

# Royal Geelong Yacht Club

## 2017-2020 Strategic Plan



**SBP**

## Our vision is...

*“The Royal Geelong Yacht Club Inc will be the premier members' club in the Geelong and surrounding community, with outstanding facilities, programs and services.”*

## Our mission is to...

- Provide a yachting, sailing, boating and on-water experience to the members of the club and the community
- Create a welcoming and inviting atmosphere where members will be proud and passionate about their club
- Provide an environment that fosters success in yachting, sailing, boating and other water-based activities - allowing our members to reach their boating potential and maximise their enjoyment
- Attract and conduct world-class regattas, programs and events
- Ensure we are a financially successful club
- Recruit, develop and retain highly professional staff that are able to deliver consistent high-quality service
- Maximise the use of our waterfront facility and respect our responsibility for the environment

Values	How we bring these to life
<b>Unity</b>	Members will be unified by decision-making based on consensus and through open and regular communication
<b>Respect</b>	All members will listen to and acknowledge feedback, and treat each other as equal. We will all conduct ourselves by agreed standards, and be positive in our thoughts and actions.
<b>Accountability</b>	Members and staff will be responsible for their actions by following clear procedures, goals and guidelines
<b>Progressive</b>	We will pursue an innovative and transformational path, ensuring that our decisions are informed and balanced
<b>Open</b>	We will be transparent in our decisions and communication to and amongst members. We embrace community involvement with the Club
<b>Maritime spirit</b>	We will respect and celebrate our traditions, yachting history and the maritime spirit and leave a legacy for future generations



2020 Desired Outcomes	Key Initiatives (2017-2018)
<ul style="list-style-type: none"> <li>• Net membership increases of 3% per annum</li> <li>• Maintained member retention above 90%</li> <li>• Increased the female participation and membership base from 22% to 25% of total membership</li> <li>• Maintained or decreased the average age of our membership (currently 53, 54 M / 48 F)</li> <li>• Maintained membership NPS score above 10</li> </ul>	<ul style="list-style-type: none"> <li>• Promote partnerships and membership offers with various institutions</li> <li>• Explore and implement a series of new activities/services (including a variety of on-water activities, a fitness club and special interest groups)</li> <li>• Investigate and make a decision on implementing a members' loyalty rewards program</li> <li>• Review and expand the member induction program to include a buddy/sailing mentor system</li> <li>• Introduce a monthly Skippers briefing</li> <li>• Review membership contingencies pending major funding achievement</li> <li>• Review the conversion strategy from Learn to Sail participation to membership with a focus on youth and female transition</li> </ul>

## 2020 Desired Outcomes

- Partnered with Geelong businesses, institutions, schools and community organisations to develop a range of programs, events, career paths and employment opportunities
- Successfully launched the Maritime Education Hub
- Maintained our strong relationships with local, State and Federal authorities to increase the funding received
- Reinforced the club as a valued partner and venue of choice within the community including those with diverse backgrounds and abilities

## Key Initiatives (2017-2018)

- Design a Community and Marketing Strategy that includes the identification of local community or charitable organisations and learning institutions to support and partner
- Appoint external ambassadors of RGYC
- Review and reinvigorate our schools strategy including SEDA (Sports Education and Development Australia)
- Formalise and increase our kindred and reciprocal arrangements with local clubs and other yacht clubs
- Support and promote the centre of excellence for sailing
- Elevate our social media presence and engagement
- Expand the Sailability and boating programs to engage with people with diverse backgrounds and abilities
- Leverage the uniqueness of the Wooden Boat Festival and St Ayles skiffs program to elevate the community connection of our events

2020 Desired Outcomes	Key Initiatives (2017-2018)
<ul style="list-style-type: none"> <li>• Finalised Stage 1A of the Geelong Waterfront Safe Harbour Precinct Project (GWSHP) Facilities Master Plan</li> <li>• Achieved a 4 Gold Anchor rating from the Marina Industries Association (MIA)</li> <li>• Agreed stage 2 of the GWSHP implementation strategy</li> <li>• Agreed longer term North Wall and associated marina expansion strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Design an Asset Replacement and Maintenance Plan for the next decade</li> <li>• Continue to pursue funding for the GWSHP</li> <li>• Design a comprehensive long-term maintenance plan for the North Wall</li> <li>• Review and modify the business plan for the funding of the club's \$3M commitment to the GWSHP</li> <li>• Continue the member communication and consultation process regarding GWSHP including design and functionality aspects</li> </ul>

## 2020 Desired Outcomes

- Hosted a World or National Championship each year, with a minimum of one world championship in the next 4 years in addition or in conjunction with the annual FOS and biennial Wooden Boat Festival (WBF)
- Maintained Victorian Major Event Status for the FOS
- Achieved City of Greater Geelong Major Event Status for the WBF
- Generate a cash surplus for the FOS, WBF and other events and championship
- Increased participation in the club regattas and events by 25%
- Maintain a minimum of 200 participants in Learn to Sail each year
- Maintain a minimum of 100 participants in Learn Boating courses each year
- Achieved a rating of 90% satisfaction from skippers and competitors each year
- Increased the number of qualified race management volunteers to a minimum of 20, and developed a succession plan

## Key Initiatives (2017-2018)

- Establish partnerships with existing World Classes and Associations
- Develop a FOS expansion strategy driven by interstate and international participants
- Develop a WBF growth plan designed to achieve City of Greater Geelong Major Events Status
- Explore a series of non-racing events and activities and complete 4 throughout 2017
- Create new events to attract visitors to the Club
- Conduct satisfaction survey with skippers, volunteers and competitors from events and on water programs
- Develop and implement a new volunteer recruitment, retention and training strategy
- Continue to explore technology trends and needs for our events



## 2020 Desired Outcomes

- Achieved a minimum annual cash surplus of \$450,000 (before depreciation and amortisation)
- Continue to deposit a minimum of \$150,000 in our term deposit each year reaching a minimum of \$1M for Capital Investment

## Key Initiatives (2017-2018)

- Conduct a revenue and expense review with the goal to improving working capital
- Develop a rolling 5-year cash flow forecast
- Explore a series of non-traditional revenue sources

2020 Desired Outcomes	Key Initiatives (2017-2018)
<ul style="list-style-type: none"> <li>Achieved a corporate governance rating of 'excellence' by an independent governance assessment</li> </ul>	<ul style="list-style-type: none"> <li>Conduct an independent governance review of the model, structure etc. and benchmark the industry for best practice</li> <li>Establish a structured induction and training program for current and future club Directors</li> <li>Adopt and implement the state government child safe policy</li> <li>Finalise and adopt a Corporate Governance statement in line with ASIC principles</li> <li>Finalise the roles and responsibilities of both Board and Management</li> <li>Conduct a quarterly Board review of the strategic plan</li> <li>Initiate a Board succession planning strategy including the proactive identification of potential female Board members (in line with State Government mandated policy)</li> </ul>

## Appendix:

# Critical Success Factors and SWOT

**Sustained membership growth**

Net membership increases of 3% per annum

**Financially viable and successful**

An annual cash surplus

**Meet and exceed member needs**

Change the perception on the current value of membership; add further value

**Engaging, high-quality, viable events**

Provide greater member engagement, external revenue and raise the profile of the Club

**Successful club-based on-and-off-water programs and events**

Increased boating members and greater satisfaction; encouraging juniors, establishing pathways

**Upgrade our facilities to fully utilise the waterfront position**

Enhancing the reputation of the Club in the community; to provide members with an enjoyable experience; new revenue streams; stronger community engagement and maritime education

## Strengths

1. Secure waterfront position
2. World class events
3. Long-term leases
4. History and heritage
5. Education and training programs
6. Relationship within the community, government and key stakeholders

## Weaknesses

1. Inadequate and ageing facilities
2. Governance model, structure and workload
3. Volunteer base, roles and responsibilities
4. Narrow membership focus and induction process
5. Local Community perceptions
6. Variability of the overall member and visitor experience

## Opportunities

1. New technology/social media
2. Consumers seeking diverse leisure activities
3. Institutions, government and other clubs showing interest in partnership arrangements
4. Local and regional waterfront land and facilities available for use
5. Geelong's growing population and changing demographic and economic model
6. Government and private investment in Geelong tourism

## Threats

1. Less discretionary spending due to current economic climate
2. Perception of sailing as an elitist sport
3. The changing type of volunteerism
4. Increasing competition for funding from other sports, local clubs and participation
5. Consumers moving away from annual membership commitments





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