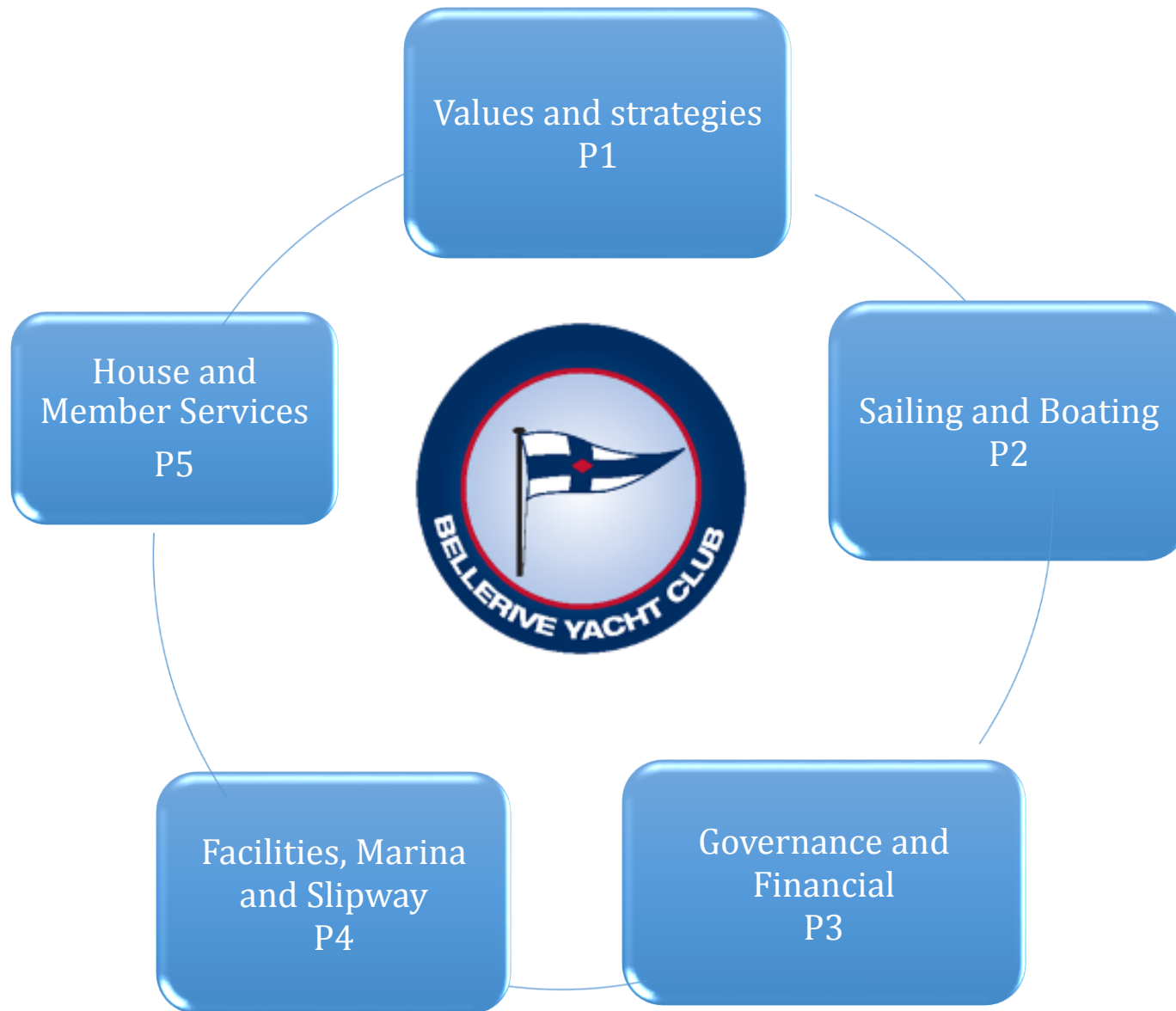




Bellerive Yacht Club Inc

Strategic Plan 2019 - 2023

Strategic Planning Circle



Values and Strategies (P1)

	Values and Strategies	Key Performance Indicators	Audit
	1. To provide a high-quality yachting program that meets the expectations of our members. Develop and encourage varied marine pursuits to members and the wider community such as Regattas, Events, Navigation, Seamanship and BYC Sail.	Maintain fleet sizes across all classes within the BYC sailing program whilst striving for increased participation.	Sailing and Boating (P2)
	2. To provide a level of excellence in providing in-house services for members that meet members expectations maintaining at a minimum the current level of service and striving to add value to membership through increased services.	Increase the average Dollar Spend per Member each year targeting a 5% increase each year.	House Services (P3)
	3. To provide boating services to our members by maintaining all club facilities, including marina, and slipway activities to meet legislated requirements and members needs	Achieve an 85% satisfaction rating from members on the performance of the club across and increase slip yard usage.	Facilities, Marina and Slipway (P5)
	4. Maximize the use of club facilities through marketing and promotion, including functions, events and membership annually.	Hold a minimum of 10 significant member events annually. Work towards integrating BYC with the wider community. Strive to increase the number of members involved with the club and facilities.	House and Member Services (P3)
	5. To have strict Governance with policies and procedures that are effectively followed enforced and are open and transparent to all our members.	Provision of monthly reports, with enough information to allow board members to evaluate and guide the management team	Governance and Financial (P4)

Sailing and Boating (P2)

	Strategies	Key Performance Indicators	Audit
	<p>1. To have a vibrant and well-run program of yachting activities involving all classes and abilities, other marine pursuits, and encourage and promote increased participation of all aspects of marine activities to provide well organized events such as the Crown Series, IOR and other events</p>	<p>To maintain existing fleet sizes across the classes in all facets of the BYC club program.</p> <p>Strive to increase fleet size.</p> <p>To encourage increased participation at the key club events such as crown series and IOR Cup.</p>	<p>Provide a brief monthly commentary and or figures detailing positives and particularly areas of concern within the sailing area, and how this is being addressed. (Responsibility - Sailing Co-ordinator)</p> <p>Monitor participation numbers within the events by competitors and volunteers and member surveys (Responsibility Sailing Co-ordinator and Administration)</p>
	<p>2. To have a committed and valued group of club sponsors</p>	<p>Maintain a sponsorship list for all club activities</p>	<p>Sponsor survey satisfaction. (Responsible person General Manager)</p>
	<p>3. Engage other user groups within the marina users' group by promoting and running events such as navigation and other activities.</p>	<p>To involve other marina users not currently active.</p> <p>Such as power boat and cruisers in club activities</p>	<p>Develop an action plan to involve other Marina users within club activities. Provide a six-monthly report (Responsibility Sailing Co-ordinator, Sailing Committee and other key BYC Staff)</p>
	<p>4. To have a strong volunteer base to support club's events and activities.</p>	<p>Increase the number volunteers who are trained in the use of the patrol boats and other key club volunteers' activities</p>	<p>Provide a report on any movement within the regular club volunteer group Six monthly Report (Responsibility General Manager in consultation with Area Co-ordinators)</p>
	<p>5. To have a mechanism in place to provide sail training for the purpose of introducing new people interested in taking up sailing in keel boats to the club.</p>	<p>Encourage new members to get involved with our core business (Sailing)</p>	<p>Provide regular reports on the progression of the sail train venture. (Responsibility Sailing Co-ordinator)</p>

House Services (P3)

	Strategies	Key Performance Indicators	Audit
	1. To have varied and multiple activities outside of sailing made available to all members such as social events and competitions	Significant number of events, during the year with 10 major non-sailing functions.	Random member satisfaction survey following event (Responsibility Administration)
	2. To increase participation at social events by members and the wider community	Increase in number of members attending club events or activities	Annual member satisfaction survey (Responsibility Administration)
	3. To have an achievable marketing program, ensuring member awareness, promotion of the club and activities	Auditable increase in both external and internal functions, increase dining and bar sales	Increase spend by members (Responsibility - General Manager in consultation with Food & Beverage Manager)
	4. To increase membership, attract new members and groups	Work towards integrating club and with the wider community. Strive to increase the number of members actively involved with the club and facilities.	Increase in club membership (Responsibility General Manager in consultation with Membership Committee)
	5. To reward Club loyalty and participation of members through loyalty schemes and discounts	Expansion of the existing Membership Benefits Scheme	Survey sponsors to assess satisfaction. (Responsibility General Manager in consultation with Membership Committee)

Governance and Financial (P4)

	Strategies	Key Performance Indicators	Audit
	1. To have strict Governance for all policies and procedures that are effectively followed, enforced and are open and transparent to all our members	Provision of monthly reports, with enough information to allow board members to evaluate and guide the management team	Approved Budget, governance and objectives achieved on time and within budget. (Responsibility General Manager)
	2. To encourage a culture of “team” among staff, committees and volunteers	Fortnightly meetings with senior staff with board member in attendance, monthly toolbox meetings with all available staff.	Monthly update to board (Responsibility General Manager)
	3. Implement a number of KPIs for all paid staff ensuring all indicators are aligned to the strategic plan	Manager to provide minutes to board Manager to initiate six monthly reviews with senior staff and report to board.	Monthly staff updates to board via senior staff meeting minutes (Responsibility General Manager)
	4. Annual review and or update of the strategic plan, KPIs or audit process, conduct performance appraisals for all staff	Annual review of strategic plan.	Have a comprehensive annual review of working documents of club’s policies and procedures, and Strategic plan (Responsibility General Manager, Finance, Asset & Maintenance and House & Member Services Committee and BYC Board)
	5. All key staff to have the capabilities and opportunity to develop. Individual business plans for each area that will encourage personal growth, job ownership and initiative.	Produce individual area budgets and capex wish lists for consolidation within the overall budget.	Pre-annual budget meetings with area coordinators (Responsibility General Manager)
	6. To produce annual budgets in consultation with all the user groups that incorporates all income and expenses including capex.	Produce annual budget and long-term forecast for board approval.	(Responsibility General Manager and Finance, Asset & Maintenance and House & Member Services Committee and BYC Board)

Facilities, Marina and Slipways (P5)

	Strategies	Key Performance Indicators	Audit
1.	To provide both onshore and offshore boating facilities to BYC members and other users that meet all Environmental, Workplace Health and Safety guidelines	Maintain the clubs essential services register.	Club essential services register available at all times for random review by General Manager, Flag Officers or Asset & Maintenance Committee. (Responsibility Marine Services Facilitator)
2.	To have a fully planned and actioned maintenance program to ensure the lifecycles of all plant and equipment is at its optimum, patrol boats and infrastructure is maintained and presented in the best manner	Develop and maintain the clubs programmed maintenance systems	Club maintenance systems to be reviewed quarterly by the General Manager and report provided to BYC Board. (Responsibility Marine Services Facilitator)
3.	To have well trained, friendly and versatile staff and volunteers who work to best practice within the club precinct to the benefit of members	To supervise and provide guidance and support to the Bosun, any ancillary staff or volunteers performing tasks within the club's infrastructure	Conduct annual performance appraisal of Bosun and ancillary staff. Provide monthly report to Club Manager. (Responsibility Marine Services Facilitator)
4.	To provide annual updated capex requests for replacement of club equipment and or updating or infrastructure improvements	Regular liaison with the marina development committee as deemed appropriate by the Club Management or Flag Officers.	Members survey to evaluate performance and satisfaction of Marine and infrastructure. (Responsibility General Manager)
5.	To be fully involved with the ongoing development of the marina.		