



**HOBSONS BAY YACHT CLUB “VISION 2030”
STRATEGIC PLAN**

EDITION NO. 4

NOVEMBER 2019

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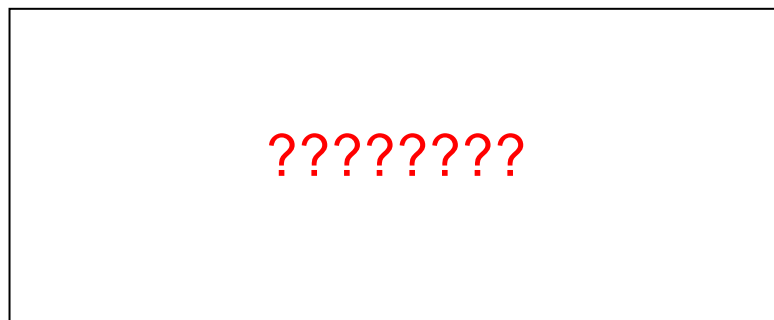
1890's



1960's



2019



2030

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Notes – CLUB STRATEGIC PLANNING MEMBERS MEETING, March 2019

1. Executive Summary of Member Feedback.

- A. Members appreciated a lot of good work has been done in many areas.
- B. Members indicated key areas of future focus include:
 - a. Facility improvements club, yard and marinas
 - b. Memberships increases
 - c. Junior Program development
 - d. Identifying some modest initiatives that can be achieved along with the existing strategic priorities.
 - e. Community engagement to promote the use of the club facilities and financial contribution
- C. Personnel issues identified include:
 - a. Leadership succession planning
 - b. Volunteer resources to do what needs to be done to keep the club doing, essential tasks, some of which are not being done now.
 - c. Staff development and succession planning
 - d. OHE& S issues

2. Facilities

- The club house is considered a great asset.
- The work of those responsible for achieving this is well appreciated.
- The marina and yard are now more in the vision of members.
- Some members identified a need to improve the yard, and food/club facilities.
- The renewal of lease with Parks Victoria will be a key issue.

Comments/Actions

- a) The highest priority upgrade works need to be identified and costed.
- b) While there is much interest in upgrading the marina and related facilities, club members need to be more aware of the feasibility of any upgrade works.
- c) Club members need to continue to be kept informed about what the club can realistically achieve in the marina and when that would happen.

3. Memberships

- Some concerns about the ageing membership, strongly male gender bias and limited junior numbers being attracted.
- The number of crew members appears to be decreasing.
- There has been a significant increase in the last few years in social members, most likely due to the excellent facilities and social activities. Social membership is now settled at approximately 200.
- For the club to survive and thrive, the membership needs to become younger and include many more females.

- Membership packages need to be developed to retain/ attract additional members in all categories, particularly family memberships.

Comments/Actions

- a) The club needs to become more attractive to people thinking of taking up sailing. This could be achieved by :
 - Making the membership fees more attractive to new and younger people.
 - Providing more programs and activities the appeal to younger people, females and the broader community.
 - Holding special events that encourage greater community awareness of the Club, its facilities and the sport and recreation of sailing.
 - Develop a range of opportunities that appeal to younger volunteers and community volunteers that may not be related to sailing but might help the club and the community. These would include much shorter volunteer commitment times, flexible arrangements.
 - Membership fees should be reviewed to make joining easier and more affordable
 - Regular activities should be held that build club culture and cohesion.
 - Methods to convert social members to active club members

4. Programs

- Some members want more workshops and training sessions.
- Some members want more sailing programs.
- The club provide racing, social, cruising, juniors and training programs.

Comments/Actions

- a) More resources and programs required to attract and train young people, families and women into sailing and club related activities.
- b) Strong links need to be developed with schools with the aim of involving primary and secondary students in sailing and any other activity connected to the club including fixing boats, club admin.
- c) Focus required on event planning, newsletters and marketing and engaging with the local community.
- d) Consideration could be given to appointing a paid junior sailing program.
- e) Further consultation and research could be undertaken to identify the best ways to welcome and retain women as members.

5. Leadership Succession Planning

- Senior leadership in the club has been quite stable for the last 10 years. It is likely that several of the key leaders will step down this year. This could result in a loss of impetus and club knowledge.
- Succession planning of club staff needs to be developed.

Comments/Actions

- a) It would be desirable to establish processes that ensure a consistent approach to the leadership of the club.
- b) New members on committees and in leadership positions are provided with relevant information and training.
- c) Review the constitution to ensure that the process of leadership renewal is open, constant, planned and consistent.
- d) Review current documentation, policies and procedures to establish position descriptions and position briefs for key roles.

6. Financial Stability

- Financial planning for next 10 years to meet the club objectives
- Maintain fee structure
- Develop alternate income streams

Comments/Actions

- a) Membership promotion through family and other packages
- b) Solar and other environmental cost savings
- c) Promote sponsorships and grant sources

7. Strategic Planning Workshop Meeting Feedback

Highest Priority - Opportunities (red dots)

| Issue | No. of dots |
|---|--------------------|
| Convert social members to sailing members; incentives to sail | 9 |
| Improve yard facilities | 8 |
| Water sports for schools (schools team racing series) | 6 |
| Social media – attract crews | 6 |
| Attract more volunteers | 5 |
| Collaborate with WSC juniors | 4 |
| Commercial sailing school | 4 |
| Training / upskilling (e.g. rules) | 4 |
| Juniors / teenage activity area | 4 |
| Attract millennials – pay as you go | 3 |
| Remote control yachting | 3 |
| Social sailing days | 3 |
| Board out front | 2 |
| Stronger relations with local politicians | 2 |
| Greater use of club | 2 |
| Review management roles | 1 |
| Connecting club to nearby events/ market/ community | 1 |
| More paid staff and review if management roles | 1 |

Other comments:

Technology - live races
 Sell site and relocation
 Membership succession planning
 Get inactive boats active
 Facilitate boat sharing
 Functions/roles of office bearers, structure
 Governance of committee structures
 Update manuals

Events that are less competitive
 Outside broadcasts – TV
 Council to improve facilities near sailing club
 Enable access – open up the club

Highest Priority – Threats (red dots)

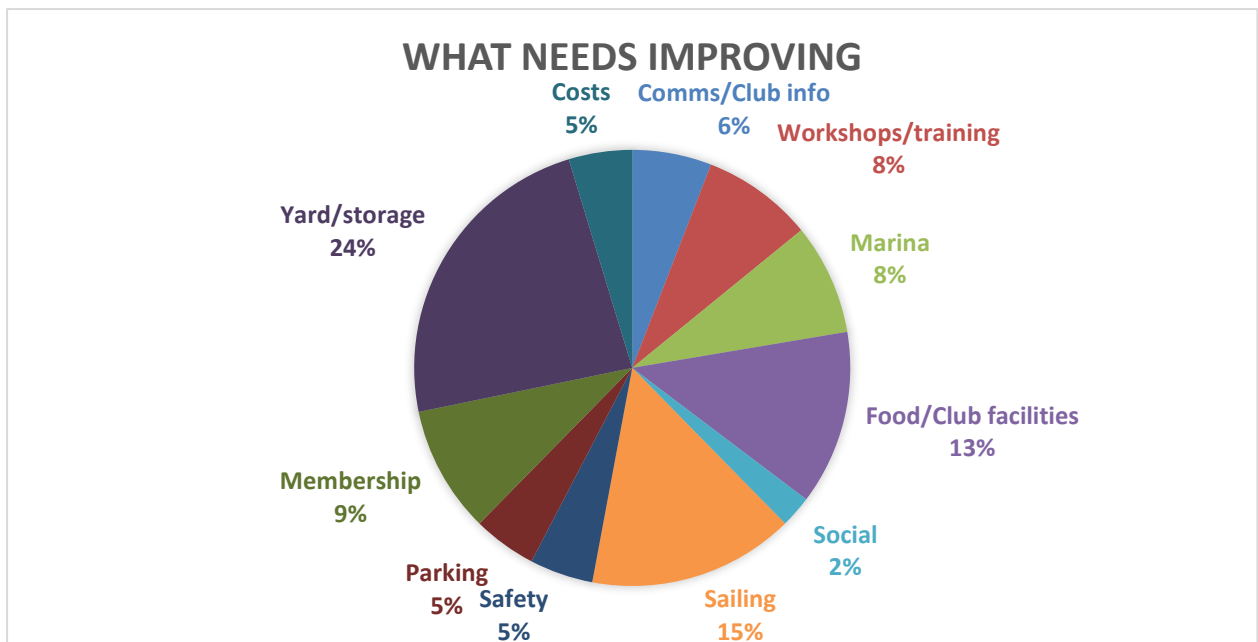
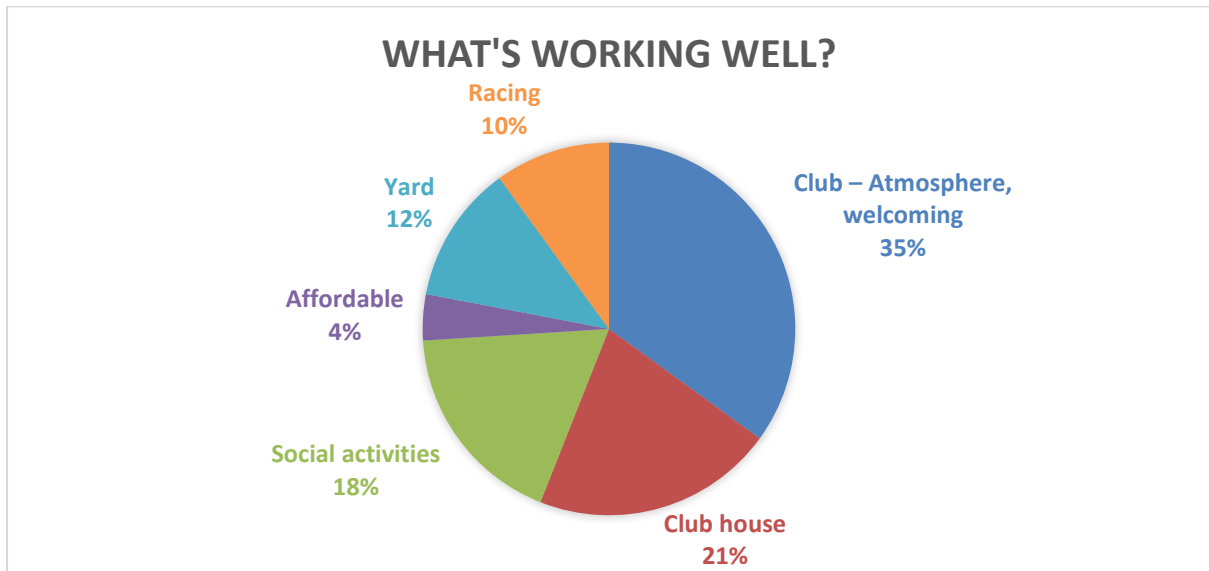
| Issue | No. of dots |
|--|--------------------|
| Marina failing | 15 |
| Aging membership | 14 |
| Younger members | 7 |
| Silting | 5 |
| Loss of memberships | 4 |
| Volunteers – on water and committee | 3 |
| Right mix of people on committee | 2 |
| Too many social members | 2 |
| Bar use – members versus others (functions) | 2 |
| Lack of focus on sailing | 2 |
| Lack of coordination with neighbouring clubs | |
| Wash – passing vessels | 1 |
| Lack of people from diverse backgrounds | 1 |
| Lack of women, lack facilities | 1 |
| Increasing costs | 1 |
| Impact of growth on club culture | 1 |

Other comments:

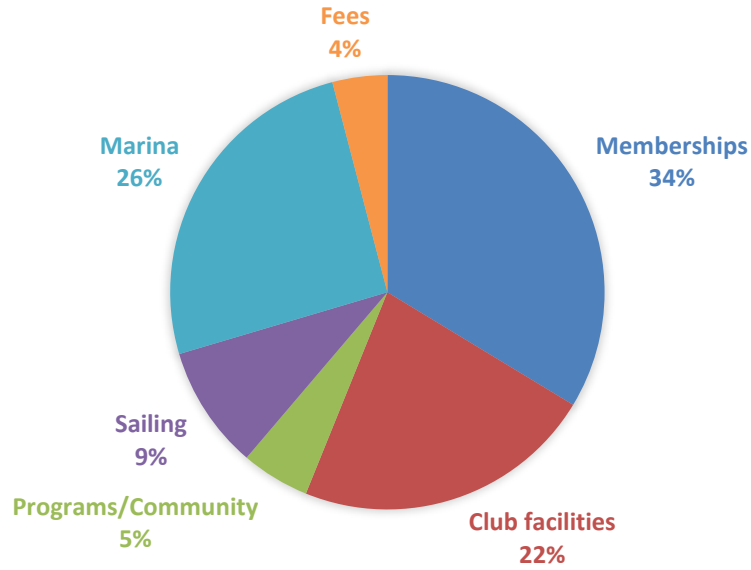
Loss of site
 Problems with neighbours
 Outgrow facility
 Environmental regulations
 Developer taking control
 Harbour authority issues
 Fall is state-wide participation
 Perception -sailing is for wealthy people

8. Results of HBYC 2019 Members Survey for Strategic Plan

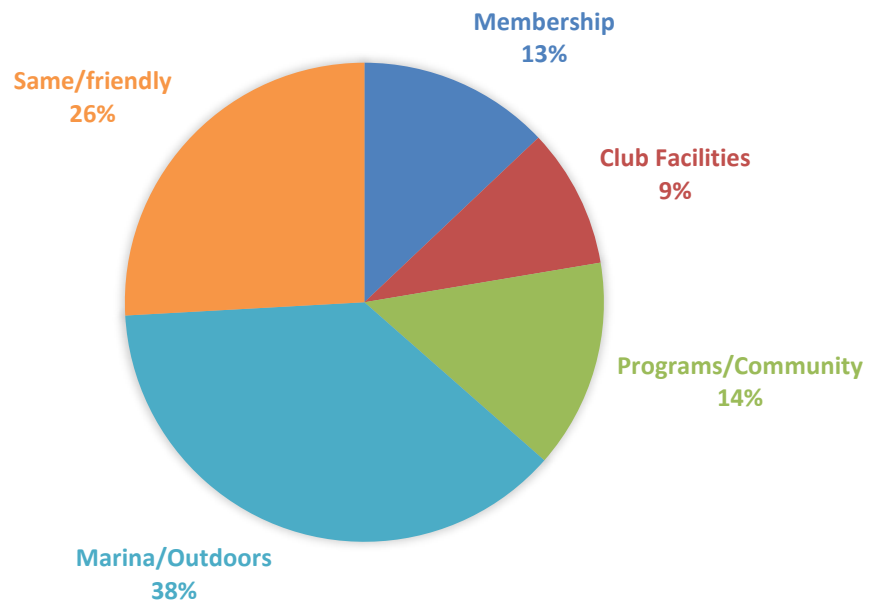
March 2019



CLUB CHANGES IN NEXT 4 - 5 YEARS



CLUB IN 10 YEARS TIME



9. Strategic Planning Meeting - Survey Results

In 4-5 years' time, what if any changes would you like to see at the club?

- More young and women members, more interaction around workshops and community events
- catering or restaurant food on Friday and sat nights
- For the clubhouse to be finished and more work done on the sailing side of things
- A floating marina and/or protection from waves would be nice if cost is manageable
- Improvement in programs and support for beginner/intermediate sailors who are not boat owners

- Clear out some unused boats from the marina so we can get active boats in from existing and new members.
- Better docking facility for members who have their boat on a mooring. Taking safety of accessing the dinghy the main priority such as a hand rail to assist and able to alight with something secure to hold onto. Easy access to a ladder if a member had the unfortunate loss of balance whilst launching his or her dinghy
- Bigger men's shed area with more carpentry tools, e.g. band saw and lathe. Appointment of an Assistant Yard Manager to help John Ericson Extended dingy storage area so that the larger boats are not all piles up alongside the racks
- Increase in senior membership
- Mark Foy starts and more drinking
- More people enjoying the facilities and using the bar
- Broader cross section of members. currently I suspect mainly males > 45
- Improvements in the standard of the marina and hard stand area, it's all getting a bit run down and tatty.
- Area other side of the bar where the couch is wasted. Scattered tables with comfortable seating, so that small groups could gather would work much better.
- 1. With an expanding population I believe we need to expand the marina/ hardstand.
- 2. We need to bring in families the base is getting older and like bowling clubs we keep falling off the perch. We need a younger base. This may be an affiliation with Willi Sailing Club, Port Melbourne etc not quite sure. 3. The bar and clubhouse and to a lesser extent the marina presents well but the hardstand and the lockers area does need work as well as deeper water for the hardstand as returns on the hardstand should be much higher than those of a marina
- More crew members
- 1. Refurbishment of the north arm (marina) 2. An assistant to the yard manager. 3. Improvement to the hardstand area.
- It's getting a little expensive used to be a 'working mans' club. People consider moving to RVYC when weighing facilities/club amenity etc.
- I would recommend a review of membership categories. With particular attention to crew membership. Many people sailing at the club are not members, this may pose a risk to the club, but the reality is, it is smart to encourage people in and not enforce membership, as we need these people to ensure boats have crew to race, but we should also look to improve this area. I would suggest if crewing membership was reduced significantly to a very competitive level. Ensuring it covers Yachting Aust fees and a bit more on top, then this would in itself drive membership. Being not only an economical incentive for current crew members, (cheap insurance), but would allow persons around the nation to become HBYC members, so they have access to YA insurance at a cheap rate to participate in events where they live. I think a review on the revenue raised from current crew membership with a limited number of members would work against a heavily reduced scheme but with potentially far more members.
- Renew the tired old northern arm.
- less social members
- Recycling of organic material from the kitchen and BBQ area, as compost to improve the garden, especially the herb/productive garden area
- I like the way things have been developing, with the inclusion of social memberships. Bill Pride from Willie Sailing Club described a time when young people were encouraged to participate in boat work on Saturdays - effectively pre-learning trades - this should be encouraged - but not as a contrived activity
- Bar open longer hours especially Friday, Saturday and Sunday nights. Better quality meals offered.
- More families and young people involved in sailing.
- All members adhering to parking regulations. No blocking the emergency entrance at anytime. Parking bay only for those requiring to unload short term parking. Parking is an issue. Parking situation that is fair to all members, not rules for some and not for others.
- More support for cruising boats
- More sailing members, better parking (!) Prepared for climate change
- More community and membership engagement. Completely smoke free.

- Resurface concrete hardstand and launch area. 2) Dredge dock area and remove the rock as water is too shallow for launching on low tides. 3) Fortnightly Hot Pursuit races during summer - the current schedule is very intermittent. 4) Opportunities to share costs of yacht maintenance, safety requirements etc
- Lower fees
- A proper coffee machine with staff having some barista training by or near the bar or a small cafe type of establishment set up with coffee/snacks.
- A succession plan - i.e. more young people in club and involved in racing programs- and more women and some sort of skills transfer program-or buddy system so that ageing skippers replace themselves
- More members
- More young and women members, more interaction around workshops and community events
- Build a floating marina. Sort the yard out. Rearrange the hard stand and car parking.
- More on water participation on race days. More weekend races. Cruise in company cruises - and not to Wyndham Harbour. King Island? Refuge Cove?
- I think we need to sort out the juniors shed. I am not sure whether we need our own juniors' fleet - or whether we could work together with Williamstown Sailing Club to deliver a juniors program. If possible, it would be good to reconfigure the carpark, so it is a lot easier.
- Continuing in same vein
- I would like full members to have priority at the club. To be able to use the bar whenever it's open. We seem to be driving people away. Look at the numbers attending Wednesday evening post race. I don't want the club to lose its value as a working and active club. Shutting off the bar and club to members, I feel is driving people away. We should be making people feel welcome. Then we will attract more members.
- I like the way things have been developing, with the inclusion of social memberships. Bill Pride from Willie Sailing Club described a time when young people were encouraged to participate in boat work on Saturdays - effectively pre-learning trades - this should be encouraged - but not as a contrived activity
- would like to see a floating jetty/pontoon at the hard stand jetty Is currently very difficult to access when low tide and is not practical to leave boat overnight if have racing the next day
- keep doing as you are
- Completely Up to date with marina maintenance.
- A public restaurant offering lunch and afternoon teas
- Build a floating marina. Sort the yard out. Rearrange the hard stand and car parking.
- More on water participation on race days. More weekend races. Cruise in company cruises - and not to Wyndham Harbour. King Island? Refuge Cove?
- I think we need to sort out the juniors shed. I am not sure whether we need our own juniors' fleet - or whether we could work together with Williamstown Sailing Club to deliver a juniors program. If possible, it would be good to reconfigure the carpark, so it is a lot easier.
- Continuing in same vein

What would you like the club to look like in 10 years' time?

Maintaining strong community links, more diverse

- For it to still have the same feel about it, being relaxed and inclusive. A larger marina and more sailing members
- I'm a new member, I like what I see now!
- Improvements have been terrific. What facilities will be required for a diverse range of members?
- At the present time the club has members who have vision and have shown this by the changes in the last 2-3 years. Be able to handle yachts up to 20 tonnes this may need cooperation from Parks Vic and Harbour master to dredge a deeper channel
- Additional berthing pens constructed along the northern quay
- New marina
- The same, with a fresh lick of paint
- more family orientated
- similar/same
- Similar to now with better berth facilities

- Active other than immediately before & after sailing events
- In 10 years I'll be dead, how about 3 years? More sailing activities which are not racing.
- Upgraded marina with additional pens. Dinghy storage and workshop area totally revamped.
- A very friendly place. Plenty of room to enjoy a most magnificent view of the waterfront. Even better than now.
- Hardstand full
- Full of sailors
- better used of the waterfront position
- An active & welcoming sailing club
- It would be great if the club was able to improve engagement with the Authorities that manage the moorings. The moorings are not managed well and used as an "investment" by none boating people to milk extra cash by renting moorings out. Ideally the club could take over management of the moorings, ensuring improved services and availability of cheap boat storage for the many Div. 3 boats that the club could engage into boating activities, instead of them all just wasting away on moorings unloved. If mooring occupiers had support and incentives to participate in events, (such as a taxi service to their boat for a Thursday pursuit race), this may improve membership, fleet numbers and sailors at the bar.
- Something that is true to its traditions
- more yachting facilities (pens) to attract more full members
- Its physical appearance is fine as it is; it shows the era of the building. We don't need flashy touch ups, just good maintenance
- Busy, cooperative, boat fascinated members participating in general boating activities - the culture comes from the West's traditions of fair play - this should be protected
- Better facilities for workshop, sheds and dinghy storage. More shade in the yard. To be recognized as the sailing club of choice in Williamstown.
- Younger membership.
- To have a bar down stairs and food cooking upstairs as well
- busy on water and off- and more diverse our motto is sailing with the community- but there is not much community outreach or inclusion
- Similar ,with more solar
- For it to still have the same feel about it, being relaxed and inclusive. A larger marina and more sailing members
- Club house finished. New marina. Younger members.
- Less boats in pens just growing barnacles.
- I would like it to continue as a family-friendly, inclusive, easy-going place that it is. Not over-regulated. Trusting. Safe. That facilitates fun sailing. Perhaps a flagship fun regatta could be introduced - something that celebrates the fun, easy-going, don't-take-ourselves-too-seriously nature of our club. I like how we welcome new members. The clubhouse is looking fabulous. We just need to ensure that junk doesn't build up over time. Next we need to think about the purpose of the Juniors area and hardstand. I think if every space has a clear purpose and intention, it makes it easier to understand, manage and maintain.
- Another two jetties
- More involvement with community
- Up dated club boat shed with a possible conference room or bar on the roof. Toilet / shower for yard works. Helps keep the club clean
- Would like to see the outside facilities modernised A floating jetty in the hard stand area would bring the external facilities up to present day expectations
- Keep doing as you are
- Modern marina facilities. Breakwater. Floating marina.
- A second northern marina arm

What's working well at the club? How can we build on this?

- Welcoming atmosphere. Remember that each member is a face for the club.
- The bar works well, maybe longer opening hours
- The new clubhouse, more social events and some fun combined sailing/social activities such as a sailing treasure hunt
- Good atmosphere around the club. My children are 19 and 22, I like to find ways to keep that age group engaged.

- Fantastic social area and amenities. How can additional revenue be generated through new activities?
- Club works well.
- The cruising division monthly Friday night with a dinner is very much appreciated and has been well presented and attended and will need dedicated members with flare to keep it going.
- Love the clubhouse and the bathrooms are great. Great people and a very friendly atmosphere always Affordable membership fees with value for money offering
- Clubhouse. Improve seating layout arrangements upstairs
- Everything!
- community spirit
- Live music
- The bar and yard are excellent the events are terrific and the club is z great place to come and relax
- Racing, but we need structured plan to transition youth & new members into boat crews
- membership is still solid
- Bar area and BBQ area works well, however the bar area is extremely noisy being all glass and concrete. Perhaps an acoustics expert needs to be consulted. Appropriate plantings around the BBQ area would help build the atmosphere.
- The brass monkey series and the 2-handed series (as it was) don't need to navigate too hard. The race course is very straight forward. Don't mess with them.
- Racing participation. There seems to be a preference for 'social racing' as per Thursday Twilights Fellowship
- More people since the new building...used to be empty.
- The yard is working well. John does a great job. Do we have a backup plan for when he retires or if he gets sick
- The club maintains a "club like" feel as opposed to the corporate feel driven at RYMS, RYCV, Brighton and Sandringham. Only Geelong and Blairgowrie have similar club culture in staff behaviours and atmosphere. Not something that can really be built on, but maintaining this and not going corporate is very important.
- The members as volunteers is a strong trait. (Including committee members.
- The club has a relaxed, informal atmosphere – it's a great place to come, don't change anything
- The BBQ area and the BYO food concept. It's terrific! No need for change - if it ain't broke, don't fix it!
- Ability to work on boats - self-evident cooperation that is often culturally opposed to that experienced with racing activities.
- Friendly atmosphere. Need to keep this going.
- Affordable and accessible sailing.
- Build on social side. The New Year's Eve band was a 4 out of ten. Hire a band who can play the covers of upbeat songs/ dance music from over the years to suit all ages. The food was great.
- I like the friendly feel of the club. Quite unusual in my experience.
- Yard management is excellent. Use this capability to elicit 'foreign' slipping (but not at the expense of members) to increase revenue. Bar facilities are very good. A food service would enhance - perhaps consider leasing kitchen on Frid/Sat/Sun to commercial chefs.
- Volunteer involvement. However I've found when volunteering that it is not always well organised and basic things like introductions are not done by the task leaders.
- New bar, garden, friendly atmosphere.
- The Cruising group to have more support
- Staff are very welcoming and friendly. An inclusion of non-alcoholic beer/wine would be great for designated drivers and others who would like to join in socially.
- It's friendly and easy going- great that members can work on boats and that HBYC has a work area. Build on social programs and invite community more often
- Yard management.
- The club seems very settled at the moment. Great manager. Great staff. Great yard staff
- Friendly and inclusive environment. More social events for members will improve it
- The people make the place. We have awesome people at our club. Our volunteer-based culture works well - although it does end up with a handful of people doing too much. But we should strive to preserve this contributing culture - and not end up with a pay-for-service, entitled type

culture. The manager and all staff are doing a great job and we should make sure we hold on to them. They make things easy and the safety culture seems to be working well.

- Participation in events
- Social environment
- Boat yard is working well. We may need to look at a 2IC for the yards man position. We need to address and implement SOPs for dry sanding and spray painting to control risk
- Sailing program. Need to have PHS handicapping reviewed as doesn't seem to be done with any logic
- Like your communications.
- The club house. Keep it up to date.
- The club works well. We need to take advantage of our views.

What needs improving? How can these improvements be made?

- Better communication and assistance with yard, services, equipment. As a new member I'm not sure what I have access to, can use etc. advice on the website would help. Also, would love workshops on specific issues and how to improve
- Keep up the good work!
- Marina facilities and food at the club
- Nothing obvious to me
- As above. How is HBYC looking to the future, and how recreational and sailing activities are changing?
- All good.
- As mentioned earlier attendance to the safety for launching member's dinghies and this will also assist the sailing nippers to gain confidence when accessing their sailing dinghy.
- Parking is a huge problem - not enough. Some cars have cobwebs in the windscreen wipers because they have been stationary that long. Area under the new clubhouse extension put to better use rather than just being used to store junk Dinghy racks need sorting out - not enough and poorly laid out.
- Race management
- Hard to point to at present
- Yard clean
- The power issues for the north arm, parking is an issue also
- Do what we say we will do. Structure & deliver training opportunities promised with the on water fee
- Non-racing activities, on-water, off-water. Dining facilities.
- Sailing with our neighbour clubs. The start line feels like it is anywhere in the northern waters of Port Phillip and sometimes difficult to get the instructions in a timely manner. Thank goodness they are often repeated on our web site.
- the bar is in the wrong place and divides the top area
- It's a sailing club. There should be a bigger focus on sailing events. All types as well as teaching. The club will only survive if we have a good intake of cadets or any age group that likes to sail.
- More boat storage to increase fleet size, the moorings are the way forward, as suggested above.
- The yard and workshops could be less messy
- More spent on yachting (racing and cruising) and the yard, less spent on the clubhouse
- *The gardens around the BBQ area and facing the street need a helping hand. *The soil needs improving/ameliorating (happy to advise, but would need some 'grunt' to do the digging) *More food plants planted on the BBQ side - herbs, citrus *We need to buy a couple of good compost bins (happy to advise on what has worked best for me over the years), and to 'educate' the members on what does and doesn't go into the bins *Twice yearly garden day to clean up, top up, pretty up.
- The club is awesome in my eyes. It's a place where I love spending my down time with family and friends. The above has addressed this for me.
- Mirroring real life, development of possibilities is borne of adoption of personal responsibility and risk to create new possibilities - a cultural malaise awaits an organisation bent on ritual and 'governance'. Address cultural challenges, avoid ability for subversion through encouraging robust conversations (meetings)
- Quality and standard of meals provided

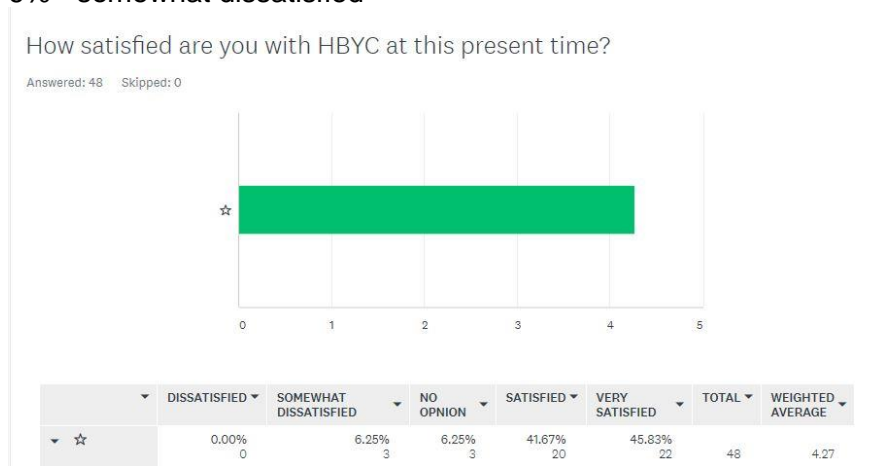
- The yard is not kept clean by its members, there is idle collections of things near some boats that take valuable space and are actually an eye sore.
- More lectures on sailing & seamanship
- The slipping dock can be improved by in situ fendering and cleat locations, and easier access for power and water. Social members - use social membership to subsidize sailing club members on the cost of events. i.e cost of event for social at \$60 and sailing \$45 Introduce a scheme to induce social members to become sailing members.
- Improve Yard safety by Risk management process and adherence to safe work practices. Difficult to achieve without upsetting people.
 - 1. Resurface concrete hardstand and launch area. 2. Dredge dock area and remove the rock as water is too shallow for launching on low tides. 3. Fortnightly Hot Pursuit races during summer - the current schedule is very intermittent. 4. Opportunities to share costs of yacht maintenance, safety requirements etc.
- The money we will save by having the Solar panels should go to lowering the fees, if not why have them.
- What about something like an apprenticeship scheme or buddy system to get more young people in do something about food! It would be easier to invite people in if we could offer food.
- Need more middle-aged people so the few that are there are not left to run the club!
- See above. Juniors area/ shed area. The hardstand crane. I also think we need to get rid of the whinging/ complaining/ undermining - The Commodore is a voluntary role with so much to do - we shouldn't waste the Commodore's time with whinging and complaining. Respectful behaviour should be expected at all times from members.
- Interface or entrance from main street
- Need a floating pontoon jetty at the hard stand area to make facilities more modern at the hard stand area
- I'm happy, the committee will have the answers
- Slipping for some of the deeper draft boats. Some dredging? Cater for the continuing trend in ever increasing boat sizes.
- Car parking. Perhaps better use of the yard when fewer boats are on the slip.

How satisfied are you with HBYC at this present time?

87% - satisfied or very satisfied

6% - no opinion

6% - somewhat dissatisfied



What other issues?

- I'd appreciate more info on club services and equipment, also on bric-a-brac available for buying, swapping etc. I'd Like to see more focus on recycling and renewable energies
- Try not to put up membership costs!
- Parking
- Tell the barman to have a shave (just joking)
- Many issues. Not with the club though...
- A small storage locker for those who only want to store their dinghy outboard motor
- Tons of marine junk piled up around John's shed - needs to be carted away or sorted out
- Need to properly structure & effectively manage training, including and beyond Juniors

- Need the hardstand "leveled" and the tug & the crane will need work and the waters are silting up either dredging or need to crane out further into deeper water
- I suggest that the solar panels are placed on the locker roofs.
- Keep a check on the prices as the history is a 'working man's club'.
- Without the volunteers, the club would be stuffed, coupled with the clubs employees, they make the place great. Volunteers and committee members should be celebrated and the awesome staff should be acknowledged as much as possible.
- Fees and charges are a concern, ie; the increases in them. Also the two week slipping period at lowest cost should be increased to 3 weeks.
- Clubhouse looks great - mission accomplished, now let's get our boating facilities in order
- None, we love the club :-)
- Mast clashing will always be an issue. Maybe long term brake water. will need vic gov assistance
- Often a newby experiences progression through racing activity only - seeing the dissatisfaction of poorly managed races (or the perception of poorly managed races - which is the same thing)
- As a relatively new member I'm not clear whether I need to sign people in or not as no-one seems to do this.
- Location of power points and water access is a bit sparse.
- Thanks everyone for your great work
- More better car Parking and yes I know we have very little place
- Hope the membership pricing doesn't go up this year, it has been quite hefty over the past couple of years.
- Ageing club women's sailing started with a bang and has died a death no women on committee very little community engagement food is terrible- I know it's all volunteer run, so what about outsourcing to caterers or someone to run the kitchen?
- I'd appreciate more info on club services and equipment, also on bric a brac available for buying, swapping etc. I'd Like to see more focus on recycling and renewable energies
- Try not to put up membership costs!
- Parking
- HBYC is a great place. Let's keep it that way.
- Mast clashing will always be an issue. Maybe long term brake water. will need vic gov assistance
- Need a floating platform pontoon at the hard stand jetty No more money needs to be spent on the club house
- Very uneven decking on first leg of north marina. Needs a centre bearer.

1. VISION, MISSION AND VALUES

1.1 Vision

(What we want the Club to become - the ultimate destination the Club is striving to reach)

To be a leading recreational sailing Club in Port Phillip that is enjoyed and supported by its members, strategic partners and the community.

1.2 Mission

(Why the Club exists)

The Hobsons Bay Yacht Club exists to provide people with the opportunity to enjoy sailing in a friendly family club environment.

1.3 Club Motto.

"Sailing with the Community"

1.4 Values:

(The way we want the Club to operate and what is important to the Club)

- HBYC membership is honest and fiscally responsible, recognising their personal responsibilities and those of their guests towards the Club and other members.
- HBYC recognises a responsibility and consideration of care to its members in conducting all activities and at the same time, expects that this to be reciprocated by members to the Club and fellow members.
- HBYC is a volunteer based organisation that expects the active participation of all its members regardless of type of membership.
- HBYC actively promotes a family focus and development of youth sailing.
- HBYC welcomes people all people regardless of their age, gender, abilities, ethnicity and/or religion.
- HBYC acknowledges that it is part of the local and broader community and will work with key stakeholders and the community to improve the community involvement.

2. Strategic Plan Overview

Background

The Hobsons Bay Yacht Club has a number of challenges to manage in order to ensure the long term sustainability and viability of the Club and remains in compliance with our landlord lease for the duration of the lease period

The club is required to:

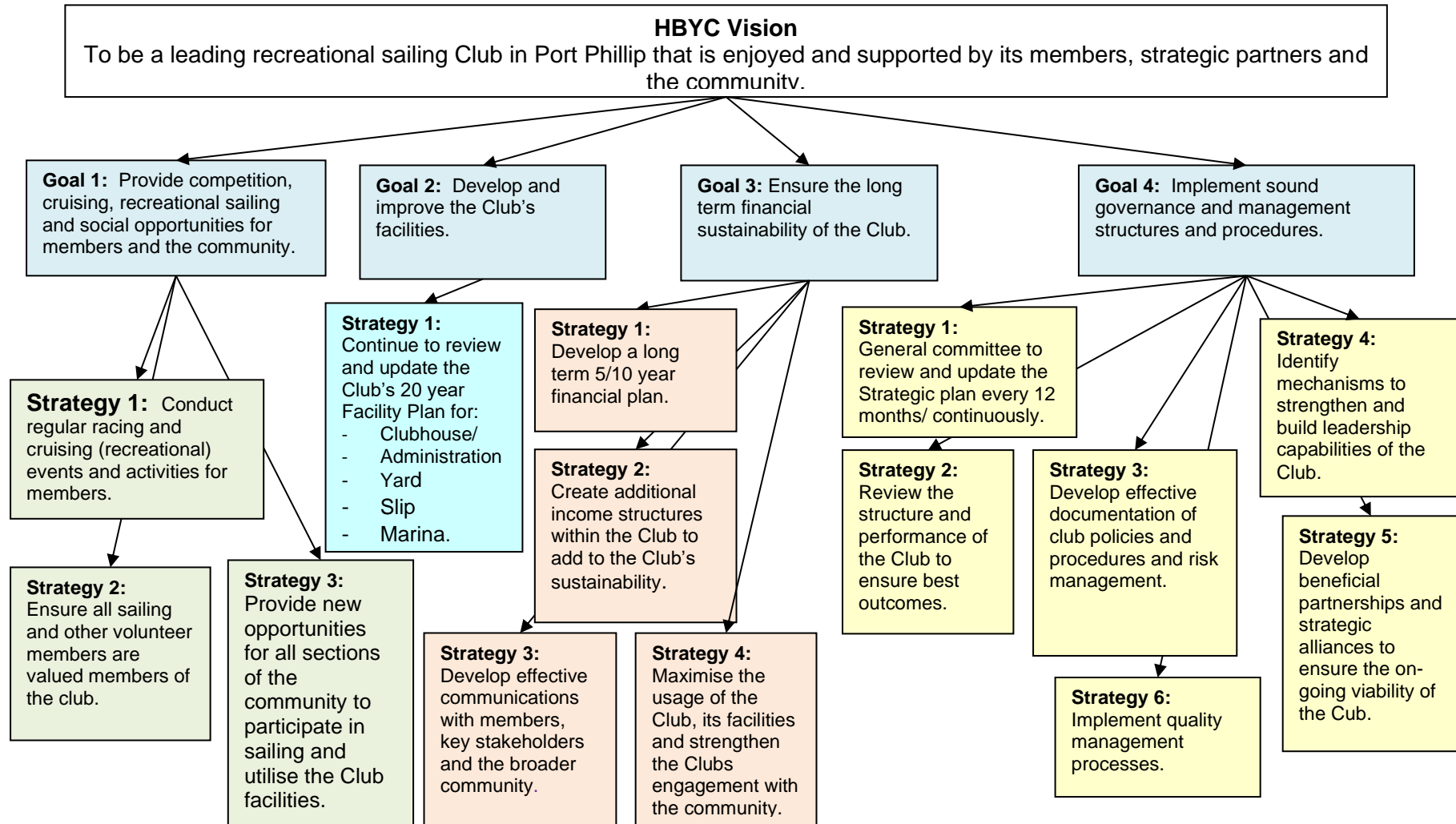
- Continuously maintain and upgrade its facilities and infrastructure programs in compliance with the lease.
- Ensure all people connected to the Club have the necessary skills and capacity to operate the Club effectively.
- Ensure the Club is valued by the sailing and the local communities (become more visible).

The Club believes it needs to undertake the following over the next 10 years to remain in a vibrant and sustainable position:

- Develop and implement a financial plan that shares the costs of running the Club among as many people/organisations as possible.
- Offer great value to all members and casual users (and ensure actual costs are covered).
- Create membership packages to encourage greater membership, including family involvement, and community engagement that meets the financial needs of the Club.
- Development of succession planning of both staff and the volunteer structure of the administration on the club.

3. Overview of Strategic Plan

Goals - what the Club will do to achieve the vision. Strategies –how the Club will achieve the goals.



4. Goals, Strategies and Actions

4.1 Goal 1: Providing competition, cruising, recreational and social opportunities

edited 24 Oct. 2019 KL

| Goal 1: Provide competition, cruising, recreational and social opportunities for members and the community. | | | | | | |
|---|----------|---|--|---|--|--|
| Strategy | Priority | Actions | Outcomes (KPI) | Timeline | Responsibility | |
| Strategy 1: Conduct regular racing and cruising events and other recreational activities for members. | 1 | <ul style="list-style-type: none"> Maintain current racing and cruising committees and extend range of events | <ul style="list-style-type: none"> Consistent annual race program | <ul style="list-style-type: none"> On-going. | <ul style="list-style-type: none"> Sailing & Cruising Committee | |
| | | <ul style="list-style-type: none"> Regularly consult with members as to their interests. | <ul style="list-style-type: none"> modified programs | <ul style="list-style-type: none"> Annual review | <ul style="list-style-type: none"> General Committee | |
| | | <ul style="list-style-type: none"> Develop programs based on needs with the aim of increasing participation and membership. | <ul style="list-style-type: none"> Program to member's needs. | <ul style="list-style-type: none"> Annual review | <ul style="list-style-type: none"> General Committee | |
| | | <ul style="list-style-type: none"> Conduct regular social activities for Members and the broader community. conversion of social members to sailing members | <ul style="list-style-type: none"> Stronger club involvement & membership | <ul style="list-style-type: none"> Bi-annual review | <ul style="list-style-type: none"> General Committee | |
| Strategy 2: Ensure all sailing and non-sailing volunteer members are valued members of the Club. | 3 | <ul style="list-style-type: none"> Establish a Volunteer Coordinator role on the General Committee to coordinate club volunteers | <ul style="list-style-type: none"> Consultation by Sub-Committees | <ul style="list-style-type: none"> Bi-annual review | <ul style="list-style-type: none"> General Committee | |
| | | <ul style="list-style-type: none"> Recognise the work of club volunteers via newsletters, awards, presentations and other activities. | <ul style="list-style-type: none"> Formal recognition | <ul style="list-style-type: none"> Member Qtrly meetings | <ul style="list-style-type: none"> General Committee | |
| | | <ul style="list-style-type: none"> Develop & maintain an register of Club Member skills | <ul style="list-style-type: none"> data base of skills | <ul style="list-style-type: none"> Annual review | <ul style="list-style-type: none"> General Committee | |
| | | <ul style="list-style-type: none"> Develop neighbour interclub activities (WSC, RMCV & RYCV). | <ul style="list-style-type: none"> Group involvement with local/state Gov. | <ul style="list-style-type: none"> June 2020 | <ul style="list-style-type: none"> General committee | |

| | | | | | | |
|--|----------|---|---|--|--|--|
| Strategy 3: Provide new opportunities for all sections of the community to participate in sailing and utilise the Club facilities. | 2 | <ul style="list-style-type: none"> • Create opportunities for new memberships including: <ul style="list-style-type: none"> • Accessible sailing options • Young people / schools • Greater female participation • Greater family participation • People from culturally diverse communities. • People who have limited financial capacity to access sailing. | <ul style="list-style-type: none"> • 2 new activities conducted per annum. • Seek funding for new programs to target new groups | <ul style="list-style-type: none"> • July 2020 • annual review | <ul style="list-style-type: none"> • General Committee Management and sailing committee | |
| | | <ul style="list-style-type: none"> • Develop junior facilities to encourage membership | <ul style="list-style-type: none"> • increased junior membership. | | <ul style="list-style-type: none"> • Training Committee (Sailing Committee?) | |

4.2 Goal 2: Develop and improve the Club's facilities

| Goal 2: Develop and improve the Club's facilities. | | | | | | |
|---|----------|--|--|---|--|--------|
| Strategy | Priority | Actions | Outcomes (KPI) | Timeline | Responsibility | Status |
| Strategy 1: Continue to review and update the Club's 20 year Facility Plan for: <ul style="list-style-type: none"> - Clubhouse/ Administration - Yard - Slip - Marina | 1 | <ul style="list-style-type: none"> • Continue CB Sub-Committee to complete clubhouse master plan | <ul style="list-style-type: none"> • Monthly meetings held | <ul style="list-style-type: none"> • Complete stage 4 by July 2020 | <ul style="list-style-type: none"> • Facility Sub-Committee | |
| | 2 | <ul style="list-style-type: none"> • Develop Yard and Marina Master Plan to ensure provision of acceptable club facilities over the next 20 years | <ul style="list-style-type: none"> • Plan established with regular updates to members. | <ul style="list-style-type: none"> • June 2020 | <ul style="list-style-type: none"> • Facility Sub-Committee | |
| | 3 | <ul style="list-style-type: none"> • Identify and seek funding support and sponsorships from external sources to deliver facility improvements. | <ul style="list-style-type: none"> • Achieve external funding. • Increased sponsorship | <ul style="list-style-type: none"> • June 2020 | <ul style="list-style-type: none"> • Facility Sub-Committee | |

| | | | | | | |
|--|---|---|---|---|--|--|
| | 4 | <ul style="list-style-type: none"> • Work with Parks Victoria (State Govt), Hobsons Bay City Council and other external stakeholders to implement the Williamstown Foreshore Strategic Plan & HBCC Williamstown Maritime Master Plan.2010 • (10 year review due in 2020) | <ul style="list-style-type: none"> • Club 20 Year facility plan integrated with foreshore plan. • Club is involved in any external planning processes that could affect the Club. • Specific priority facility development projects and timelines for implementation identified (e.g. parking, spaces, asset renewals pathway, re-location of dredged material). | <ul style="list-style-type: none"> • June 2020 | <ul style="list-style-type: none"> • Facility Sub-Committee / and General Committee | |
|--|---|---|---|---|--|--|

4.3 Goal 3: Long term sustainability of the Club

| Goal 3: Ensure the long term sustainability of the Club. | | | | | | |
|---|----------|---|---|--|---|--------|
| Strategy | Priority | Actions | Outcomes (KPI) | Timeline | Responsibility | Status |
| Strategy 1: Develop a long term financial plan. | 1 | <ul style="list-style-type: none"> • Undertake a long term financial analysis for expenditure/income projections for Club in its current format. • Develop a plan to increase utilisation of facilities by community groups, commercial and voluntary groups. | <ul style="list-style-type: none"> • 5 year Capital plan, with annual review • On-going and annual review of activities • Written 5year business plans developed & actioned. | <ul style="list-style-type: none"> • June 2020 • annual review • annual review & update | <ul style="list-style-type: none"> • Finance Sub-committee | |

Goal 3: Ensure the long term sustainability of the Club.

| Strategy | Priority | Actions | Outcomes (KPI) | Timeline | Responsibility | Status |
|--|----------|---|---|--|---|--------|
| Strategy 2: Create additional income structures within the Club to ensure the Club's sustainability. | 2 | <ul style="list-style-type: none"> Identify future revenue sources including: <ul style="list-style-type: none"> Variety of Membership packages. Sponsorship opportunities. Commercial usage of Club facilities. Government funding. Fundraising. Other sources. | <ul style="list-style-type: none"> 250 social members 500 sailing members New membership packages additional revenue | <ul style="list-style-type: none"> Dec 2020 Dec 2020 June 2020 June 2020 | <ul style="list-style-type: none"> Membership Sub-committee Financial Sub-Committee | |
| Strategy 3: Develop effective communications with members, key stakeholders and the broader community. | 4 | <ul style="list-style-type: none"> Form a Marketing/ Communications Sub-committee. Develop and implement a Marketing and Communications Plan. Media releases at least monthly. Newsletters to members at least monthly. Website updated qtrly. E-news as needed. Promote the culture of change. | <ul style="list-style-type: none"> Weekly newsletters plan developed Website updated regularly Use of twitter, facebook and all other media | <ul style="list-style-type: none"> Bi annual review | Marketing/ Communications Sub Committee | |
| Strategy 4: Maximise the usage of the Club, its facilities and strengthen the Clubs engagement with the community. | 3 | <ul style="list-style-type: none"> Identify mechanisms to increase greater usage of Club facilities for: <ul style="list-style-type: none"> Commercial outcomes Community outcomes (develop charity/community usage policy). Identify and support important local causes and charities. Seek out external partners that could use facilities & activities to generate greater usage/ income | <ul style="list-style-type: none"> External club use policy Charity support identified. | <ul style="list-style-type: none"> April 2020 May 2020 | ??? | |
| Strategy 5: Succession Planning - Identify & build leadership capabilities of the Club. | 5 | <ul style="list-style-type: none"> Develop and implement a leadership succession plan within the Committee, Management and staff | <ul style="list-style-type: none"> Succession Plan developed and implemented | <ul style="list-style-type: none"> June 2020 | <ul style="list-style-type: none"> General Committee / Manager | |

4.4 Goal 4: Governance and Management

| Goal 4: Implement sound governance and management structures and procedures. | | | | | | |
|---|----------|--|---|---|--|--------|
| Strategy | Priority | Actions | Outcomes (KPI) | Timeline | Responsibility | Status |
| Strategy 1: General Committee to review and update the Strategic plan. | 1 | <ul style="list-style-type: none"> Annual review of Strategic Plan, vision 2030 every 12 months. Circulate plan to members after review Seek input and feedback from the Members, Committee and sub-committees in relation to the Strategic Plan. Delegate implementation roles to relevant sub-committees (with terms of reference in relation to reporting decision making and budget). | <ul style="list-style-type: none"> New G.C. are aware of plans Members are aware of progress | <ul style="list-style-type: none"> After AGM annual | <ul style="list-style-type: none"> General Committee General Committee | |
| Strategy 2: Review the structure and performance of the Club to ensure best outcomes. | 3 | <ul style="list-style-type: none"> Identify areas of the Constitution and by-laws that require change. Monitor the Committee's performance via satisfaction of members, and sub-committees (via annual surveys). | <ul style="list-style-type: none"> Constitution and Rules reviewed. Review of General Committee performance. | <ul style="list-style-type: none"> annual annual | <ul style="list-style-type: none"> General Committee | |
| Strategy 3: Develop effective documentation of club policies and procedures. | 5 | <ul style="list-style-type: none"> Regularly update Standard Operating Procedures (SOPs), conduct training and distribute information to ensure Club and members are operating within Club Rules and relevant laws. Regularly update the risk audit to identify operational risks and governance/ management risks. Document and implement the Risk and Safety Plan. Implement regular and timely communications with Committee, members and Club users to ensure awareness and | <ul style="list-style-type: none"> SOP – updated regularly. Training/updates implemented. Risk Audit /Plan developed and implemented. qtrly meetings Newsletter communications. | <ul style="list-style-type: none"> annual annual Quarterly | <ul style="list-style-type: none"> Manager & General Committee Manager & General Committee | |

Goal 4: Implement sound governance and management structures and procedures.

| Strategy | Priority | Actions | Outcomes (KPI) | Timeline | Responsibility | Status |
|---|----------|---|---|---|---|--------|
| | | understanding of operating procedures. | | | | |
| Strategy 5: Develop beneficial partnerships and strategic alliances to ensure the on-going viability of the Club. | 2 | <ul style="list-style-type: none"> Identify strategic partners and alliances required to ensure the sustainability of the Club. Create plan to secure the on-going lease of the Club (government linkages). Work with other Clubs and community organisations to build the sport. | Strong Networks within the community | <ul style="list-style-type: none"> June 2020 | <ul style="list-style-type: none"> General Committee | |
| Strategy 6: Implement quality management processes. | 4 | <ul style="list-style-type: none"> Regularly review and monitor employees. Provide a safe work environment. Provide opportunities for professional development and training of staff. Annual review of employee performance. | | <ul style="list-style-type: none"> June 2020 | <ul style="list-style-type: none"> Management & GC | |

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