



# STRATEGIC PLAN

**1ST JULY 2023**

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**30 JUNE 2028**

## **Acknowledgement of Country**

The Royal Geelong Yacht Club acknowledges the Australian Aboriginal and Torres Strait Islander peoples of this nation. We acknowledge the traditional custodians of the lands on which the RGYC is located and where we conduct ourselves.

We pay our respects to ancestors and Elders, past and present. (and those emerging) The RGYC is committed to honouring Australian Aboriginal and Torres Strait Islander peoples' unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to society.

## 2024 Commodores Message

Welcome to the Royal Geelong Yacht Club's Strategic Plan—a guide towards a future brimming with possibilities. Our Board has undertaken a comprehensive evaluation of every facet of our club, scrutinizing our programming, governance, and operational capacity with a keen eye to the future.

We've delved into our economic, social, and environmental landscape, ensuring every voice—members, staff, stakeholders—was heard in crafting this roadmap to our future. To steer us toward success, we enlisted the expertise of an external consultant, ensuring that every step we take is backed by strategic foresight.

I am filled with pride as we unveil our ambitions for the Royal Geelong Yacht Club for the years 2024 to 2028. These next five years promise exciting and significant opportunities as we embrace the challenges within sailing and beyond. Our aim is clear: to excel, adapt with agility, engage our members more frequently, and embrace change, all while fortifying our Club's resilience for generations to come.

At the heart of our Club are dedicated leaders, both paid and unpaid, supported by the unwavering commitment of our staff and volunteers. Their tireless efforts are the backbone of our success, and as we look ahead, we recognize that their contributions will be instrumental in achieving our goals. In tandem with our ambitious vision comes a steadfast commitment to excellence in all that we do, balancing the demands of the present while keeping our gaze fixed on the horizon of our long-term objectives.

Our Strategic Plan encompasses key components that reflect our understanding of the evolving landscape of sport and recreation, our commitment to fostering participation, collaboration, and positive relationships, and our dedication to creating vibrant spaces that nurture social connections and facilitate our shared love for sailing and boating.

We aspire to deliver unparalleled experiences for our members and customers, setting the bar high with exceptional sailing programs, marina services, event and venue offerings.

Our efforts have not gone unnoticed, with regional and state stakeholders recognizing our commitment to excellence in event and program delivery. Furthermore, we are steadfast in our commitment to embracing governance principles that uphold integrity, transparency, and accountability, setting a gold standard in sports governance.

I extend my wholehearted endorsement of this plan to every member, staff, and stakeholder of the Royal Geelong Yacht Club. Together, let us embrace a future filled with countless opportunities and shared successes.

Roger Bennett  
Commodore

## Key components of this plan include:

### **Adaptability:**

Recognizing and embracing the evolving landscape of sport and recreational pursuits, we pledge to stay agile and responsive to the changing needs and preferences of our members and community.

### **Inclusivity:**

We commit to being a catalyst for participation in both on-water and off-water activities, fostering an environment where everyone feels welcome and empowered to contribute, whether through volunteering, support activities, or active engagement.

### **Collaboration:**

We will champion collaboration and forge positive relationships among our board, staff, members, and wider community, understanding that our collective strength lies in our ability to work together towards common goals.

### **Community Spaces:**

Central to our mission is the creation of vibrant spaces where people can gather, connect, and share in the joys of sailing and boating. Through these spaces, we will strengthen social bonds and enrich our community fabric.

### **Exemplary Experiences:**

We are dedicated to providing unparalleled member and customer experiences, with a particular emphasis on sailing programs, marina services, major event programs and venue offerings that exceed expectations and leave lasting impressions.

### **Excellence Recognition:**

Our commitment to excellence in event and program delivery has garnered recognition from international, regional and state-based stakeholders, affirming our position as leaders in our field.

### **Governance Standards:**

We are undertaking a deliberate shift towards governance structures and practices aligned with the Australian Sports Commission Sports Governance Principles, ensuring transparency, accountability, and integrity in all our operations.

## Mission

Royal Geelong Yacht Club is dedicated to fostering sailing by providing exceptional experiences, which transcend the water's edge, fostering a sense of camaraderie and community, where people of all ages, abilities, and backgrounds can thrive on their sailing journey. We are a sailing destination, valued and respected by the Geelong community and beyond. Creating inspirational sailing experiences is at the heart of everything we do.

## Vision

Royal Geelong Yacht Club is a vibrant and inclusive community that embraces the joy and excitement of being on the water. We will offer comprehensive sailing pathways for the youngest beginners, aspiring elite sailors, social sailors and more.

Royal Geelong Yacht Club plays an integral role on the Geelong waterfront, producing and delivering high profile and high participation sailing events. Our venues and programs mobilise the waterfront creating an enhanced community space.

RGYC gathers people in celebration Geelong's waterfront and delivers a world class water and waterfront sports offering for all ages as well as a tourist and community destination on the edge of the CBD. Royal Geelong Yacht Club plays an important role in delivering positive health and wellbeing outcomes to the community.



# Values

## Maritime spirit

We respect and celebrate our traditions and yachting history, whilst looking to the future.

## People

Our members and staff are at the heart of everything we do. We value contribution and build talent so that people thrive from their participation.

## Growth

We continually seek ways to add value and improve. **Pride / Positive** We take pride in our actions, interactions, and decisions and act in a manner that allow us to be proud of our decisions.

## Trust

We are transparent, honest and act with integrity, creating an environment where every individual feels safe to grow, share ideas, and collaborate. **Inclusive** We proactively welcome everyone that comes to our Club and seek and celebrate unique and diverse perspectives, backgrounds, and experiences.

## Our Strategic Pillars

**Sailing**

**Leadership and Governance**

**People**

**Member and Participation**

**Events**

**Facilities and Operations**

**Financial Sustainability**

## Our Sailing

**Creating experiences, both on and off the water, that attract participants of all ages, abilities, and backgrounds, ensuring they thrive and progress on their sailing journey, and forge lifelong friendships and connections to our club and the sport of sailing.**

### Objectives

- Refresh our sailing and boating programs such that they are attractive to a broader demographic of our members and provide for continuous growth in participation.
- Establish sailing and boating pathways, extending beyond traditional racing events, that facilitate genuine development and participation opportunities for people of all ages and abilities.
- Improve the club experience for younger / youth sailors by creating clearly staged programming for them that is challenging and exciting, and delivers on their development and social requirements.
- Establish initiatives to encourage participation from underrepresented groups, including individuals with disabilities and culturally and linguistically diverse communities.
- Collaborate with schools and community organizations to promote sailing and create pathways into our programs.
- Establish a diverse and agile communications program that promotes participation in sailing and boating, and that celebrates the positive impacts of sailing on wellbeing and the positive impact of the club on the Geelong community.



## Our Sailing

### Key Performance Indicators

- Increase scores from 59% to 75% rating of club programming as measured within the club's Engagement Questionnaire.
- Annual improvement in skipper and crew experiences across all sailing and boating activities as rated / measured by a standardized process.
- Every sailing and boating program has been reviewed with a focus on growing participation.
- At least ten percent of members are engaged in a defined sailing development program.
- Maintain sailing and boating activities focused on enabling under-represented groups to participate.
- Increase in scores from 62% to 75% rating of club communications as measured within the Engagement Questionnaire.
- A least ten percent annual growth in participation within club sailing and boating activities. as measured by event registration and crew declarations.



# Our Leadership and Governance

10

**The club's leadership methodology and governance structure enable agile and high quality, value- based decision making at all levels that both empowers and unlocks the capacity for success of our club and its people.**

## Objectives

- Utilise the Australian Sport Commission (ASC) Governance Principles as the foundation of our leadership and governance structure including the implementation of a:
  - Board nominations and performance committee
  - Updated Board Charter
  - Board induction and training program
- Implement an organisational structure that empowers both our professional staff and passionate members that volunteer in leading, managing and running the club.
- Establish a systematic approach to timely, consistent, and transparent flow of communication and information between board, staff, members, clients and our community.
- Update the RGYC Club Rules, to better reflect the club's strategy, changing expectations of the community and to increase members' ability to guide the club.



# Our Leadership and Governance

## Key Performance Indicators

- A Board Nominations and Performance committee is to be established by the end of June 2024.
- A Board Charter is established by the end of June 2024.
- Updated organizational structure that supports the delivery of the strategic objectives by the end of June 2024.
- Updated Board subcommittee and working group structure and Terms of Reference by the end of June 2024.
- The club is operating in line with the Australian Sports Commission National Integrity Framework by the start of the July 2024.
- New association rules adopted by the membership by AGM 2024.
- Increase in scores from 50% to 75% rating of club leadership as measured within the Engagement Questionnaire.
- Increase in scores from 62% to 75% rating of club communications as measured within the Engagement Questionnaire.
- Increase in scores from 51% to 75% rating of club structure as measured within the Engagement Questionnaire.

# Our People

12

**An unwavering commitment to our people; our members, staff, customers, clients, visitors, parents, boat owners and sailors. Prioritizing their needs, aspirations, and well-being, we aim to create a sailing club community that is supportive, inclusive, and driven by a shared passion for the water, sailing and water activities.**

## Objectives

- Ensure all staff have rewarding jobs and a work environment that allows them to excel.
- Modernise our systems and processes to support effective application and alignment of talent and effort.
- Undertake an annual staff and membership engagement and alignment survey that informs leadership about our people's experience of and relationship with the club.
- Develop a comprehensive membership recruitment strategy that attracts people who are passionate about sailing and committed to the club's purpose.
- Establish development plans for all staff (compulsory) and members (discretionary) that volunteer their time and talent.
- Increase the number of members volunteering their time and talents towards the running of the club and its programming.
- Implement a membership induction program that clearly includes volunteering requests and opportunities.
- Establish rostered positions with clear roles and responsibilities that can be completed by members volunteering their time and talents.
- Implement a participation recognition scheme that includes recognition of the volunteered effort and talent of members.
- Be guided by the ASC Volunteer Framework and ASC sport coalition action plan where it aligns with the practices of our club.
- Take regular volunteer specific satisfaction surveys following major events and sailing programs.

## Our People

### Key Performance Indicators:

- Increased volunteerism within our membership base as measured by hours of helping.
- Recruiting, induction, rostering, development, and recognition systems are in place by last quarter 2024.
- The annual engagement questionnaire records an increase in members wanting to volunteer.
- The annual engagement questionnaire records staff engagement at 75% or better.

# Our Membership and Participation

**A strong and steadily growing membership reflecting the demographics of Greater Geelong that participates in club sailing and social activities and uses our marina and venue services. The club is the “place to be”, is thriving, and plays an important part in our members enjoyment of life.**

## Objectives

- Deliver a membership structure and profile that is reflective of our broader community and reflects changes such as increased diversity and capacity to participate in club direction.
- Increase participation and member satisfaction in sailing and boating, social events, and community activities.
- Develop and implement sales and marketing campaigns to grow membership and maximise participation in club programs, offerings and usage of facilities among the local community.
- Create specific programs and reduce barriers for increasing female membership and on attracting members aged 20-40.
- Establish the club’s Youth Advisory Group to provide a sponsored forum for under 30-year-olds to have a voice and provide leadership and direction in programming for this demographic.
- Provide quality food and beverage offerings featuring locally sourced produce.
- Provide high quality offerings for functions to entice members, visitors and corporate groups to use our club.
- Establish standard membership satisfaction and feedback mechanisms for Marina and Venue offerings.

# Our Membership and Participation

## Key Performance Measurements

- Steady growth in the number of club members:
  - Total membership to increase year on year (5%)
  - Junior paid members to increase year on year (5%)
  - Female members to increase year on year (5%)
  
- Paid member retention to be greater than 90% each year.
  
- Ten percent annual growth in members participating in club official, ceremonial and social events.
  
- Member satisfaction with club offerings increases annually as measured by standard customer satisfaction instruments.
  
- Annual club engagement questionnaire shows continuous improvement in a member relationship with the club (engagement).
  
- A youth advisory group is established and working regularly on improving the club's offerings for this demographic.



## Our Events

Embracing the essence of sailing and boating, we strive not only to deliver events but to craft experiences that transcend the ordinary, uniting the finest individuals, venues, and partners in a symphony of excellence. Our goal is to showcase sailing as the pinnacle of aspiration for our sailors, while elevating the reputation of our Club.

Hosting world-class sailing regattas, festivals, and events isn't just a task; it's our passion, our commitment to excellence. Whether orchestrating our own spectacular showcases or collaborating with others, every event we host is a beacon of economic and social value, delivering benefits not only for our Club but for the wider Geelong community.

These events aren't merely gatherings; they're platforms for inspiration, offering accessibility and opportunity to our members and Australia's vast sailing community. Every event becomes a testament to our unwavering dedication to sailing, community, and the pursuit of excellence.

In our pursuit of doing things well, the Royal Geelong Yacht Club shines as a standout in hosting significant events.





# Our Events

## Objectives:

### Festival of Sails:

Each year we deliver the iconic Festival of Sails with unwavering dedication and flair. It's not just an event; it's a testament to our passion for sailing and our community's vibrancy.

### Wooden Boat Festival of Geelong:

Every two years, we celebrate the craftsmanship and tradition with the biannual Wooden Boat Festival of Geelong. It's a spectacle that honours our maritime heritage while showcasing the timeless beauty of wooden boats.

### World-Class Regattas:

We seek out, host, and deliver world-class sailing regattas, setting the stage for exhilarating competition and unforgettable moments on the water.

### Opportunities for All:

At the heart of our mission is inclusivity. We invite members and visitors alike to join us on this journey, offering opportunities to contribute their time, talent, and passion to our major events. Whether through volunteering or other means, we believe in the power of collective effort and shared experiences to enrich our events and strengthen our bonds as a community.



# Our Events

18

## Key Performance Measures:

### Positive Feedback from Event Partners and Participants:

The success of our events is measured by the satisfaction of our partners and participants. Post-event surveys will gauge their experiences, ensuring that each event leaves a lasting positive impression.

### Volunteer Satisfaction:

The heartbeat of our events lies in the dedication of our volunteers. Post-event surveys will assess their overall experience, ensuring that their contributions are valued and rewarding.

### Safety First:

Through rigorous safety protocols and proactive measures, we ensure the well-being of all participants and spectators at our events. Zero major safety incidents is our principal objective.

### Media Recognition:

A key indicator of our events' impact is the growth in positive external media coverage. By securing increased exposure and favourable reporting, we expand the reach and influence of our Club within the broader community.

### Financial Sustainability:

Through prudent management and strategic planning, we ensure that each event demonstrates financial sustainability, safeguarding the long-term prosperity of our Club.

### Demographic Diversity:

Our events are inclusive and cater to a wide demographic. Participant and visitor registrations will be analysed to ensure that our events attract a diverse audience, reflecting our community.

### Sponsorship.

Securing increased sponsorship dollars is not just a goal; it's a strategic imperative. We recognize that robust sponsorship partnerships are an integral part our club and events, providing the resources needed to elevate our offerings. By actively seeking out new sponsors and nurturing existing relationships, we strengthen our capacity to deliver enhanced experiences while unlocking opportunities for growth and innovation. Sponsorship income enhances the quality and scope of our programs, events and offerings.

## Facilities and Operations

**Our club aspirations and exceptional waterfront location are matched by our built facilities, equipment, and operational practices. Our marina, venue assets and equipment are purpose ready, up to date, well maintained and cared for, reflecting the high quality of services offered to our members.**

### Objectives:

#### **Comprehensive Asset Management System Implementation:**

Develop and implement an advanced asset management system to track and maintain all club assets. This system will ensure proactive preventative maintenance, prompt repairs, and timely replacements when necessary, safeguarding the longevity and functionality of our facilities and equipment.

#### **Strategic Capital Asset Management:**

Develop and execute a comprehensive capital asset replacement and maintenance strategy, incorporating a detailed 5-year plan for the marina and hardstand area. This strategy will prioritize modernization efforts to ensure our facilities remain state-of-the-art and fully support the diverse range of sailing activities undertaken by our members. Additionally, it will focus on proactive maintenance measures to mitigate potential risks and optimize asset performance over the long term.

#### **Revamped Operational Standards and Practices:**

Overhaul operational standards and work practices for both staff and members, placing paramount importance on safety, care, and diligence in the utilization of club assets, particularly on-water resources. This initiative will involve training programs, clear procedural guidelines, and regular safety audits to uphold the highest standards of operational excellence.

#### **Continued Implementation of Waterfront Development Plan:**

Maintain momentum in the implementation of the Geelong Waterfront Safe Harbour Precinct – Public Access and Infrastructure Development Master Plan, with particular emphasis on the ongoing construction of the new OTB and VSS facility. This initiative will enhance public access to waterfront amenities, promote community engagement, and further establish the Royal Geelong Yacht Club as a cornerstone of the vibrant waterfront precinct.

## Facilities and Operations

### Key Performance Measures:

#### **Asset Registration and Maintenance Schedule Implementation:**

Ensure that all assets exceeding a value of \$10,000 or deemed critical to club operations are registered in the Asset Management system. This registration will include comprehensive maintenance schedules to facilitate proactive upkeep and ensure optimal functionality.

#### **Board Approval of Capital Asset Strategy and Marina Plan:**

By July 31, 2024, ensure that the Board provides official sign-off on the updated capital asset replacement and maintenance strategy, along with the 5-year marina plan.

#### **Completion and Activation of OTB/VSS Facilities:**

Achieve full completion and operational readiness of the new OTB and VSS facility by the conclusion of April 2025. This milestone marks a significant advancement in waterfront infrastructure, enhancing public access and supporting vital club activities.



MEMBERS BAR



ROYAL GEELONG YACHT CLUB



# Our Financial Sustainability

**Financial stability and sustainability is the foundation from which we realise the goals and ambitions of our club.**

## Objectives:

### **Holistic Growth Strategy Development and Implementation:**

Formally develop and implement a comprehensive growth strategy encompassing various facets of the club's operations. This strategy will not only focus on enhancing events, programs, and activities but also on optimizing hospitality services, fostering robust sponsorship and corporate partnerships, maximizing the potential of the marina and yard facilities, stimulating membership growth, and capitalizing on facility hire opportunities.

### **Long-Term Financial Stability Initiatives:**

Identify and execute new strategies aimed at ensuring long-term financial stability for the club. These initiatives will involve proactive measures to diversify revenue streams, enhance financial forecasting and planning, optimize cost management practices, and explore innovative funding mechanisms.

### **Operational Efficiency Review and Value Enhancement:**

Conduct an operational efficiency review to identify areas of inefficiency, waste, and untapped potential within existing facilities, resources, and offerings. This review will serve as a foundation for implementing targeted initiatives aimed at streamlining processes, optimizing resource allocation, and increasing the overall value derived from club operations. By embracing a culture of continuous improvement, the club will unlock opportunities for enhanced efficiency and effectiveness across all facets of its operations.

# Our Financial Sustainability

## Key Performance Measures:

### Robust Financial Reserves:

Ensure that the financial reserves of the club surpass both operational and statutory requirements, providing a solid foundation for future growth and stability.

### Timely Loan Repayments and Obligations:

Demonstrate commitment to financial responsibility by consistently meeting all loan repayments and obligations on time.

### Accelerated Annual Revenue Growth:

Drive annual revenue growth through the expansion of club activities and initiatives. Proactively enhance member engagement, diversification of revenue streams, and maximizing commercial opportunities.

### Operational Efficiency Review Completion and Actionable Recommendations:

Successfully complete the operational efficiency review by December 31, 2024, and promptly implement actionable recommendations and initiatives from January 1, 2025, to July 31, 2025.



