



THE ACTIVE & DYNAMIC COMMUNITY CLUB OF CHOICE

ROYAL GEELONG YACHT CLUB
STRATEGIC PLAN
2021 TO 2024



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WELCOME

I am pleased to release the Royal Geelong Yacht Club (RGYC) Strategic Plan for 2021 to 2024. With RGYC playing a significant role in the community both on and off the water, this plan is essential for the Club's current and future success.

Building on previous strategic plans and with the Board's focus on the club's growth and development strategy, the strategic plan provides direction and guidance of where we want to be heading over the next four years.

We aspire to live out our values, vision and mission to align with our desired goals and objectives. This has been done by reviewing and adding to our desired outcomes and the key initiatives needed to be actioned to achieve our goals and objectives.

Our 6 strategic pillars including: Membership; Community; Facilities; Events & Programs; Finance; and Governance provide the framework to implement, monitor and review our progress in the delivery of the plan.

It is an exciting time for our club, as we continue to celebrate our rich history, as well as looking forward as a progressive, active and dynamic community club. With the Geelong Waterfront Safe Harbour Precinct (GWSHP) Project well underway, the major facility redevelopments allow RGYC to better provide excellent facilities and services for our members, our community and visitors to our region.

I look forward to overseeing the actioning of this strategic plan, in partnership with our members, community, business partners and key stakeholders.

Stuart Dickson
RGYC Commodore

ABOUT

OUR VISION

The Royal Geelong Yacht Club Inc will be an active and dynamic club of choice in the Geelong and surrounding community.

OUR MISSION

- Provide a yachting, sailing, boating and on-water experience to the members of the club and the community.
- Provision of infrastructure that supports all on water activities.
- Develop a sailing academy for youth development and further education opportunities.
- Generate a social 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.
- Ensure we are a financially sustainable club into the future.
- Maximise the use of our waterfront facility and respect our responsibility for the environment.



VALUES

UNITY

Members will be unified by decision-making based on consensus and through open and regular communication.

RESPECT

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.

ACCOUNTABILITY

Members and staff will be responsible for their actions by following clear procedures, goals and guidelines.

PROGRESSIVE

We will pursue an innovative and transformational path, ensuring that our decisions are informed and balanced.

OPEN

We will be transparent in our decisions and communication to and amongst members. We embrace community involvement with the Club.

MARITIME SPIRIT

We will respect and celebrate our traditions, yachting history and the maritime spirit and leave a legacy for future generations.

STRATEGIC PILLARS

This Strategic Plan (SP) sets out 6 pillars that are intended to guide the Board in the direction the Club wants to head over the life of the Plan. It is important that these pillars be reviewed as to their success or if they should be retained, abandoned or revised in the future.

PILLAR 1:

MEMBERSHIP

Desired Outcomes

- Net membership increases of 2% per annum.
- Maintained member retention above 90%.
- Increased the female participation and membership base from 23% to 27% of total membership.
- Increase female participation at overall Board, committee and subcommittee levels to a minimum of 40% over the next 3 years.
- Maintained membership satisfaction at levels as measured by NPS score above 10.

Key Initiatives 2021-2024:

- Promote partnerships and membership offers with various institutions.
- Explore and implement a series of new activities/services (including a variety of on- water activities, a fitness club and special interest groups).
- Investigate and make a decision on implementing a members' rewards program.
- Review and expand the member induction program to include a buddy/ sailing mentor system and understand new members expectations.
- A detailed review of membership categories and potential changes to club rules.
- Review the pathways for all members to develop a strategy to increase membership from Learn to Sail participation with a focus on youth and female transition.
- Establish a female working party to advise the Board in ways that would enable greater female participation in the sport of sailing with a goal of having an improved gender balance on Club sub committees and Board.



PILLAR 2:

COMMUNITY

Desired Outcomes

- Partnered with Geelong businesses, institutions, schools and community organisations to develop a range of programs & events.
- Build working relationships to enable career paths and employment opportunities.
- Successfully establish the Maritime Sailing and Education Hub.
- Maintain our strong relationships with local, State and Federal authorities to maximise funding opportunities.
- Reinforce the club as a valued partner and venue of choice within the community including those with diverse backgrounds and abilities.

Key Initiatives 2021-2024:

- Design a Community Development and Communications Strategy (e.g. Sailability and Give Where You Live).
- Review and reinvigorate our schools and community groups strategy.
- Formalise and increase our kindred and reciprocal arrangements with local clubs and other yacht clubs.
- Maintain 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.



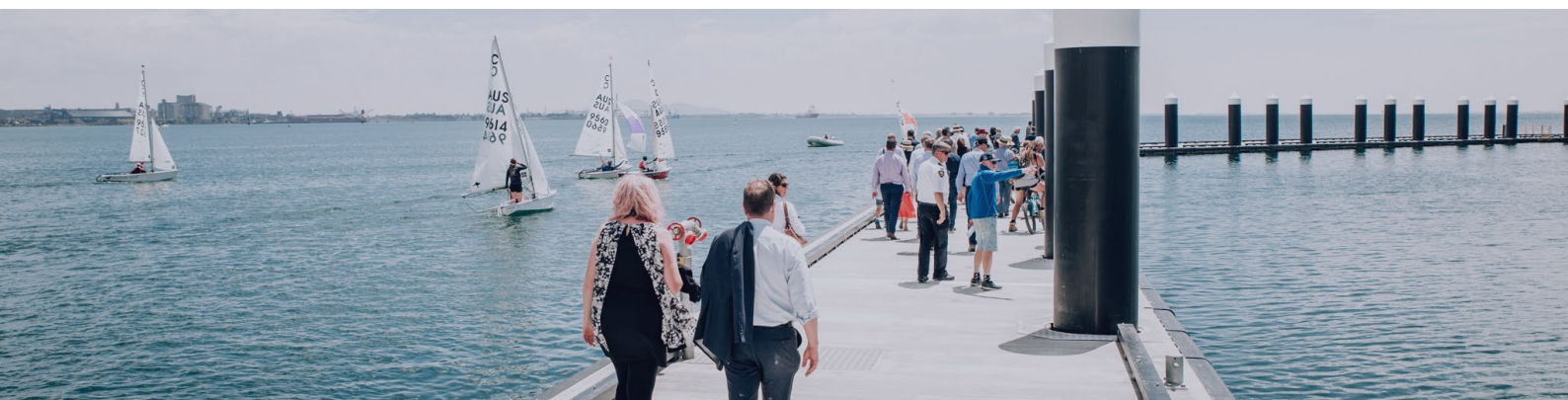
PILLAR 3: **FACILITIES**

Desired Outcomes

- Finalise the on-land component of the Geelong Waterfront Safe Harbour Precinct (GWSHP) Project.
- Maintain the 4 Gold Anchor rating from the Marina Industries Association (MIA).
- Agreed stage 2 of the GWSHP implementation strategy.
- Develop a marina expansion business case and strategy.

Key Initiatives 2021-2024:

- Update and refine an Asset Replacement and Maintenance Plan for the next decade to include the existing pile marina and north wall.
- Continue to pursue funding for the GWSHP project.
- Review and update the business plan for the funding of the club's financial commitment to the GWSHP.
- Continue the internal and external stake holder communication and consultation process regarding GWSHP, including design and functionality aspects.



PILLAR 4:

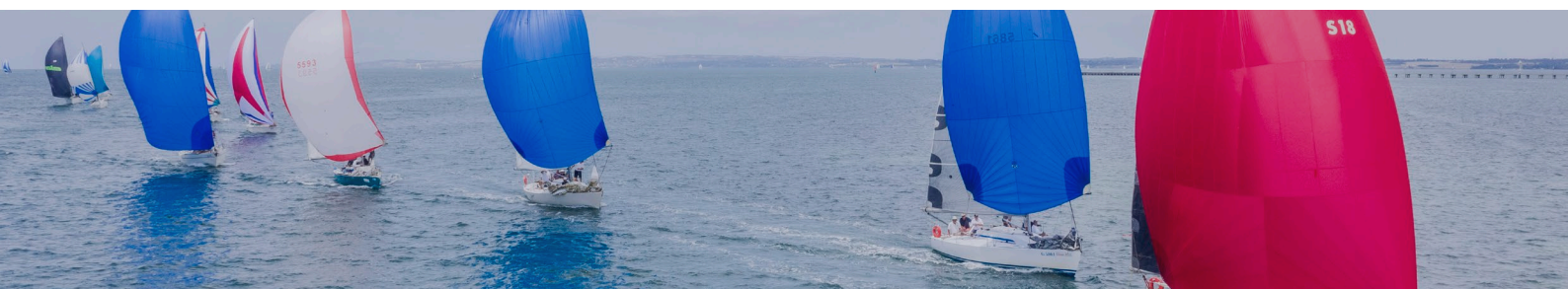
EVENTS & PROGRAMS

Desired Outcomes

- Host 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 Festival of Sails (FOS) and the biennial Wooden Boat Festival (WBF).
- Maintain Victorian Major Event Status for the FOS.
- Maintain City of Greater Geelong Major Event Status for the WBF.
- Generate a cash surplus for the FOS, WBF and other events and championships.
- Increased positive participation in the clubs' regattas and events.
- Maintain a minimum of 300 participants in Learn to Sail each year
- Maintain a minimum of 100 participants in Learn Boating courses each year.
- Achieve a NPS of 10 satisfaction from skippers and competitors each year.
- Maintain a viable race management team of volunteers with a sustainable succession plan.

Key Initiatives 2021-2024:

- Maintain partnerships with existing World Classes and Associations.
- Develop and implement a FOS strategic plan driven by shared RGYC and Stakeholder KPI's.
- Develop and implement a WBF growth plan designed to achieve State Government funding and maintain City of Greater Geelong Major Events Status over the next 2 events.
- Explore a series of new on water events and activities such as destination cruising.
- 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.



PILLAR 5:

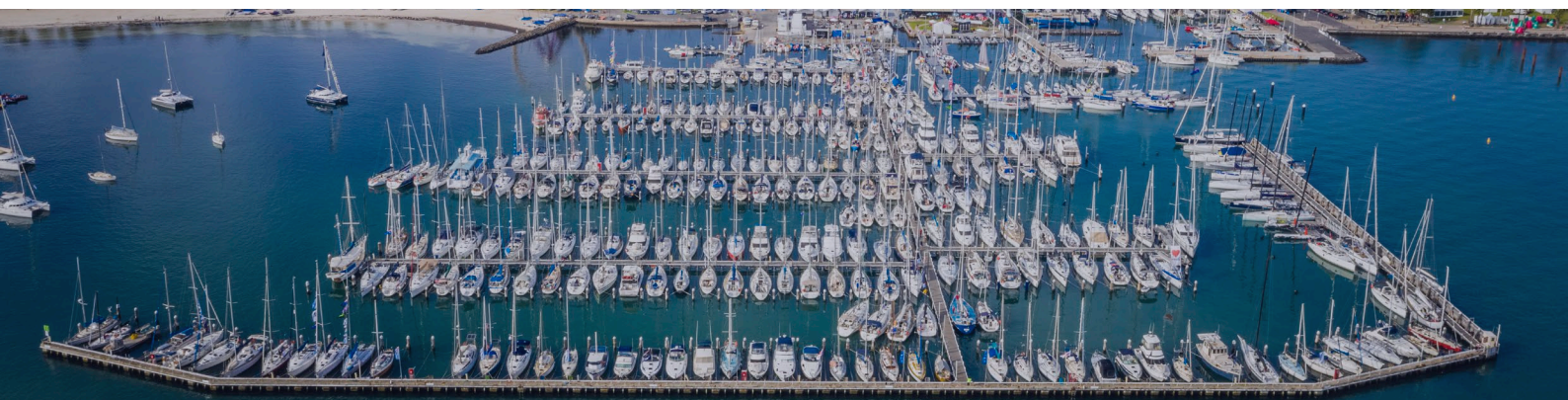
FINANCE

Desired Outcomes

- Achieved a minimum annual cash surplus of \$470,000 (before depreciation and amortisation).
- Create a strategy to generate a sustainable cash reserve program.
- Maintain compliance ratios to satisfy our lenders requirements.
- Investigate new events formats that will generate an annual net return to the club.

Key Initiatives 2021-2024:

- Conduct a revenue and expense review with the goal to improving working capital.
- Maintain a rolling 5-year cash flow forecast.
- Explore a series of non-traditional revenue sources.
- Meet regularly with our lenders to keep them informed satisfying continuous disclosure of Club financial performance.
- Develop a business case for identified new event opportunities.



PILLAR 6:

GOVERNANCE

Desired Outcomes

- Achieve a corporate governance rating of 'excellence' by an independent governance assessment.

Key Initiatives 2021-2024:

- Conduct an independent governance review of the model, structure etc. and benchmark the industry for best practice.
- Establish a structured induction and training program for current and future club Directors.
- Review and continue to implement of the State Government child safe policy.
- Finalise and adopt a Corporate Governance statement in line with ASIC principles and existing Club policies.
- Finalise the roles and responsibilities of both Board and Management.
- Conduct a quarterly Board review of the strategic plan.
- Initiate a Board succession planning strategy, including the proactive identification of potential female Board members (in line with State Government policy, being a minimum of 40% of Board members being female by 2024).



CRITICAL SUCCESS FACTORS

- Sustained membership growth.
- Financially viable and successful.
- Meet and exceed member needs.
- Engaging, high-quality, viable events.
- Successful club-based on- and-off-water programs and events.
- Upgrade our facilities to fully utilise the waterfront position.
- Net membership increases of 2% per annum .
- An annual cash surplus.
- Change the perception on the current value of membership; add further value.
- Provide greater member engagement.
- Generate external revenue opportunities.
- Raise the profile of the Club.
- Increased boating members and greater satisfaction; encouraging juniors, establishing pathways for all members.
- 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.

SWOT ANALYSIS

	HELPFUL	HARMFUL
INTERNAL	STRENGTHS <ul style="list-style-type: none"> Secure waterfront position safe harbour and the best sailing waters in Australia. World class events. Long-term leases. History and heritage. Education and training programs. Relationship within the community, government and key stakeholders. On-water facilities with both new infrastructure and Club boats. Reputation in the local and sailing community. 	WEAKNESSES <ul style="list-style-type: none"> Ageing facilities particularly club house and pile moorings. Governance model, structure and workload. Volunteer base, roles and responsibilities. Narrow membership focus and induction process. Local Community perceptions. Participation rates of members in both on and off water events. Clear pathways for beginners and juniors. Lack of gender balance.
EXTERNAL	OPPORTUNITIES <ul style="list-style-type: none"> New technology/social media. Consumers seeking diverse leisure activities. Institutions, government and other clubs showing interest in partnership arrangements. Local and regional waterfront land and facilities available for use. Geelong's growing population and changing demographic and economic model. Government and private investment in Geelong tourism. Maximise the new wave attenuator and safe harbour. 	THREATS <ul style="list-style-type: none"> Less discretionary spending due to current economic climate. Perception of sailing as an elitist sport. The changing type of volunteerism. Increasing competition for funding from other sports, local clubs and participation. Consumers moving away from annual membership commitments. Member participation.