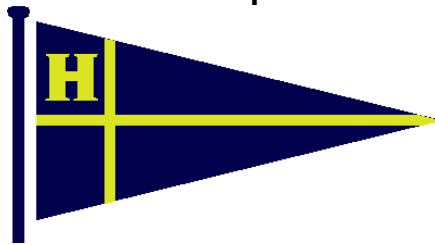


**HILLARYS YACHT CLUB (INC.)
STRATEGIC PLAN – 2013 / 2023**

Reviewed April 2013



PREAMBLE

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

- * Members and Sections to comment on and influence the Plan, with regular review as necessary to maintain direction accuracy and progress.
- * Management decisions to be made in a holistic way.
- * Debt reduction to be properly managed and planned.
- * Demonstration of the wide range of activities and responsibilities inherent in the management of a Club.
- * The Club to remain viable, accessible, comfortable and affordable to our members.

This Plan represents the considered view of how the Club can develop through to the year 2023. It is intended to conduct reviews of the plan as necessary in monitoring progress and to adjust it as the Club develops, information is gained and circumstances change.

The Plan is designed to be a living document that will be subject to annual review and revision as necessary. The aim of the Management Committee is to put some order and priority into the strategic development of the Club. The actions assume favourable conditions and are subject to resource considerations over the 10 year planning horizon.

EXPECTATIONS OF WHAT THE CLUB WILL LOOK LIKE IN 2023?

Membership

- It is anticipated that there will be 2000 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 the demand and limit on pens for member vessels will ensure our marina is full with the need for waiting lists continued.
- Member Sections will be strong with activities, facilities and equipment necessary for active involvement with support from fundraising, sponsorship and volunteers.
- Communication with members will be electronic in nature and technologically advanced.
- The Club will have a significant junior/youth presence with programs maintaining involvement and participation.

Facilities

- The two storey club house and surrounding grounds will be utilised to their full potential in pursuit of ensuring the services and benefits provided to all categories of members and sections of the Club remain affordable and are enjoyed.
- Separate junior / youth Clubhouse incorporating equipment and materials supporting participation, education and successful competition to assist further development and fundraising initiatives.
- The boatlift and racking facility will be operated in a professional, positive manner supporting the services offered to members and continuing to be an integral profit centre of the Club.
- The Club will be operating the fuel facility within Hillarys Harbour providing an additional profit centre for the Club and enhancing the benefits to our boating and our members.
- The Clubs marina, jetties and available water space will be fully maximised, operational and maintained to the required safety and regulatory standards.
- No pokies

Finances

- Membership fees continue to be reasonable and affordable as a result of improved and developed Club and revenue raising operations.
- Operations from all trading profit centres will remain profitable and debt reduction initiatives will ensure the Club is free of debt by 2023.
- The Asset Management Plan and Replacement Fund initiated in 2012 will have been maintained and developed ensuring the assets of the Club remain in good order and operational, continuing to support the needs of all members of the Club.
- Cashless Club

Services

- Longer opening hours
- Increased food and beverage services
- Current mix of power (65%) to yacht (35%) will have moved to 50/50
- Volunteer and member education and training capabilities will be maximised, remaining accessible and affordable for all.
- Provision of, Club vessels for use by all sections, rescue craft, training and development, dinghy sailing fleets that are developing class competition and facilities accommodating the use of these vessels.

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.

STRATEGIC ACTIONS

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.

FACILITIES

The facilities 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 Facilities have been categorised under the headings of Buildings, Grounds, Pens and Vessels.

MEMBERSHIP

Many believe the future of the Club lies in its youth and that their development is essential to the growth and continuation of the Club. More importantly, it is recognised the Club has a responsibility to the Community to ensure it is playing its part in fostering sea sports, training and developing the members and youth. Whilst there are several alternative options available and currently in place ensuring the continued growth of the Club, membership, section and youth development is an important part of involvement and growth, with youth development seen as the pathway to and for success in competition at all levels, Club, State, National and International further promoting awareness of our Club and its members.

| GOVERNANCE – CONSTITUTIONAL, FIDUCIARY, ADMINISTRATION & ASSETS | | | | |
|--|--|---|------------------------|---|
| Task: | Reason required: | Responsibility: | Completion By: | Progress Report: |
| CONSTITUTIONAL Complete review, including Management, Operational Structures and By Laws | To accommodate growth & expansion of Club operations. | Management Committee (M.C.) Const. Comp. Committee | 2013 | Completed March 2013 |
| Adherence to Constitutional Requirements | Control & legal obligation. Duty of Care | Management Committee Const. Comp Committee | | Ongoing |
| FIDUCIARY Financial Management Plan | To ensure future sustainability of Club. Members demand for sound financial management. Requirement of Club bankers. Need to manage and reduce debt. | Executive Committee (E.C.) Managing Staff | 2013 | Debt reduction plan in place 2010 Report other action taken by Executive Committee in respect to the aspects of this plan. |
| Forward Budgets and Capital Expenditure presented to & approved by members at AGM | Improved & planned operations Less reliance on SGMs | General Manager (GM) Club Accountant Club Treasurer | Annually | Budgets presented since 2007 Strategy reviewed in 2013 to be debt free by 2023 |
| Review traditional income streams | To maintain sustainability Keep fees at reasonable levels Restraint of Constitution limiting membership increases to CPI | Executive Committee General Manager | Ongoing | Increased Food & Beverage Capability 2010 New Clubhouse Boatlifting Operations Developed Acquisition of Fuel Facility 2013 |
| Maintain cost recovery and User Pay programs | To reduce financial burden on Club Recovery of funds for programs other than those derived thru Member Fees | Management Committee Section Committees General Manager | Identify & Install | Began 2012 |
| Review Constitution Clauses 26.3 & 26.4 | Advancement & cost of operations | Management Committee Constitution Committee | 2013 | Increased to \$250,000 in 2013 |
| Establishment and maintenance of Asset Replacement Fund | Funding the replacement & refurbishment of the assets of the Club Annual review, contributions & replenishment as per AMP | Executive Committee GM & Accountant | Update annually | Implemented in 2012 |
| Appoint Club Accountant | Maintain office & financial procedures Assist the GM and Treasurer | General Manager | 2010 | In place for continuous dev. of fiscal management processes to monitor cost centre performance |
| Consolidate business operations – Club & Boatlifting | Efficiency & Communication Simplify operating systems Delivery of information | General Manager | 2007 - Ongoing | Ongoing |
| ADMINISTRATION 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 Ongoing | Work in progress. Ongoing Ongoing |

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| Improve best practice, procedures & job descriptions | To ensure the welfare of all staff. Audit requirement Implement Risk Management Plans | GM, Dept Managers and Member Sections | Ongoing Began 2007 | Implemented & continuing Ongoing thru 2013 |
| 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 | Upgraded 2010 with 2 nd Storey development. Reviewed as required |
| Upgrade IT/Server/POS to ensure Systems are up to date | Streamlining & Efficient operations, Maintain Communication and Service to members | General Manager | Server 2015 IT & POS as/when necessary | Continue regular reviews POS to be reviewed 2013 |
| 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 | Ongoing | Relationships in place & being maintained |
| Development of a Club History Plan. | To record the history of the Club on a yearly basis ready for periodical documentation. | General Manager History Committee PR Officer | Began 2005 | Annual review required Working Group to be established |
| ASSETS | | | | |
| Development of an Asset Management Plan for Clubhouse, Grounds, Boatlifting, Club Vessels & Equipment | Ensure the assets of the Club remain in good order and operational condition. Necessity for planned maintenance and capital works programs. | Executive Committee GM & Accountant | Update annually | Developed 2012 |
| Asset revaluations 3 – 5 yearly | Accuracy of Balance Sheet detail Maintenance of insurance requirements Requirement of Club Bankers & Auditor | GM, Acctn, Treasurer | Ongoing | 2006 with Boatlifting purchase 2009 with 2 nd storey development 2013 with LTL Pen Renewals |
| Pursue Head Lease extension beyond 2033 | Future viability & continuity of Club | GM, Mngt Committee | 2022 | Ongoing |

| FACILITIES – BUILDINGS, GROUNDS, PENS & VESSELS | | | | |
|---|---|--|---------------------------------------|---|
| Task: | Reason required: | Responsibility: | Completion By: | Progress Report: |
| BUILDINGS | | | | |
| Maintain and Service Clubhouse, Boatlifting, all Marine & Shed facilities | Benefit of members & minimisation of future capital expenditures | Management Committee Executive Committee House & Building Committee General Manager | Ongoing | Ongoing with regular review and linked to Asset Management Plan. |
| Develop a Junior Facility | Growing number of juniors Available Clubhouse space & shed areas | Management Committee General Manager | 2011 | Negotiation began 2011 Installation Expected 2013 |
| Expand storage facilities for Club, Plant & Equipment, Sections & all Marine Craft | Utilisation of limited space available Increased requirements Support further development | Management Committee General Manager | As necessary using innovative designs | Implementation began 2011 Innovative design & thinking necessary Limitation of available space |
| GROUNDS | | | | |
| Maintain areas to the appropriate standard & safety requirements for the Club & Members (Lawns, Gardens, Carpark, Boatlifting) | Expectation of Members | Management Committee General Manager Staff & Volunteers | Ongoing | Ongoing Garden beds improved 2012 B/Lifting Safety review completed 2012 |
| Provision of Emergency Power Supplies | Continuity of operation. Reduction of stock & admin loss | Management Committee | 2010 | Separate supplies implemented for jetties and Clubhouse 2006 Supplies upgraded with Clubhouse development 2010 |
| Investigate acquisition of Fuel Supply facility | Cheaper access for members Minimise fuel costs for Club vessels | General Manager | Ongoing | Liaison conducted 2007 & 2008 Negotiation begun 2011 Acquisition expected 2013 |
| Annual Review of Physical Security Plan | Member demand for secure premises | General Manager | Ongoing | Upgraded 2005 Security Officer employed 2011 |
| Upgrade gate security & access | Concern for members CCTV improved, Safety & Duty of care. | General Manager | Ongoing | Implemented 2009 Upgrade planned 2013 Ongoing |

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| PENS Ongoing Review of all Jetties, Club & Boatlifting | To ensure the jetties meet safety standards and identify maintenance requirements. To ensure the jetties meet the operational needs of the Club & B/L | Marina Facilities Committee (MFC) | Each calendar year | Maintenance program for jetties. Club is undertaking maintenance on ongoing & as required basis linked to Asset Management Plan. |
| Upgrade of N & P Finger Jetties | Aging & deterioration, maintenance requirement | Management Committee, MFC, GM | 2018-2023 | To be planned and linked to Asset Management Plan. |
| Manage Pen Occupancy to achieve 50/50 power to yacht ratio | To maintain Section participation & activity Allocate pens 2 to 1 until at least 50/50 ratio achieved | GM, Moorings Officer, MFC | 2007 | Management Ongoing 2006 – 65/35 2007 – 60/40 2009 – 70/30 2013 – 66/34 |
| Annual review of Fire Protection Plan | Protect Marina Assets Safety of Members & Vessels | GM, MFC | Ongoing | Reviewed 2012 Jetty Alarm System installed 2013 |
| Maintain Sullage removal pump out station | Ever growing demand for removal & safe dumping of sewerage | GM & MFC | Ongoing | Completed with redevelopment of Q,R Jetties 2007 |
| Increase Water Lease Access | More facilities and boat moorings | Management Committee General Manager | 2014 & Ongoing | Possibility following acquisition of fuel facility in 2013 |
| Manage further DPI Jettys | More boat moorings for Members | Management Committee General Manager | Ongoing | Ongoing |
| Develop land backed Boardwalk between existing jetties. | To provide additional temporary pen space for visiting vessels etc. | Management Committee MFC General Manager | 2023 | |
| VESSELS | | | | |
| Provide suitable vessels & rescue RIBs 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, Sections | Mirage 2003 Balaton 2007 HYC 23 2012 HYC AUD 2012 | Ongoing Mirage replacement expected 2014/15 dependant on Section usage |
| Provide suitable storage & access facilities | Allocate suitable pens Maximise storage opportunities Investigate RIB docking options | Management Committee GM, MFC & Moorings Officer | Ongoing | Ongoing Ongoing Ongoing |
| Maintain vessels to required level & safety standards | Safety & reliability for use by Sections Viable navigation & electronic equip | GM, Sections, Volunteers, MFC | Ongoing | Safety inspections completed annually |
| Ensure suitable Skippers are trained & educated in correct operating & safety procedures | Safety of Members Reduced risk of damage Duty of Care | Sections, Training Manager, Management Committee | Ongoing | Review & training ongoing Skipper lists maintained |

| MEMBERSHIP – SECTION PARTICIPATION, YOUTH DEVELOPMENT, TRAINING & EDUCATION | | | | |
|--|--|---|----------------------|--|
| Task: | Reason required: | Responsibility: | Completion by | Progress Report: |
| MEMBERSHIP | | | | |
| Maintain & Develop Communication to Members & Sections | Maintain & Develop strategies for improving participation and increasing membership. Develop and deliver social functions to encourage a wider culture of member participation in club events. Compass, Flyer, Website, Email Newsletter & Marketing Plan to compliment each other | General Manager, Section Rear Commodores, Membership & PR Officers Section & Committee input | On-going 2014 | 2013 and Continuing Assign responsibility – Staff Community Access Annual program of social events |
| Manage Membership Growth | 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 2000 members by 2023 |
| Monitor Membership Categories with constitutional review as necessary | To meet demographic needs & growth trends of the Club | Management Committee | Ongoing | Reviewed with Constitution 2013 |
| Actively Develop Section Events & Participation | Involvement of current & attraction of New Members Sectional growth & fundraising Equal & better than of fellow Clubs | Section Rear Commodore | Ongoing | Sailing, Dive – Active Angling, Power need developing Family & Team Event presence |
| Encourage/Reward Member & Vessel Participation | Active & Involved Membership Increased F&B activity & revenues | Management Committee Sections, GM | Ongoing | Incentive Programs discussed Loyalty Programs investigated 2012 |
| 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 Inter/National/State Events | PR, Functions, GM, Sections | Ongoing | Ongoing North Coast Series Clipper Race, Class Regattas |

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|--|---|--|-------------------------------------|---|
| Market & promote HYC Branding | Review of Existing Events. Identification of Major/Signature Events Establishment of New Events – emphasis on Quality not Quantity Promotion of Training & Education programs Ensure recognition for HYC. Promotion by electronic media | PR, MC, GM, Sections | Ongoing | Events reviewed annually Pot of Gold, Harbour Classic, Commodores Ball, Valentines Day, Mothers/Fathers Day, New Years Eve, Opening Day, State & National Regattas, North Coast Series, New Members Dinner, Section Presentations, St Patricks Day, Wine Dinner, Talent Night Dinner |
| Annual Review of Sponsorship | Maximise opportunities for Sections, Youth, Training & Club Programs | GM, PR Marketing, Events | Annual | Enhanced community awareness Sponsorship maintained and grown through 2013 |
| 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. Identify potential opportunities to collaborate with class associations and other yacht clubs Provide opportunity for members to compete at various levels. Appoint Sailing Manager when growth & needs necessitate | Rear Commodores Angling, Diving, Power and Sailing Sections Rear Commodore Sailing committee GM, Dev. Manager | Annual Review Need Dependent | State Titles. Pot of Gold. Shepherdess Cup. Harbour Classic. Power Championships Class Championships North Coast Series Ongoing |
| YOUTH | | | | |
| Family Involvement | Parental Support Costs of Participation | Parents | Ongoing | Report progress. |
| Youth Involvement | Feedback opportunities <18, >18 | Development Officer | | |
| Development of Junior Programs | Communication & Newsletter distributd. Supports development & standard of participation | Development Manager Development Officer | Ongoing | Dinghy News 2010 Report progress. |
| Talent Identification | Sections to promote junior involvement Incentive Programs Identify Development Pathways Introduction of Scholarships Sponsorship Opportunities | Sections Development Manager | | Report progress. |
| Develop New Sections | Membership growth & interest | Development Manager | Ongoing | Water Ski, Jet Ski, Kite Surfing... Report progress. |
| Develop New Classes | Maintain growth interest, increase skills | Development Manager | Ongoing | Optimist, Laser fleets 2013 |
| Development of Schools Programs | Increase junior membership. Lift profile as a community club. Advertising opportunities. | Development Manager Development Officer | Ongoing | Ongoing Report progress. |
| TRAINING | | | | |
| Expand the training capability within the Club | Demand of members for training as a service. To maintain safety standards in activities of the Club. | Management Committee Development Manager Development Officer | Ongoing | Ongoing Report progress. |
| Induction & Education of Policies of the Club | Liquor, dress, pens, privacy.... Develop member skills. Develop as a revenue source. To take advantage of a commercial opportunities. | Relevant Factors: Finance Sponsorship | | 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 Report progress. |
| Development of Volunteer Management Program | Progress dependant upon Volunteers Correctly trained & informed Development of Procedure Manuals Recruitment strategies, recognition & rewarding | Development Manager Development Officer | Began 2009 | Ongoing Report progress. Awards & Honour Board implemented 2010 |
| Non Member Training | Additional revenue source Sponsorship return Community Awareness Recognition | Development Manager | Ongoing | Ongoing Report progress. |