



ROYAL YACHT CLUB OF VICTORIA

STRATEGIC PLAN

2013 – 2017





CONTENTS

PAGE 4

Introduction

Message from the Commodore

PAGE 5

Our Vision

Mission Statement

PAGE 6

Our Core Values and how we bring them to life

PAGE 7

Core Goals, The Pillars and Key Strategic Activities

PAGE 8

PILLAR ONE – Sailing

PAGE 9

PILLAR TWO – Governance and Leadership

PAGE 10

PILLAR THREE – Facilities

PAGE 11

PILLAR FOUR – Membership and Services

PAGE 13

PILLAR FIVE – Marketing and Communications

PAGE 14

PILLAR SIX – Business and Finance





MESSAGE FROM THE COMMODORE

Dear Members,

General Committee has two major responsibilities in relation to our great Club. They are an ongoing responsibility to oversee its day to day operations, administration and finances, and a responsibility to lay the foundations to ensure the Club prospers for the long term benefit of members.

As a core platform of this long term goal, I have pleasure in presenting this Strategic Plan aimed at strengthening our great Club over the next few years. Our Club should never stand still and will always strive to enhance key assets, namely sailing activities, facilities including club house, yard and marina, membership and the staff in our employment.

We must reflect on the legacies our forebears have provided to us and our responsibility to current and future members to maintain and enhance the unique and cherished status we currently enjoy as members of the Royal Yacht Club of Victoria.

In developing and writing this Plan it has been set out so that it can be read easily. There are a series of medium term goals (until 2014) addressed within six individual 'pillars' and these have been linked with key activities to be pursued during the next two years (2010/11). This Plan will be updated by the Committee annually to provide a key focus for our Club's activities. A number of members have provided individual feedback and we welcome your comments.

I commend this Strategic Plan to you and trust its ongoing implementation enhances the overall enjoyment and experience of sailing at Royals.

Andrew Munro

Commodore
March 2014

OUR VISION

The Royal Yacht Club of Victoria will be a leading yacht club in Australia

OUR MISSION

The RYCV will develop and foster the sport of sailing and provide quality facilities and services for its members and their guests

We are committed to...

Applying best practice Club governance while;

- Continuing to develop a world-class sailing culture.
- Offering quality sailing services and facilities for a wide range of craft.
- Providing quality services, social activities and facilities to members.
- Ensuring that new sailors are provided with a continuous and clear development pathway through the provision of training programs and on-going support.
- Promoting a culture where all members, staff and volunteers, work together for the benefit of the Club.
- Running prestigious sailing events to enhance the standing of the Club and the sailing community at large.
- Being a valued member of the local community by providing a positive contribution to the surrounding area and its environment.



CORE VALUES AND HOW WE BRING THEM TO LIFE

INTEGRITY

We will make honest and ethical decisions for the benefit of the Club and its members.

COMMITTED

We will work with a positive attitude and deliver quality facilities and services for our members and guests.

RESPECTFUL

We will respect all people and be considerate of the needs of our members, guests, our community and our environment.

PROGRESSIVE

We will continue to be progressive in our thinking to ensure we leave a positive legacy for future generations while respecting our heritage.

FRIENDSHIP

We will promote friendship among members and welcome guests and visitors.





CORE GOALS, THE PILLARS AND KEY STRATEGIC ACTIVITIES

PILLAR ONE – SAILING

In 2013-14 we must:

- Continue to review our sailing program and calendar. e.g. Autumn Series
- Continue to support the cruising component of the sailing committee.
- Review marketing with aim of attracting more participants in races.
- Identify classes of boats that attract new, and retain, younger membership, e.g. Sports boats.
- Make improvements to the online entry system.
- Undertake the preparation of a business plan for Race Management services.
- Undertake the preparation of business plan for Royals Training Centre.
- Provide feedback to YA/YV on development programs and pathways to keel boat sailing.

By 2017 we aim to have:

- Provided opportunities and support for the membership to compete at their highest level of the sport.
- Promoted the development of Professional Race Officers for the industry.
- Developed a broad racing program that engages with the full spectrum of members' interests.
- Maintained our position as a leading training centre.
- Provided clear pathways for developing sailors.
- Supported a new class of boat in our events/ club that furthers the development of racing and membership.
- Accessible and quality sail training for all members and general public.



PILLAR TWO – GOVERNANCE AND LEADERSHIP

In 2013-14 we must:

- Have a renewed constitution in place.
- Continue the implementation of an effective governance framework, delegations etc.
- Have multi-skilled staff that will work across departments.
- Continue to implement Occupation Health & Safety procedures.
- Progress the development of an Environmental Management Plan.
- Identify appropriately skilled candidates for relevant positions on committees.

By 2017 we aim to have:

- Implement a professional governance structure.
- Improve the skill set and experience of all committee and staff.
- Maintaining a leadership role with Yachting Victoria and Yachting Australia such that they will always seek our opinions and views on key issues in a positive way.



PILLAR THREE – FACILITIES



In 2013-14 we must:

- Prioritise our key capital projects.
- Develop our finance strategy for future projects.
- Maintain adequate facilities for our fleet.
- Complete the layout of the marina and obtain approvals.
- Have signed contracts in place for the new marina.
- Finalised our plans for refurbishment of club house facilities to meet member needs.
- Secured our long term lease for the land, OTB area and seabed.

By 2017 we aim to have:

- Continued our development of the Site Master Plan (10-15 year) – which will provide clear priorities for the future.
- Completed the floating marina with increased draft/depth.
- Improved our yard facilities for boat retrieval and storage.
- A plan in place for the ongoing renewal and maintenance of existing member facilities.

PILLAR FOUR – MEMBERSHIP AND SERVICES

In 2013-14 we must:

- Develop an effective new member support program, including a review with the new member after 12 months.
- Review membership application process and support operations.
- Continue to improve the benefits of membership.

By 2017 we aim to have:

- An environment that makes visitors want to join.
- Membership that understands and appreciates our Core Values.
- In excess of 1,100 members.
- Continued our review of membership structures so that they are relevant to the market.





PILLAR FIVE – MARKETING AND COMMUNICATIONS

In 2013-14 we must:

- Survey our members to understand their needs and develop key marketing/communication plans with adequate resources.
- Review our communication needs and establish a structured communication program (internal and external).
- Implement software to target sectors of membership and improve overall communication with the membership.
- Have completed an integrated brand, communications and marketing strategy.
- Redesign our website, including a members' only section.
- Continue the development of a social media strategy.
- Continue our development of a database of potential users of our services (including yard, sailing training and hospitality).

By 2017 we aim to have:

- Expanded our active sponsors and ensure that there is mutual benefit from the relationship with the Club.
- Improved communication practices for members to provide feedback in respect of key issues.
- An ongoing and active communication program with external stakeholders.
- Effective and professional relationships with peak bodies.
- Continued to improve our relationship and profile within in our local community.
- Effective communication to potential, new and established members.

PILLAR SIX – BUSINESS AND FINANCE

In 2013-14 we must:

- Update the asset maintenance and replacement program.
- Support and develop the role and activities of See Change.
- Ensure clarity of cross-subsidies to member services and events.
- Continue the grant identification process and applications of development programs.
- Develop a long term financial strategy.
- Improve the skills of staff – through training and continued better employment practices.

By 2017 we aim to have:

- Built a basis for financial longevity via positive cash flows.
- Operating surpluses in excess of \$200K.
- A clear funding plan and policy for ongoing asset renewal and planned capital improvements.
- A clear financial plan that is well articulated to our membership.
- Continued to access grass roots funding grants.







ROYAL YACHT CLUB OF VICTORIA

120 Nelson Place
PO Box 51
Williamstown Victoria 3016

Telephone 03 9397 1277
Facsimile 03 9397 8160
www.rycv.com.au