STRUCTURE OF THE PLAN

KEY STRATEGIC PRIORITIES
• Nine Key Priority Areas

STRATEGIC INTENT STATEMENTS
• Thirty five Strategic Intent Statements

COMPONENTS
• Components are the specific aspects of strategy and operations that are being targeted for systematic attention and development at some stage during the life of the plan.
STRATEGIC PRIORITIES

1. GOVERNANCE
2. ORGANISATIONAL STRUCTURE
3. FOCUS ON MEMBERS
4. FACILITIES – STRATEGIC CAPITAL DEVELOPMENT AND MAINTENANCE
5. SUSTAINABLE GROWTH
6. STRATEGIC FINANCIAL POSITIONING
7. SAILING STRATEGY
8. STRATEGIC MANAGEMENT AND ACCOUNTABILITY
9. MARKETING AND ADVERTISING
1. GOVERNANCE

- A CLEAR FOCUS ON GENERAL COMMITTEE ‘CORE BUSINESS’ – VISION, STRATEGY AND PLANNING, POLICY FRAMEWORK
- QUALITY GENERAL COMMITTEE GOVERNANCE
- A STRUCTURE FOR THE GENERAL COMMITTEE ALIGNED TO GOVERNANCE RESPONSIBILITIES:
  - MARINE
  - HOUSE
  - FINANCE
  - MEMBERSHIP – New member Induction
  - AUDIT & REMUNERATION (including Asset Maintenance)
  - ARTICLES/RULES & REGULATIONS
- STREAMLINED GENERAL COMMITTEE MEETINGS
2. ORGANISATIONAL STRUCTURE

• ESTABLISHMENT OF A ‘DIVISIONAL OR SUB-COMMITTEE STRUCTURE’ FOR CLUB ACTIVITIES
  – SAILING/RACING
  – CRUISING
  – SOCIAL (including Ladies Auxiliary)
  – YOUTH SAILING
  – CADETS
  – SABOTS
  – WOMENS’ SAILING
  – POWERBOAT
  – TIMBER BOAT
  – ICE-BERGERS

• CONFIRMATION OF CLUB ADMINISTRATION STRUCTURE
  – EXISTING AND 2 NEW ROLES
3. FOCUS ON MEMBERS

• A BROADENING OF MEMBER SERVICES
  – ON-GOING CONSULTATION WITH MEMBERS
  – MEMBER TRANSPORT SERVICE
  – ENTERTAINMENT PROGRAM
  – MARINE CATERING
  – LOYALTY PROGRAMS
  – MEMBER ‘VALUE ADDED’
  – ‘FEATURE EVENTS’ PROGRAM - POSSIBILITIES

• A SERVICE-ORIENTED AND PROFESSIONAL STAFF
  – HOUSE MANAGER
  – STAFF TRAINING AND PROFESSIONAL DEVELOPMENT
  – STAFF PRESENTATION AND IMAGE

• EFFECTIVE COMMUNICATION WITH MEMBERS AND THE WIDER COMMUNITY
  – MEMBERS INFORMATION NIGHTS
  – ELECTRONIC
  – OUTDOOR SIGNAGE
  – NEIGHBOURS
4. SITE AND FACILITIES – CAPITAL DEVELOPMENT AND MAINTENANCE

- IMPROVED LANSCAPING OF THE CLUB ENVIRONS
- ON-GOING IMPLEMENTATION OF THE CLUBHOUSE MASTER-PLAN (AS AMENDED)
- ESTABLISHMENT & IMPLEMENTATION OF A MARINE MASTER-PLAN
5. SUSTAINABLE GROWTH

- A SOCIALLY RESPONSIBLE ENVIRONMENTAL MANAGEMENT STRATEGY
- INCREASED MEMBERSHIP – INCENTIVES AND TARGETS
- REVIEW OF ALL SERVICE CONTRACTS
- ICT INFRASTRUCTURE AND SOFTWARE UPGRADED AND INTEGRATED
- ENGAGING WITH THE LOCAL AND WIDER COMMUNITY
  – SUPPORT FOR CHARITIES
  – CONTRIBUTION TO LOCAL COMMUNITY INITIATIVES AND ISSUES
6. STRATEGIC FINANCIAL POSITIONING

- STRATEGIC PARTNERING WITH BUSINESS AND YACHT CLUBS
- THE USE OF FINANCIAL FORECASTING TO MITIGATE THREATS
- STRENGTHENED SPONSORSHIP
- PROFIT CENTRE ACCOUNTING
- PROFIT/LOSS EVALUATION OF THE SLIPWAY AND ASSOCIATED CONCESSIONAIRES
- ASSET VALUATIONS
7. SAILING STRATEGY

- A SUSTAINABLE AND EFFECTIVE JUNIOR AND YOUTH LEARN-TO-SAIL/ RACE PROGRAM
- A SUSTAINABLE AND EFFECTIVE YOUTH/YOUNG ADULT TRAINING / PERFORMANCE PROGRAM
- SUSTAINED MEMBER TRAINING AND SAFETY PROGRAMS
- GROWING RACING FLEETS
8. STRATEGIC MANAGEMENT AND ACCOUNTABILITY

• SYSTEMATIC IMPLEMENTATION AND REPORTING TO MEMBERS ON THE OUTCOMES OF THE STRATEGIC PLAN
• ALL STAFF ENGAGED IN REGULAR PERFORMANCE REVIEWS
• COMMITTED AND ACTIVE GROUPS OF VOLUNTEERS
9. MARKETING AND ADVERTISING

• A COMPREHENSIVE AND INTEGRATED MARKETING PLAN FULLY IMPLEMENTED
• MEMBERSHIP DRIVES AND INCENTIVES ACTIVELY PROMOTED
• FAMILY/‘NICHE MARKET’ POTENTIAL ACTIVELY PROMOTED
• MARKETING RELATIONSHIPS ESTABLISHED AND MAINTAINED
• ENTERTAINMENT PROGRAM ACTIVELY PROMOTED AND DRAWING CLUB PATRONAGE