - Shop: Working in and sourcing products for the shop
- **Identify & organise other opportunities to raise funds & promote the Kew Fair Trade shop**
  - **Actions:**
    - Continue with current fundraisers including wine raffles at meetings (& consider having another offer for non-drinkers e.g., hamper, gift cards, Chemist Warehouse?) and Lift the Lid on Mental Illness Hat Day
    - Consider other options including a Cup Sweep, Christmas Raffle, Footy Tipping Competition in 2023
    - Organise, if possible, one other significant club fundraising activity in the second six months of the Rotary year. Options to consider include a Gala Dinner
    - Investigate donors for prizes such as Chemist Warehouse and other local businesses such as Mercedes, Leos, Bunnings

## **International Strategy Action Plan**

- **Continue to support our two major international projects, Sumba and Timor Leste Actions:**
  - **Actions:**
    - **Sumba Eye Program:**
      - Continue to train nurses in eye care procedures
      - Liaise with ophthalmologists regarding cataract and other surgical procedures
      - Continue to provide a supply chain of readymade spectacles (at cost) for the eyecare nurses to distribute through their clinics
      - Continue to supply various medicines (at cost) that are required for eyecare

- To continue to provide equipment as required from time to time
- **Timor Leste**
  - Provide assistance for Jill Forsyth in her management of various health & wellbeing and income earning programmes in the various regions of Timor Leste including Women's Health, Kor Timor produce for sale in Australia, flood assistance, assisting women in startup businesses, kindergartens & water programmes as deemed feasible
  - Seek out opportunities to promote sustainable work for the Timor Leste people.
  - Promote the "Job Creation Timor Leste" program within and outside the club by encouraging members and the general public to make personal donations for three specific projects
- **Assist the club with its support for End Trachoma within the outback aboriginal sector**
  - **Actions**
    - Promote skill development in the NT
- **Review and discuss any new international programmes that have merit with particular reference to Sri Lanka**
- **Gain three Sister Clubs in 2023/24 and focus attention on the 2024 International Convention in Singapore to maximise the number of club members attending same**

## **Membership Strategy & Action Plan**

- **Set annual new member goal for 2023/24**
- **Develop a recruitment strategy and calendar of membership awareness activities**
  - **Actions:**
    - **Membership Director to appoint a Membership committee of three to develop a strategy and calendar of membership awareness activities**
    - **Sub-committee to promote a culture that members invite a minimum of two guests p.a. (be they friends, neighbours or other contacts) to meetings with the club paying for the meal for the first time a prospective member attends**
    - **Guest meetings:**
      - The club to consider holding dedicated "guest meetings" at least twice p.a.
      - Members encouraged to invite at least one guest
      - Member to follow up with guest after the meeting re membership.
    - **Letters or personal contact with local businesses**
      - Establish a list of prospective members within the Kew precinct
      - Draft a letter to be signed by the President to be sent to each business prospect
      - Follow up phone call to each prospective.
    - **Contact with Kew Junction Business Association to develop membership opportunities:**
      - Produce A4 flyers
      - Encourage KBA traders to place in shop front window

- Produce a list of prospective members from KBA directory
- Phone each prospective member as follows:
  - ❖ Identify the caller – name and business name and that they are a member of the association
  - ❖ Encourage them to join – what is the organisation and why is the caller a member
  - ❖ Discuss benefits – a one sentence review of benefits
  - ❖ Make the ask – invite them to a meeting
  - ❖ Thank them for their time
- **Put the club on display**
  - Display A4 flyers on notice boards in supermarkets, library etc
  - Produce two free standing rollup banners dedicated to membership
- **Membership committee to liaise with the D9800 Membership Director re: new ideas for recruiting members**
- **In conjunction with the PR director ensure all relevant activities are publicised**

## Vocational Strategy and Action Plan

- **Identify a minimum of six key businesspeople within the Kew municipality as speakers**
  - **Actions:**
    - Access Business Directory from Boroondara Council, Kew Traders and the Rotary Speakers Directory
    - Draw up a list of twenty prospective speakers
    - Contact prospects and short list to six. If receptive to speak lock in meeting dates
    - Pass on speaker names to the Club Speaker Convener to follow up
- **Consider, with Kew Traders, re-igniting Local Business Excellence Awards**
- **Organise a major event for January (Vocational Service Month)**
  - **Actions:** Consider arranging for a prominent speaker during Vocational Service Month
    - Pass the activity and date to the Club Speaker Convenor
    - Determine if the event should be a club event or a cluster/district event
    - Promote the event for new members – members to invite a prospective member
    - Two months out from the event start promotion and firming up details
- **Arrange a minimum of two site visits**
  - **Actions:**
    - Identify a minimum of two site visits for the year, one possibility being DIK
    - Organise with the two prospects a suitable date and time
    - Pass dates onto Club Speaker Convenor to lock dates in
    - One month prior to the site visits promote the visit within the club, determine which members will attend and the logistics as to getting to and from the site itself
- **Consider supporting a Rotary Peace Fellow**
- **Organise a significant activity concerning youth**
  - **Actions:** Arrange a debate involving club members and youth in our community:



- Contact some local schools to gauge their enthusiasm for the activity. I.e. Kew High School, Carey Grammar. MLC
  - In conjunction with school determine a suitable date
  - In conjunction with school determine a debatable subject and number of debaters on each side and an adjudicator and rules
  - Pass the activity and date to Club Speaker Convenor to lock in date
  - One month out from the event start promoting it within the club and choose which club members will represent RCK in the debate
- **Future**
    - **Actions:** Keep communication going with regard to a Satellite Club and Kew Dines Out

## **Youth Strategy & Action Plan**

- **Objective. To offer and promote programs that help in developing the next generation of young leaders to build leadership skills, expand education and learn the value of service.**
- **Support BCO & Kew HS students**
- **Promote Youth Alumni Hub ongoing**
- **Investigate support for MUNA & links with local primary schools by December 2023**
- **Youth Exchange**
  - **Actions:**
    - Raise awareness of and interest in the program within the club
    - Link with cluster clubs regarding student experiences in the Youth Exchange program
- **Social Media**
  - **Actions:**
    - In conjunction with the PR Director increase the SM footprint of the Youth program
- **National Youth Science Forum. Sponsor student(s) to attend the program.**
  - **Actions:**
    - Approach schools within our municipality regarding nominating a prospective science student to attend the annual NYSF (application required)
    - Form a committee of one or more club members and possibly a teacher from the school to interview prospects and nominate finalist(s) for consideration
    - If possible, introduce successful student(s) to a club meeting prior to event
    - Successful student(s) to attend the NYSF in January each year.
    - Student(s) invited to speak to the club re: their experiences sometime after the NYSF
- **Student Scholarship Grants**
  - **Action:** Review options including D9800 Secondary School Scholarship Grant, Education CHANCES Foundation (which includes secondary and tertiary scholarships) and direct giving to schools for students in need. In relation to the D9800 SSS Grant apply for same and seek candidate(s) from the local school(s) selected.

- **Rotary Youth Program of Enrichment (RYPEN)**
  - **Actions:**
    - Approach schools within our municipality with a view to them putting forward the names of students (aged 15 – 17) who are interested in and may benefit from a RYPEN weekend camp designed to develop their potential
    - Form a committee of one or more club members and a teacher from the school(s) in question to interview prospective students and nominate a maximum of three students for the club to sponsor
  
- **Rotary Youth Leadership Awards (RYLA). Source and invite emerging young leaders to attend.**
  - **Actions:**
    - Seek out and select prospective young community leaders (aged 18-30) to apply
    - Form a committee to interview prospective candidates with one or more chosen
    - If possible, introduce successful candidate(s) to a club meeting prior to the event
    - Candidate(s) attend an intensive leadership experience organised by District 9800
    - Candidate(s) invited back to the club at a club meeting to recount their experiences.