

**HILLARYS YACHT CLUB (INC.)
STRATEGIC PLAN – 2003-2013**
Reviewed August 2007

PREAMBLE

In preparing this revised Strategic Plan, the aim of the Management Committee was to document a simply expressed plan for the future management and development of the Club that would enable:

- * Members to comment on and influence the Plan.
- * Management decisions to be made in a holistic way.
- * Debt to be properly managed.
- * Professional financial planning to be undertaken.
- * Points of internal conflict to be identified and resolved.
- * Demonstration of the wide range of activities and responsibilities inherent in the management of a Club such as ours.
- * The Club to remain accessible, comfortable and affordable to our members.

The process adopted in the development of this plan involved the engagement of an external facilitator experienced in strategic and business planning processes to lead members of the Management Committee, Section Captains and other selected representative members through the exercise. This enabled members to participate fully in the discussions without any individual or group dominating discussion or overly influencing the outcomes.

Strategic Planning Sessions were conducted on two Tuesday nights for three hours each. Discussion included consideration of the following issues that may impact on the club during the next ten years:

Issue	Implication
Public Liability	Some events likely to be more costly
Reduction of fish numbers	May affect membership. We could form an alliance with fisheries – conservation could be a touchy issue
Volunteer burn-out	Incentives for volunteers, rewards, recognition – volunteer of the year, dinner, busy bees followed by social do
Aging population	Cater for aging members. Discount 65+ needs to be changed to reflect 8-10 yrs of membership. Can we afford this sort of fee cut? Balance with junior development, ie, ensure there is a balance of different age groups
Cost of crew membership	Could be re-structured to encourage greater participation
Decline in junior sailing	Co-ordination of training across sections
Possible future sale of harbour	Should benefit the club, and there may be new opportunities. Current lease terms need to be considered
Value of the \$AU	Possible decline in membership, more Aust made vessels
Terrorism	Could increase use of club as people reduce overseas holidays Increasing cost of security of events, ie, security plan
Involvement of spouses	Expand social side. Don't force aquatic activities
Increasing cost of boat ownership	No great effect likely on the club
Early retirement	More time to participate. More volunteers. Lower spending

This Plan represents the considered view of how the participants see the Club developing up to the year 2013. It is intended to conduct an annual or bi-annual review of the Plan and to adjust it as more information is gained or circumstances change.

The point of any plan is to reduce uncertainty and co-ordinate effort across functional boundaries. To do this effectively Management needs Members support of the Plan as a blueprint for future development.

The final point that is made is that the Plan is not "set in concrete". It is a living document that will be subject to review and as necessary, revision. What the Management Committee has tried to do is put some order and priority into the things they think the club may be able to do over the next ten years, given ideal conditions. Every one of the actions is subject to resource considerations, and cannot be implemented unless the human and financial resources are available. So please be positive in your approach to the Plan and carefully consider your feedback in the context that has been outlined.

EXPECTATIONS OF WHAT THE CLUB WILL LOOK LIKE IN 2013?

Membership

- It is anticipated that there will be 1500 members drawn from the catchment area and that the club will not be exclusive, and will strive to remain affordable to families. It is expected that there will be a limit on pens and vessels and a longer waiting list.

Facilities

- The club house will have a second story, verandahs, etc
- Visitor jetty accommodation and boardwalk
- Wheelchair access
- Parking for wheelchairs
- No pokies

Finances

- Membership fee continues to be reasonable and affordable
- Higher running costs
- Cashless Club

Services. More staff will be required to provide:

- Longer opening hours
- Increased food and beverage service
- Current mix of power (66%) to yacht (34%) will have changed to 50/50
- Dedicated training capability

VISION

To be recognised as a vibrant and respected yacht club, encouraging a wide range of sea sports with a high percentage of participation.

VALUES

The values considered important to the Club are:

- Pursuit of excellence in all things.
- An emphasis on fostering and training youth.
- Family participation in Club activities.
- Friendly competition.
- Safe practice.
- Conservation of the natural environment.
- Provision of a social outlet for members.

OBJECTIVES

- To foster and encourage sea sports with particular attention to sports involving family participation and to promote social interaction between members and the provision of amenities for use by members.
- To engage in the promotion of safe practices on land and sea amongst Club members and by example to further this object within the community.
- To establish and maintain a headquarters premises and sea sports club with all its amenities including safety facilities.
- To join in or affiliate with any other club or association having similar interests.
- To be a social, sporting, non-political and non-profit making club.
- To foster and support the establishment and maintenance of a co-ordinating council for the overall control of all sea and aquatic activities in the waters surrounding the Hillarys Boat Harbour, with particular emphasis on the conservation and management of our pristine natural environment in order to preserve same for future generations.

The Club is established for the purpose of accommodating and providing amenities for members and their guests upon premises lawfully occupied by the Club in good faith and the Club is not established for the purpose of making profits divisible amongst the members or any of them or in support of any object other than the accommodation and provision of amenities for members and their guests.

MEASURES

Key indicators are used to measure whether an organisation is moving towards its vision. It is suggested that the Management Committee choose from the list below, those indicators that are considered the most appropriate measures of the strategic direction of the club, as stated in the Vision statement above. Information on these indicators would then be provided annually or six-monthly, as desired.

	Key indicator	
1	Use of club facilities	Number of vehicles recorded coming through the electronic gates per period
2	Representation	% of members that participate in organised official events not hosted by HYC – could include number and level of achievement
3	Membership turnover	Annual number of resignations in all categories and reasoning
4	Level of interest	Numbers of/in attendance at regular and special events. Response to surveys
5	Club functions	No of people attending the following functions: <ul style="list-style-type: none">• Opening Day• Presentations• New Years Eve• Melbourne Cup Day• Valentine's Day• Section / Division dinners• Competition Dinners• Club Dinners % to be calculated as total number attending divided by possible attendance
6	Private functions	Total number of individual functions booked in a year. Definition – Private room allocated and paid for= private function
7	Section Numbers	Number of participants in each section taken from the registers/logs

STRATEGIC ACTIONS

In developing the following actions for the Club the Planning Group were mindful of the Vision the Club is aiming towards and the Objectives the Club is seeking to achieve. These actions are written as tasks to be completed to enable the Club to continue its development and achieve the outcomes contained within the Vision and Objectives.

OPERATIONAL EFFICIENCY

The cost of providing services to our members is very much dependant upon how efficiently the operations of the Club are conducted. While these matters are not particularly strategic, the constant improvement of operations requires time and effort and resources, and therefore needs to be considered as the background to strategic decisions that will require the expenditure of further time, effort and resources. The issue of operational efficiency has been separated into Governance categories of Constitutional, Fiduciary, Assets and Administration (inc. Human Resource Management), Infrastructure, Membership, Competition & Development.

INFRASTRUCTURE

The infrastructure of the Club represents its largest financial asset and is integral to its development and operation. It directly relates to the provision of services to members and to the production of revenue for the Club. The Action Plans related to Infrastructure have been categorised under the headings of Buildings, Grounds, Pens and Vessels.

YOUTH

Most members of the planning group believed that the future of the Club lies in its youth and that their development is essential to the growth and continuation of the Club. It also recognised that the Club has a responsibility to the Community to ensure it is playing its part in fostering and training young people. There was a view, however, that questioned whether youth was the future.

GOVERNANCE – CONSTITUTIONAL, FIDUCIARY, ASSETS & ADMINISTRATION				
Task:	Reason required:	Responsibility:	Completion By:	Progress Report:
CONSTITUTIONAL				
Complete review required including By Laws	To accommodate growth & expansion of Club operations. Inclusion of Boatlifting requirements.	Management Committee Constitution Committee	2009	Still to be completed Required amendments made at AGM
Duty of Care	Control & legal obligation.	Management Committee		
FIDUCIARY				
Development of a Financial Management Plan	Need to manage and reduce debt. Requirement under Constitution. Requirement of bank. To ensure future sustainability of Club. Members demand for sound financial management. Maintain affordable amenities for members	Finance Committee	2005	Debt reduced 2004-05 year. To include 'Financial Operations Manual'.
Forward Budgets and Capital Expenditure presented to & approved by members at AGM	Improved operations Less reliance on SGMs	General Manager	Annually	Implemented 2007
Review traditional income streams	This is necessary to manage costs, keeping fees at a reasonable level (eg, CPI increases acceptable) Investigate other Club processes.	Finance Committee	Ongoing	CPI increases maintained 2005
Review Constitution Clauses 26.3 & 26.4	Advancement & cost of operations	Management Committee	2009	With constitution review
ASSETS				
Development of an Asset Management Plan for Clubhouse, Grounds, Club Vessels & Equip.	Need to identify and value all assets of Club. The necessity for a planned maintenance program. The necessity for a planned replacement program. The need to plan capital works expenditure.	Executive	2010	Asset depreciation schedules updated & maintained MYOB Asset Mngr implemented
Asset revaluations 3 – 5 yearly	Accuracy of Balance Sheet detail Maintenance of insurance requirements	General Manager	Ongoing	2006 with Boatlifting purchase 2009 with 2 nd storey development
Sinking / Contingency Fund to be maintained	Asset replacement & continuation of operations	Finance Committee		Fund established 2007
ADMINISTRATION				
Consolidate business operations – Club & Boatlifting	Efficiency & Communication Simplify operating systems - MYOB Delivery of information	General Manager	2007 - Ongoing	Ongoing
Development of a Human Resource Management Plan	To sustain high morale and loyalty of staff and less staff turnover. Staff to be properly trained, - First Aid & Conflict Resolution To provide quality service to members.	General Manager	Ongoing 2007	Work in progress. Ongoing First Aid completed 2007
Appoint Office/Financial Manager	Maintain office & financial procedures Assist the General Manager	General Manager	2010	Prior to 2 nd Storey development
Improve best practice, procedures & job descriptions	To ensure the welfare of staff.	General & Dept Managers	2007	Implemented & continuing
Integrated Electronic Operating Systems	Improve the operational efficiency of the bar, galley, offices and security. To include all services, pens, buildings and other assets.	Management Committee	System installed 2005	Further upgrade 2010 with 2 nd Storey development
Strengthen Relationships with Local and state government	To facilitate future works planning. To ensure that the club is aware of developments in the local area, and to have input to the local authorities to the benefit of the membership.	Executive Committee General Manager	On-going	Relationships in place & being maintained

INFRASTRUCTURE & FACILITIES – BUILDINGS, GROUNDS, PENS & VESSELS				
Task:	Reason required:	Responsibility:	Completion By:	Progress Report:
BUILDINGS Complete feasibility study into refurbishment & second storey Club House <ul style="list-style-type: none"> Design & costing Expected return Assess increase in Club Profits Club funding options Operations during construction Tender & Contract details Relevant Factors: For the 2nd Storey Concept <ul style="list-style-type: none"> * Reducing debt levels. * Availability of finance. * Local Government approval. * Parking bays available 	Improve service to members by the provision of additional and improved club area. Increase revenue through membership and function trade. Necessity to accommodate & enable growth in membership. Additional Requirements: Adequate administrative areas Member areas & access Provision of Outside bar area Upgrade fish weigh-in area in conjunction with outdoor bar area Refrigerated Air conditioning Increased bathroom facilities Provision of a Junior Facility Support for Major Events Included with Design	Management Committee Finance Committee Building Committee Builder Architect Consultants	2009-10	Concept plan & drawings June 2007 – work in progress Construction Commenced 2009 Completion expected 2010
GROUNDS Provision of a Boat lifting facility for members	Provision of a cheaper lifting service to members. Relevant Factors: *Experienced Management in place *Feasibility & Profitability *Environmental implications.	Management Committee	Purchased 2006	Funded by Bank Loan Managers Appointed 2006 & 2008 Profitability maintained 2007, 08 In place & maintained
Provision of Emergency Power Supplies	Continuity of operation. Reduction of stock & admin loss	Management Committee	2010	Separate supplies implemented for jetties and Clubhouse 2006 Further investigation with Clubhouse development
Undertake boat storage feasibility within the Boatlifting facility	Member demand for boat storage/hard standing. Production of revenue from boat storage fees.	Management Committee	2008	Development Application submitted 2008
Investigate acquisition of Fuel Supply facility	Affordability for members	General Manager	Ongoing	Liaison conducted 2007 & 2008
Annual Review of Physical Security Plan Upgrade gate security & access Annual review of Fire Protection Plan Improved Dinghy Ramp Access	Member demand for secure premises Concern for members Concern for staff rostered individually CCTV pursued & implemented Safety Duty of care. Maintenance. Safety & event operation	General Manager General Manager	Ongoing 2008 2008	Upgraded 2005 Completion expected 2009 Rostering reviewed 2008 Implemented 2005 Upgraded 07 Updated during 2005 Upgrade expected with 2 nd storey development 2010 Completed 2008
PENS				
Annual Review of all Jetties	To ensure the jetties meet safety standards. To identify maintenance requirements.	Pens and Moorings Committee	Each calendar year	Maintenance program for jetties. Club is undertaking maintenance on an annual basis
Manage Pen Occupancy to achieve 50/50 power to yacht ratio	To maintain Section participation & activity Allocate pens 2 to 1 until achieved	GM, Pens & Moorings	2007	Management Ongoing 2006 – 65/35 2007 – 60/40 2009 -
Feasibility study into construction of VIP and Boardwalk, along sea wall with associated collector jetties	Member demand for mooring of visiting boats. Improved service to members for loading/unloading boats. Increased revenue production from visiting boats.	Management Committee Pens & Moorings, GM	2005/06	Completed 2007

Replacement / Maintenance of Q & R Jetties	Safety, necessity & required	Management Committee Pens & Moorings, GM	2006	Completed 2007
Provision of Sullage removal pump out station	Ever growing demand for removal & safe dumping of sewerage	Management Committee Pens & Moorings, GM	2006	Completed with redevelopment of Q,R Jetties 2007
Annual review of Fire Protection Plan	Safety Duty of care.	Pens & Moorings, GM	Ongoing	Upgrade expected following Q & R Jetty upgrade 2008
Increase Water Lease Access / Manage further DPI Jettys	More facilities for boat mooring	Management Committee	Ongoing	Ongoing
VESSELS				
Provide & maintain suitable vessels for Club & Section Activities	Service to members wishing to use boat for Club related activities, training & competition purposes. Need to maintain necessary safety standards.	Management Committee GM, Pens & Moorings	Ongoing Ongoing	Ongoing Ongoing
Provision of a new Club Boat to support or replace "Mirage"	Service to members wishing to use boat for Club related activities, training & competition purposes.	Management Committee	2007	New vessel provided 2007

MEMBERSHIP - DEVELOPMENT & COMPETITION				
Task:	Reason required:	Responsibility:	Completion by	Progress Report:
MEMBERSHIP				
Upgrade Club communication to members	This an element of the strategy for improving participation, and increasing membership. Compass, Flyer, Website, Email Newsletter & Marketing Plan to compliment each other	General Manager, Section Rear Commodores	On-going	Continuing 2007 Assign responsibility – Staff Community Access
Manage Membership Growth through an Annual Review	To ensure control of costs to members maintaining affordable membership. To maintain a balance between facilities and services. The enhancement of club facilities.	Management Committee – dedicated sub-committee. Management Committee	Reviewed annually	Growth & membership to be properly monitored. Attrition Rates vs Other YCs. Target of 1500 members by 2012
Integrate Functions as part of Club business & revenue stream	Increased membership, awareness & revenue streams	GM, F&B, Committees	Ongoing	Accurate information collected Participation monitored
Market & promote HYC Branding	Review of Existing Events. Identification of Signature Events Establishment of New Events Come N Try Open Day New Member Dinners Ensure recognition for HYC. Promotion by electronic media	PR, Management. GM. All Sections	Ongoing	Events conducted & reviewed annually Enhanced community awareness
Annual Review of Sponsorship	Maximise opportunities for sponsors	Sponsorship Committee	Annual	Sponsorship maintained thru 2008
COMPETITION				
Annual Review and Organised Plan to conduct aquatic sports major events at the Club	Ensure the Club's ability to organise and conduct such events is recognised. Increase in revenue from conduct of such events at the Club. Provide opportunity for members to compete at various levels.	Rear Commodores Angling, Diving, Power and Sailing	Annual Review	State Titles. Pot of Gold. Shepherdess Cup. Harbour Classic. Power Championships
Attract / Conduct greater level of Events, Corporate & Marquee style	Maximise usage - including off-peak Demand for Function Facilities. Conduct combined events with northern marinas & Clubs. Pursue conduct of International Events	Sponsorship Committee PR, Functions, GM, House Committee	Ongoing	Ongoing North Coast Series Clipper Race, Class Regattas,...
DEVELOPMENT				
Family Involvement	Parental Support Costs of Participation	Parents	Ongoing	
Youth Involvement	Feedback opportunities <18 >18	Development Officer		
Development of Junior Programs	Communication & Newsletter distributd. Supports development & standard of participation Sections to promote junior involvement	Development Manager Development Officer		

Talent Identification	Incentive Programs Introduction of Scholarships Sponsorship Opportunities	Development Manager		
Entice Participation by Pen Holders	Provide cross sectional events for members. Align with pen occupancy agreements Allocate pens to participating members	Sections Pens & Moorings	Ongoing	Convoy trips & visits Involvement in Club events.
Develop New Sections	Membership growth & interest	Development Manager	Ongoing	Water Ski, Jet Ski, Kite Surfing...
Develop New Classes	Maintain growth interest, increase skills	Development Manager	Ongoing	Optimist fleet purchased 2006 Laser fleet developed 2008
Development of Schools Programs	Increase junior membership. Lift profile as a community club. Advertising opportunities.	Development Manager Development Officer	Ongoing	Commenced 2006

TRAINING				
Task:	Reason required:	Responsibility:	Completion By:	Progress Report:
TRAINING Develop a training capability within the Club Induction & Education of Policies of the Club	Demand of members for training as a service. To maintain safety standards in activities of the Club. Liquor, dress, pens, privacy.... Develop member skills. Development as a revenue source. To take advantage of a commercial opportunities.	Management Committee Development Manager Development Officer Relevant Factors: Finance Sponsorship	2006	Development Manager appointed 2006. Development Officer appointed 2007 Sponsors identified 2007 Revenues increased YWA, Sea Safety....
Coordinated Approach desired	Identify needs Identify & Promote Courses Opportunity for more training.... Courses & Information Increased learning Resources Professionalism Efficiency	Development Manager Development Officer	2006	Ongoing
Development of Volunteer Management Program	Progress dependant upon Volunteers Correctly trained & informed Development of Procedure Manuals Recruitment strategies, recognition & rewarding	Development Officer	2006	Ongoing
Non Member Training	Additional revenue source Sponsorship return Community Awareness Recognition	Development Manager	2006	Ongoing

