



**GERALDTON  
YACHT  
CLUB**

# **2021 - 2025 STRATEGIC PLAN**





## **THE CLUB'S VISION**

The Geraldton Yacht Club to be the premier water activity and social club in country WA.

## **THE CLUB'S MISSION**

The Geraldton Yacht Club will market, promote and develop the sport of sailing, boating and water activities and provide quality facilities and services for its members and guests.

# **We are committed to.....**

## **Applying best practice safety management and governance while...**

- Continue to develop a world class sailing culture.
- Offering quality sailing services and water based activities.
- Ensuring that new sailors are provided with a continuous and clear development pathway through the provision of sail training programs, ongoing mentoring and support.
- Marketing the club as the venue of choice for running sailing and water based events to enhance the standing of the club and community at large.
- Promoting a culture where all members, staff and volunteers work together for the benefit of the club.
- Providing quality club facilities, services and social activities to members.
- Being a valued member of the local community by providing a positive contribution to the local community, its surroundings and the environment.

# GYC Core Values

## **INTEGRITY**

We will make honest, transparent decisions for the benefit of the club and its members.

## **RESPECTFUL**

We will respect all people and be considerate of the needs of our members, guests, partners, our community and our environment.

## **COMMITTED**

We will develop and work with a positive attitude and deliver quality facilities and activities to our members and guests.

## **PROGRESSIVE**

We will continue to be proactive in our thinking to ensure we leave a positive legacy for generations whilst respecting our heritage.

## **FRIENDSHIP**

We will promote friendship amongst members and welcome guests and visitors.



## **Strategy One: Water Based Activities**

Develop strategies to support/develop water base activities at the GYC which:

- Encourages and promotes water-based activities
- Fosters and encourages a volunteer culture
- Maximises retention of members and sets targets for growth
- Engages proactively in the community
- Encourages productive and mutually supportive relationships with key stakeholders and the wider community to enhance the position of water base activities with the GYC

Strategic objectives	Action	Who	When	Resources
1. Develop a water-based activities program that incorporates a range of events/activities that encourages people to take up sailing, boating and other water-based activities	1.1.1 Promote water-based activities as a safe and healthy lifestyle activity. 1.1.2 Promote partnerships and membership offers with various institutions. 1.1.3 Market the Geraldton Yacht Club as the water-based activity hub in the Midwest region	Committee Operations Administrator	On-going	Marketing budget – to be determined.
<b>Measure:</b>	<ul style="list-style-type: none"> <li>Marketing Plan developed and implemented by January 2021</li> <li>Plan, market and promote open day for other water-based activities.</li> <li>Identify and approach other water-based clubs that may be looking for a club base.</li> <li>Dragon Boat Racing – set firm date for 2021, promote accordingly.</li> </ul>	<b>Progress:</b>		
1.2 Develop and implement process to encourage a broader uptake of training for instructors, boat handling skills and race management.	1.2.1 Ensure that all on water volunteers are competent or accredited to fulfil their roles and duties. 1.2.2 Identify the next generation of instructors. 1.2.3 Employ qualified casual trainers/instructors.	Committee SRC JRC	Ongoing	Human resources Training Budget to be Set.
<b>Measure:</b>	<ul style="list-style-type: none"> <li>Identify the next generation of trainers</li> <li>Consider fee for service sail training programs</li> <li>Investigate the advantages and disadvantages of becoming a small boat handling trainer organisation</li> </ul>	<b>Progress:</b>		
1.3 Market the GYC as the water-based activity hub for the Midwest region	1.3.1 Engage media outlets (social, internet, radio etc) to market the GYC to the world, as the ideal location to hold world, national, state and local water base activity events	Operation Administrator Management Committee	On-going	Human Resources Budget to be set.
<b>Measure:</b>	<ul style="list-style-type: none"> <li>Identify relevant markets.</li> <li>Develop and implement a comprehensive marketing strategy.</li> </ul>	<b>Progress:</b>		

Strategic objectives	Action	Who	When	Resources
1.4 Increase the percentage of members who are actively sailing, boating and water - based activities and within the club	1.4.1 Encourage boat owners, sailing, fishing, recreational and other water-based groups to actively engage with the GYC and to join in water and social events at the club 1.4.2 Market and promote the GYC as the boating hub in the Midwest region. 1.4.3 Maintain a fleet of club owned boats, sail and rescue, that support progression of boating activities	Management Committee Operations Administrator	On-going	Human Resources  Budget
<b>Measure:</b>	<ul style="list-style-type: none"> <li>• Maintain a fleet of club owned boats for training and leasing purposes</li> <li>• Contact owners of inactive stored boats and encourage them back to the club</li> <li>• Provide water-based social activities for members throughout the year</li> </ul>	<b>Progress:</b>		
1.5 Embed a healthy club culture with a focus on personal health, wellbeing and safety	1.5.1 Promote consumption of healthy food 1.5.2 Promote responsible drinking 1.5.3 Promote healthy lifestyle activities 1.5.4 Yoga on the Beach	Committee Staff Members Dalglish	On-going	Marketing
<b>Measure:</b>	<ul style="list-style-type: none"> <li>• Healthy menu options</li> <li>• Marketing GYC's Health Lifestyle Approach social media, website and around the club.</li> </ul>	<b>Progress:</b>		
1.6 Develop and implement a social program that encourages partners, parents, siblings, non-boating members and the community to engage in GYC on and off the water activities	1.6.1 Ensure that a well-balanced social program is implemented that caters for all age groups and encourages participation. 1.6.2 Continue Friday evening and Sunday meals 1.6.3 Explore possibility of themed meal nights – mid week. 1.6.3 Consider guest speakers as the opportunity arises	Committee V/Commodore Operations Administrator	Annually	Human Resources
<b>Measure:</b>	<ul style="list-style-type: none"> <li>• Social program drawn up in calendar and marketed.</li> <li>• 6 themed meal nights held in one calendar year.</li> </ul>	<b>Progress:</b>		

Strategic objectives	Action	Who	When	Resources
1.7 Promote water-based activities to schools and the wider community	1.7.1 Actively engage with schools to promote water sport activities at the GYC in Partnership with Australian Sailing where appropriate. 1.7.2 Investigate the pros and cons of providing water-based activities for disadvantaged people	Management Committee	On-going	Human Resources
<b>Measure:</b>	<ul style="list-style-type: none"> <li>• Have a minimum of one school providing water-based activities from the GYC.</li> <li>• Identify and discuss potential for water base activities for disadvantaged groups with appropriate bodies</li> </ul>	<b>Progress:</b>		





## **Strategy Two: Membership**

**Provide facilities and services to members that:**

- Are safe and family friendly
- Are relevant and meet the needs and priorities of the GYC Membership
- Deliver best practice services and best value for money in a transparent and friendly way
- Support GYC operations

Strategic objectives	Action	Who	When	Resources
2.1 Maintain a high-level costed facilities and capital expenditure plan to access the needs for future upgrading and development of club facilities that benefit members.	2.1.1 Identify and prioritise areas of need for new or upgraded facilities including Marina replacement and/or upgrade, club house upgrades and maintenance, Gybes, car parking, storage etc	Management Committee Marina Committee Maintenance Supervisor	Annually	As per budget
<b>Measure:</b>	<ul style="list-style-type: none"> <li>Comprehensive maintenance plan in place for club facilities including Gybes</li> <li>Marina fully costed for major infrastructure repairs or replacement.</li> </ul>	<b>Progress:</b>		
2.2 Communicate the range of membership services and fee structures to members and potential new members.	2.2.1 Develop and implement a communication plan/process to ensure all members and the public are fully informed of GYC membership services.	Management Committee Operations Administrator	Annually	Human Resources Marketing Budget
<b>Measure:</b>	<ul style="list-style-type: none"> <li>Continual development and review of communication plan.</li> <li>Review has been undertaken on member categories and fee structure.</li> <li>Marketing program in place advertising the advantages of being a Member of the GYC</li> </ul>	<b>Progress:</b>		
2.3 Review and tailor the range of membership classifications to reflect the range of GYC membership expectations and contributions	2.3.1 Audit and review membership policy, membership categories and fee structures.	Management Committee	Annually	Human Resources Marketing Budget
<b>Measure:</b>	<ul style="list-style-type: none"> <li>Marketing program in place advertising the advantages of being a member of the GYC</li> </ul>	<b>Progress:</b>		

Strategic objectives	Action	Who	When	Resources
2.4 Develop an organisational structure which responds to the changing demographics and needs of the club and allows transparent and balanced allocation of tasks.	2.4.1 provide an environment that encourages people to join the GYC 2.4.2 develop an organisational flow chart that clearly articulates the roles and responsibilities of Flag Officers, Committee Members and staff	Management Committee  Operation's Administrator	On-going	Human Resources
<b>Measure:</b>	<ul style="list-style-type: none"> <li>An operational flowchart in place and on display for all members to view.</li> </ul>	<b>Progress:</b>		
2.5 Market the GYC as the water sports activity hub in the Midwest region	2.5.1 Develop a marketing strategy that gets the message out, that the GYC is the water-based hub for the Midwest region.	Management Committee Flag officers Operations administrator	On-going	As per marketing budget
<b>Measure:</b>	<ul style="list-style-type: none"> <li>A clear and concise market strategy in place</li> </ul>	<b>Progress:</b>		
2.6 Develop a well-structured social program that can be marketed to members their guests and the public	2.6.1 Market the GYC as the friendliest and most welcoming club in the Midwest region.	Vice Commodore Events-coordinator Operation's administrator	On -going	As per Marketing Budget
<b>Measure:</b>	<ul style="list-style-type: none"> <li>A comprehensive social program in place for members. Displayed in the Race Program, club house and on social Media</li> <li>A marketing strategy in place promoting the GYC /Gybes as the best venue to hold Weddings, Corporate Events, parties etc</li> </ul>	<b>Progress:</b>		

Strategic objectives	Action	Who	When	Resources
2.7 Increase the GYC membership by 5% annually and maintain member retention above 90%	2.7.1 Market the GYC as the water-based activity club in the Midwest region. 2.7.2 Develop a marketing strategy for all media outlets. 2.7.3 Measure the success of sailing, boating training programs to membership.	Management Committee	On-going	As per Marketing Budget
<b>Measure:</b>	<ul style="list-style-type: none"> <li>• Two new water-based activities operating from the GYC.</li> <li>• Increase GYC membership 5% annually</li> <li>• Retention rate of membership to be above 90%</li> <li>• Evidence that club facilities have been maintained.</li> <li>• A designed marketing strategy implemented.</li> <li>• Maintenance Plan reviewed annually</li> </ul>	<b>Progress:</b>		



## **Strategy Three: Governance and Leadership**

Establish and maintain management, organisational and governance arrangements which:

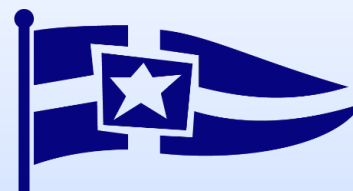
- Align the GYC's human resources, capital assets and financial resources with the Club's strategic priorities and objectives
- Ensure a sustainable financial structure
- Support the sustained provision of services and facilities
- Understand and mitigates risk; and
- Meet all regulatory, compliance and accountability requirements and standards

Strategic objectives	Action	Who	When	Resources
3.1 Review and update GYC strategic plan, all GYC policy documents, lease agreements and MOUs as required, introducing new policies as appropriate.	3.1.1 Maintain inventory of all GYC policies, lease agreements, MOUs including implementation date and review date. 3.1.2 Identify areas where new policies are required. 3.1.3 Allocate responsibility for updating policies.	Management Committee  Operation's Administrator	Annually	Human resources
<b>Measure:</b>	<ul style="list-style-type: none"> <li>Strategic Plan Reviewed.</li> <li>All policies and procedures audited.</li> <li>MOU's reviewed</li> <li>Lease agreements reviewed</li> <li>An index of all policies and procedures has been completed.</li> <li>Asset registrar maintained.</li> </ul>	<b>Progress:</b>		
3.2 Develop and maintain a high-level costed facility and capital expenditure plan to assess need for future upgrading and development of club house and marina.	3.2.1 Develop a maintenance program that identifies major and minor works that need to be undertaken. 3.2.2 Identify major capital works that may be needed and identify grant funding programs to offset capital cost.	Management Committee. Maintenance programmer	Annually	As set out in Budget
<b>Measure:</b>	<ul style="list-style-type: none"> <li>All capital works programs above \$1,500 have been approved by the GYC management Committee</li> </ul>	<b>Progress:</b>		
3.3. Ensure all regulatory requirements are maintained	3.3.1 Carry out regular checks on the following <ul style="list-style-type: none"> <li>Insurance needs</li> <li>Liquor Licence</li> <li>Financial audits</li> <li>Monthly financial reports to M/C</li> </ul>	Operations Manager Treasurer Management Committee	Annually	Human resources
<b>Measure:</b>	<ul style="list-style-type: none"> <li>A registrar of all regulatory requirements has been fully maintained</li> </ul>	<b>Progress:</b>		

Strategic objectives	Action	Who	When	Resources
3.4. Engage with key stake holders	3.4.1 Identify Key Stakeholders <ul style="list-style-type: none"> <li>• Sponsors</li> <li>• Relevant Government Agencies</li> <li>• Other water-based activity clubs</li> <li>• Schools</li> <li>• Media</li> </ul> 3.4.2 Determine and implement policy for engagement	Commodore, Flag Officers, Management Committee and Operation's Administrator	On-going	Human Resources
<b>Measure:</b>	<ul style="list-style-type: none"> <li>• 90% of present sponsors retained</li> <li>• Two new Corporate Sponsor on board.</li> <li>• Maintain and enhance relationship with National, State and Local Government agencies</li> </ul>	<b>Progress:</b>		
3.5 Ensure a sustainable financial structure for the GYC	3.5.1 Ensure financial structure continues to focus on key elements of the GYC business including. <ul style="list-style-type: none"> <li>• Budget structure</li> <li>• Fees, charges and expenditure</li> <li>• Cashflow, turnover, profit</li> <li>• Asset base</li> </ul>	Management Committee	On-Going	Management Committee Finance Committee
<b>Measure:</b>	<ul style="list-style-type: none"> <li>• Annual Budgets set and implemented</li> <li>• Fees, charges and expenditure reviewed</li> <li>• Monthly reports to Management Committee on Cashflow, turnover and profit</li> </ul>	<b>Progress:</b>		
3.6 Develop and retain quality staff	3.6.1 Develop and implement a staff human resource management system based on the individual job description and key performance indicators.	Management Committee Operation's Administrator	Annually	Human Resources
<b>Measure:</b>	<ul style="list-style-type: none"> <li>• Human resource package in place and operating efficiently.</li> <li>• 90% retention rate of staff</li> <li>• Staff training identified and undertaken by staff</li> <li>• Feedback from staff reviews</li> </ul>	<b>Progress:</b>		

Strategic objectives	Action	Who	When	Resources
3.7 To ensure a stable and cohesive management committee exists, with the appropriate skill sets and motivation to drive the club's purpose, vision, and strategy	3.7.1 Develop a strategy to ensure succession planning for committee and flag officer positions. 3.7.2 Incumbent committee members to actively recruit suitable candidates for committee and flag officer positions. 3.7.3 Formalise the committee handover process 3.7.4 Develop comprehensive role descriptions and documentation of committee and flag officer portfolios 3.7.5 Develop and implement and induction process for all new committee members	Management Committee	Annually	Human Resources
<b>Measure:</b>	<ul style="list-style-type: none"> <li>• Clear role descriptions in place for all committee management committee positions</li> <li>• Induction program updated.</li> </ul>	<b>Progress:</b>		
3.8 .8.1Develop strong and cohesive partnerships with other water-based activity associations/clubs.	3.8.1 identify water-based activities in the Midwest region that align with the GYC's vision for the future. 3.8.2 Foster and develop communications between the identified groups and GYC.	Management Committee	On-going	Management Committee
<b>Measure:</b>	<ul style="list-style-type: none"> <li>• At least two water based activities engaged with the GYC</li> </ul>	<b>Progress:</b>		





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