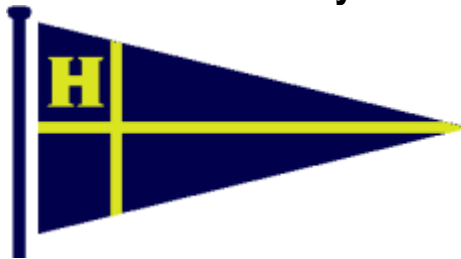


**HILLARYS YACHT CLUB (INC.)  
STRATEGIC PLAN – 2019 / 2023**

**Reviewed February 2019**



## 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 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.

## VISION

To grow Hillarys Yacht Club on a platform built on active sea sports and social engagement with a high level of participation.

## MISSION

- Promote HYC as a respected and family friendly oriented club
- Create a learning environment for all members in the area of sea sports
- Provide a high level of training and seamanship focusing on our the junior members
- Develop a safe and healthy environment for all members through collaborative planning, member engagement and policy advocacy

## CORE VALUES

The values considered important to the Club are:

- Equality
- Excellence
- Transparency
- Accountability
- Vision

## OBJECTIVES

- Build on our history and tradition
- Increase membership and participation in core activities
- Be a centre of excellence in training of all water activities
- Maintain and enhance the ambience of the club
- Be open and transparent in what we do and what we propose to do
- Ensure financial sustainability with reserves for major maintenance and asset replacement

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.

## OUR STRATEGIC PILLARS

**Governance, Facilities, Membership, Training & Youth** are the building blocks for organizational excellence and best practice.

## GOVERNANCE

The provision of services to our members is very much dependant upon how efficiently the operations of the Club are conducted. 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. Governance strategies are separated into categories of Constitutional, Fiduciary, Assets and Administration.

## FACILITIES

The facilities of the Club represent 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. Facilities strategies are separated into categories including Clubhouse, Buildings, Grounds, Boatlifting, Pens and Vessels.

## MEMBERSHIP

Many believe the future of the Club lies in a younger demographic and that development, is essential to the growth and continuation of the Club. The Club has a responsibility to the Community and its members to ensure it is fostering, marketing and promoting membership activities supporting participation, social involvement section and sea sports development.

## TRAINING & YOUTH

The Club has a responsibility to its members to provide real opportunities and pathways for member and volunteer education, training and support for further development of our Membership, Sections, Sea Sports and Youth. Youth development is seen as the pathway to and for success in membership growth, participation and competition at Club, State, National and International competitions which in its development promotes awareness of our Club and its members to the wider community.

## OUR 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. Intended outcomes are prioritised for review and implementation with an A, B or C identification as reviewed by Management Committee on an ongoing basis.

- A**      **Prioritised for Implementation & Progress**
- B**      **Requirers Support, Planning and Implementation**
- C**      **In Progress, Attention & Support to be Maintained.**

<b>GOVERNANCE – CONSTITUTIONAL, FIDUCIARY, ADMINISTRATION &amp; ASSETS</b>				
<b>Task:</b>	<b>Intended Outcomes:</b>	<b>Responsibility:</b>	<b>Implementation</b>	<b>Progress Report:</b>
<b>CONSTITUTIONAL</b> <b>Continuing reviews, including Management, Operational Structures and By Laws</b>	To accommodate development, environmental requirements & modernisation of the Club.	Management Committee (M.C.) Const. Comp. Committee	A	Reviewed Feb 2019- Ongoing
<b>Adherence to Constitutional Requirements</b>	Control & legal obligation. Duty of Care	Management Committee Const. Comp Committee	C	Ongoing
	Review Committee Structures		A	
	Maintain & ensure Qualifications, Experience & Acumen of Committee Members		A	
	Review & Ensure Rear Commodore positions are representative of Club membership		A	
<b>FIDUCIARY</b> <b>Financial Management</b>	To ensure future sustainability of Club. Members demand for sound financial management. Requirement of Club bankers. Need to manage and reduce debt.	Executive Committee Management Committee Managing Staff	A	C - Ongoing Maintained in respect to the aspects of this plan.
<b>Forward Budgets and Capital Expenditure presented to &amp; approved by members at AGM</b>	Improved & planned operations	General Manager (GM) Club Accountant Club Treasurer	A	C - Ongoing
<b>Monitor Profit Centre Operations</b> F&B, Boatlifting, Fuel Supply, Membership/Pens	To maintain sustainability Keep fees at reasonable & affordable levels	Executive Committee Management Committee General Manager	A	C - Ongoing
<b>Section &amp; Member Use cost recovery User Pay programs</b>	Monitor operations & costs to Club Recovery of funds for programs other than those derived thru Member Fees	Management Committee Section Committees General Manager	B	C - Ongoing
<b>Maintain Asset Replacement Fund</b>	Funding the replacement & refurbishment of the assets of the Club	Executive Committee Management Committee GM, Accountant	A	C - Ongoing
<b>Economic &amp; Financial Environment</b>	Monitor & Adapt to conditions & implement changes proactively	Executive Committee Management Committee General Manager	B	C - Ongoing
<b>ADMINISTRATION</b> <b>Maintain best practice, HR procedures &amp; job descriptions</b>	Ensure the welfare of all staff to sustain high morale, loyalty and provide quality service to members. Staff to be properly trained in First Aid & Conflict Resolution	GM, Dept Managers and Member Sections	B	C - Ongoing
			B	C – Ongoing, conducted annually
<b>Integrated Electronic Operating Systems &amp; upgrading to ensure systems are up to date &amp; secure from any Cyber interference</b>	Maintain & streamline operational efficiency and communication services to members ensuring Club & system security software is protected	Management Committee General Manager	B	C – Ongoing last upgrade 2015, next 2019
<b>Maintain Risk Management &amp; Emergency Procedure Plans for all operations and member programs</b>	To ensure that members and the club are protected and aware of all safety requirements and procedures.	General Manager Dept. Managers Member Sections	B	C – Ongoing, Upgraded 2015. Reviewed as required

<b>ASSETS</b>				
<b>Maintain Asset Management &amp; Replacement Plan for the Club, Grounds, Boatlifting, Club Vessels &amp; Equipment</b>	Ensure the assets of the Club remain in good order and operational condition.	Management Committee Executive Committee GM & Accountant	B	C - Continuing ARF reviewed annually
<b>Asset revaluations 3 – 5 yearly</b>	Accuracy of Balance Sheet detail Maintenance of insurance requirements Requirement of Club Bankers & Auditor	GM, Acct, Treasurer	B	C - Continuing Last Bankwest Audit 2018
<b>Pursue Head Lease extension beyond 2033</b>	Future viability & continuity of Club	Management Committee General Manager	C	C

<b>FACILITIES – CLUBHOUSE, BUILDINGS, GROUNDS, BOATLIFTING, MARINA &amp; PENS &amp; VESSELS</b>				
<b>Task:</b>	<b>Reason required:</b>	<b>Responsibility:</b>	<b>Implementation</b>	<b>Progress Report:</b>
<b>CLUBHOUSE, BUILDINGS, GROUNDS &amp; BOAT LIFTERS</b>				
<b>Maintain and Service Clubhouse, Boat Lifters, all Marine &amp; Shed facilities</b>	Maintain condition & promote an attractive location & welcoming facilities for the membership and further growth	Management Committee Executive Committee General Manager	B	C - Ongoing with regular review and linked to available funds & management plan.
<b>Present &amp; Promote the Facilities of the Club to support Major Events &amp; Function growth</b>	Expand awareness, market and attract a range of events increasing attendance and related revenue streams in support of the Club & Sections.	Management Committee, GM, Marketing & Function Coordinators and Sections	A	C – Ongoing with further event development and marketing commenced
<b>Source &amp; develop additional washroom facilities for Junior Clubhouse &amp; Boat Lifting area</b>	Provision of adequate facilities to cater for junior growth, regatta services and facility users	Management Committee General Manager Junior & Dinghy Division Boat Lifting Management	B	Requires support, planning and implementation
<b>Expand storage facilities for Club, Plant &amp; Equipment, Sections &amp; all Marine Craft</b>	Utilisation of limited space available Increased requirements Support further development	Management Committee General Manager Sections & Divisions	B	C - Ongoing
<b>GROUNDS</b>				
<b>Maintain areas to the appropriate standard &amp; safety requirements for the Club &amp; Members (Lawns, Gardens, Carpark, Boatlifting)</b>	Expectation of Members	Management Committee General Manager Staff & Volunteers	C	C – Ongoing
<b>Review Club Entry Points for attractiveness and welcoming nature</b>	Attraction & First Impression, Level of Interest	Management Committee General Manager Maintenance Foreman	B	C - Requires support, planning and implementation
<b>BOATLIFTING</b>				
<b>Promote &amp; Market benefits, new services, safety and use of the facility</b>	Increased Revenue Vessel maintenance & Owner Safety New services & detailing	Boatlift Management Marketing Officer General Manager	A	C - Ongoing
<b>Maintain professionalism &amp; consistency of services</b>	Owner Satisfaction, Facility Reputation, Repeat Business & Revenue Stability	Boatlift Management General Manager	A	C
<b>Communicate with Users prior to and following services, monitoring feedback &amp; comment</b>	Professionalism, Level of Service, Acknowledgment & Continued Improvement	Boatlift Management Marketing Officer General Manager	B	C – To be maintained
<b>Investigate Boatlift Trailer Boat &amp; Trailer Sailer Storage</b>	Member needs & growth	General Manager & Boatlift Management	B	Requires support, planning and implementation

<p><b>MARINA &amp; PENS</b>  <b>Ongoing Review of all Jetties, Club &amp; Boatlifting</b>  Identify maintenance requirements</p> <p><b>Provision of Additional Services</b>  Cleaning, Delivery, F&amp;B Hampers</p> <p><b>Maximise Pen Activity &amp; Participation in Club Events</b></p> <p><b>Pursue installation of Floating Docks for RIB Rescue Vessels</b></p> <p><b>N &amp; P Jetties</b></p> <p><b>Monitor Ocean Reef Marina Development, Opportunities &amp; Threats</b></p> <p><b>Manage Pen Occupancy to achieve 50/50 power/ yacht ratio</b></p> <p><b>Increase Water Lease Access</b></p> <p><b>Manage further DPI Jetties</b></p>	<p>To ensure the jetties meet the operational needs of the Club &amp; B/Lift.  To ensure jetties meet safety standards for use by members</p> <p>Increased benefits to pen occupants</p> <p>Less unused vessels  Increased activity &amp; participation  Implement Use It or Lose It participation incentives or levies</p> <p>To assist operation of sailing programs, events &amp; storage needs</p> <p>Aging &amp; deterioration of N &amp; P finger jetties, maintenance requirement</p> <p>To maintain standard &amp; benefits of the Club, its membership &amp; pen occupants</p> <p>To maintain Section participation &amp; activity</p> <p>More facilities and boat moorings</p> <p>More boat moorings for Members</p>	<p>Marina Facilities Committee (MFC)</p> <p>Boatlift Management  GM &amp; F&amp;B Manager</p> <p>Management Committee  Sections &amp; Divisions  GM &amp; Marketing Officer</p> <p>Management Committee  General Manager</p> <p>Management Committee,  MFC, General Manager</p> <p>Management Committee  General Manager</p> <p>GM, Moorings Officer,  MFC</p> <p>Management Committee  General Manager</p> <p>Management Committee  General Manager</p>	<p>B</p> <p>B</p> <p>B</p> <p>B</p> <p>B</p> <p>C</p> <p>C</p> <p>C</p> <p>C - Ongoing</p>	<p>C – Ongoing  Reviewed monthly, maintained as necessary and linked to Asset Replacement Plan</p> <p>Requires support, planning and implementation</p> <p>Requires support, planning and implementation</p> <p>Requires support, planning and implementation</p> <p>Requires support, planning and implementation &amp; linked to Asset Replacement Plan</p> <p>C – Ongoing</p> <p>C - Ongoing  2017-63/37</p> <p>C – Resubmission In Process</p> <p>C - Ongoing</p>
<p><b>VESSELS</b></p> <p><b>Provide suitable vessels &amp; rescue RIBs for Club &amp; Section Activities</b></p> <p><b>Vessel &amp; RIB replacement as required &amp; necessary</b></p> <p><b>Maintain vessels &amp; motors to required level &amp; safety standards</b></p> <p><b>Ensure suitable Skippers are trained &amp; educated in correct operating &amp; safety procedures</b></p>	<p>Service to members wishing to use boat for Club related activities, training &amp; competition purposes.</p> <p>Operating safety &amp; requirement needs of sections &amp; users</p> <p>Safety &amp; reliability for use by Sections  Viable navigation &amp; electronic equip standards</p> <p>Safety of Members  Reduced risk of damage  Duty of Care</p>	<p>Management Committee  Sections &amp; Divisions  General Manager</p> <p>Management Committee</p> <p>Sections &amp; Divisions  General Manager  Volunteers, MFC</p> <p>Sections &amp; Divisions,  Training Manager,  Management Committee</p>	<p>C</p> <p>C</p> <p>C</p> <p>C</p>	<p>C – Ongoing  Dependant on Section &amp; Division Use</p> <p>C – Ongoing  Linked to Asset Replacement Plan</p> <p>C – Ongoing  Annual safety inspections  Motors serviced annually</p> <p>Review &amp; training ongoing  Skipper lists maintained</p>

<b>MEMBERSHIP – MEMBERSHIP GROWTH &amp; RETENTION, SECTION PARTICIPATION, FOOD &amp; BEVERAGE QUALITY &amp; SERVICE</b>				
<b>Task:</b>	<b>Reason required:</b>	<b>Responsibility:</b>	<b>Implementation</b>	<b>Progress Report:</b>
<b>MEMBERSHIP</b>				
<b>Maintain &amp; Develop strategies for improving participation and increasing membership.</b>	Longevity of the Club Increased membership.	Management Committee GM, Sections & Divisions, Membership & Marketing Officers	A	C – Ongoing requiring regular review, research and implementation
<b>Promote &amp; Market the Benefits of HYC Membership</b>	Awareness of the Benefits, Affordability & Facilities of the Club for continued Growth & Retention, using all available communication & electronic media, including Compass, E-News, Website, Email & Marketing	Management Committee General Manager Marketing Officer	A	C – Ongoing
<b>Meet demographic needs &amp; growth trends for the future of the Club</b>	To ensure the Club has the necessary facilities, structures, events and programs to attract all ages, gender and changing environments	Management Committee General Manager Sections & Divisions	A	B - Requires support, planning and implementation
<b>Maintain, Implement &amp; Market Membership Incentives &amp; Specials</b>	Promotion of Incentives to attract and retain membership	Management Committee Marketing Officer	C	C – Ongoing
<b>Pursue Reciprocal Club Agreements with Community Groups, Corporates &amp; Sports Organisations</b>	Increase membership & use of facilities of the Club	Management Committee General Manager	C	C – Commenced & Ongoing
<b>Investigate Day, Casual, Social Membership Opportunities</b>	Increase Club & Sections activity, membership & use of Club facilities	Management Committee General Manager Sections & Divisions	A	B - Requires support, planning and implementation
<b>Promote &amp; Market Section Events &amp; Activities, Combined Events &amp; Presentation Evenings</b>	Support Section activities, participation & attendance assisting use of Club facilities	Sections & Divisions Marketing Officer	A	C – Commenced & Ongoing
<b>Pursue additional Sea Sports &amp; Activities to support &amp; increase membership</b>	Increase activities available to and grow membership	Management Committee General Manager	A	C – Commenced & Ongoing
<b>Pursue &amp; Market Social Sailing, Family Fun Days &amp; Holiday Programs to attract more participation &amp; membership</b>	Increase activities available to and grow membership	Management Committee General Manager Sections & Divisions Marketing Officer	A	B - Requires support, planning and implementation
<b>FOOD &amp; BEVERAGE</b>				
<b>Restaurant, Bar, Function &amp; Event Operations</b>				
<b>Monitor Operations, Margins &amp; Opening Times</b>	Maintain viable & suitable operations for all members of the Club	Management Committee GM, F&B Manager	B	C - Ongoing & reviewed monthly
<b>Maintain Affordability &amp; Competitive Pricing &amp; Offers</b>	Continue promotion & awareness of the affordability & benefits of membership	Management Committee GM, F&B Manager	A	C - Ongoing & being monitored
<b>Ensure Quality &amp; Consistency of F&amp;B Service is provided to Members &amp; Guests</b>	To attract & ensure members & guests enjoy the service and facilities provided by the Club	General Manager F&B Manager Functions Coordinator	A	C – Ongoing, Attention & monitoring continual
<b>Monitor F&amp;B Levy use, increases &amp; expiry periods</b>	Awareness of use and spend trends of all levels & categories of membership	Management Committee General Manager	B	C – Ongoing & reviewed
<b>Increase use of Facilities including Afternoon &amp; Twilight Events &amp; use of Wet Bar</b>	Provide enjoyable events for increased participation & use of member facilities	Management Committee Sections & Divisions GM, F&B Manager	B	C – Ongoing, review & planning continuing

<b>TRAINING &amp; YOUTH – TRAINING/EDUCATION, JUNIOR DEVELOPMENT &amp; VOLUNTEER INVOLVEMENT</b>				
<b>Task:</b>	<b>Reason required:</b>	<b>Responsibility:</b>	<b>Implementation</b>	<b>Progress Report:</b>
<b>TRAINING/EDUCATION</b>				
<b>Expand the training capability within the Club</b>	Demand of members & volunteers for training and maintain safety standards across all activities of the Club. Additional revenue source supported further by non member involvement	Management Committee Training Manager, Coaches & Dev. Officer	C	C – Ongoing, Department restructure commenced
<b>Continue development of RST, First Aid, Aquatic &amp; Non Member Courses</b>	Community Service, Attraction & transition to junior & Club membership Additional Revenue Source	Training Manager Development Officer	C	C – Ongoing, Further pursuit of transition to membership required
<b>Continue Development of Schools Programs Attract more Youth &amp; promote selection &amp; available sea sports</b>	Attraction & transition to junior & Club membership Additional Revenue Source	Training Manager Development Officer	B	Requires support, planning and implementation
<b>Progress &amp; Promote HYC as Centre of Excellence for Training &amp; Sailing</b>	Community Awareness Continued support & participation Membership & Revenue growth	Training Manager Development Officer Marketing Officer	B	Requires support, planning and implementation
<b>YOUTH &amp; JUNIOR DEV</b>				
<b>Enhance Family Involvement</b>	Parental Support, Costs of Participation Volunteer & Membership growth, Sponsorship Opportunities	Program Coordinators Marketing Officer	B	C - In progress, requires further promotion.
<b>Entice/allow parents access to Club facilities, Family Fun Days -tackers, angling, social sailing</b>	Family friendly venue, Attract & Communicate benefits of the Club & Membership	Training Manager Development Officer Sections & Divisions	B	C – In progress, requires further promotion.
<b>Promote Enjoyment &amp; Fun -not just competition</b>	Continued involvement, less pressure on competition or elite development	Training Manager Development Officer Sections & Divisions	B	C – In progress
<b>Develop Mentoring &amp; Support -gender appropriate coaching &amp; development</b>	Suitability of training & coaching programs, maintain participation & member involvement	Training Manager Development Officer	B	C – In progress
<b>Develop New Sailing Classes -fun, single, double handed, sports</b>	Maintain growth, interest, increase skills	Training Manager Dinghy Division	C	C – Ongoing Optimist, Laser, 125 current FX 29 identified 2019
<b>Talent Identification</b>	Maintain Development Pathways Introduction of Scholarships High Achiever Sailing(HAS)Program Sponsorship Opportunities	Training Manager General Manager Marketing Officer	C	C – Ongoing HAS Program implemented 2015
<b>VOLUNTEER INVOLVEMENT</b>				
<b>Maintain &amp; Promote Volunteer Management Program</b>	Importance for conduct of all aquatic programs & events of the Club Service to Club & Community Enjoyment of assisting junior & Club programs & events	Training Manager Sections & Divisions General Manager	C	C – Ongoing, support to be maintained
<b>Implement Recruitment Strategies</b>	Attract Volunteer involvement & growth Succession planning Continue conduct of Programs & Events	Training Manager Sections & Divisions Marketing Officer	B	C – In progress, attention to be maintained
<b>Provide Training, Education &amp; Safety</b>	Development of Procedure Manuals Personal Development, Competency & Safety of members & participants	Training Manager Sections & Divisions	C	C – Ongoing, being monitored and maintained
<b>Reward &amp; Recognise Volunteer Commitment &amp; Long Term Loyalty at Member &amp; Club Events</b>	Recognition of Services, Time, Effort & Commitment provided to the Club & Sections	Management Committee Sections & Divisions Training Manager	C	C – Ongoing, attention to be maintained