Canberra Yacht Club Strategic Plan: 2018–21
Including Sailability

Vision
The Canberra Yacht Club promotes sailing as an activity for life, contributing to healthy communities and a positive lifestyle for the whole family.

Mission
To provide the best possible, most enjoyable sailing opportunities supported by facilities and services and a friendly, respectful community of members.
STRATEGIES

Strategy 1 ~ Sailing
Develop strategies to support, develop, and improve CYC members’ sailing interests and abilities consistent with their individual aspirations.

Strategy 2 ~ Members
Provide an inclusive Club ethos characterised by mutual respect between members and the CYC, which:
- is valued by senior and junior members, supporting non-members and volunteers,
- fosters a volunteer culture,
- listens to, understands and meets the broad range of priorities and expectations of CYC members,
- values and makes best use of what members have to offer,
- maximizes retention of members and meets sustainable growth targets,
- involves the CYC in Community enhancing programs.

Strategy 3 ~ Partnerships
Achieve and sustain productive and mutually supportive relationships with key stakeholders and the wider community to enhance the position of sailing as a sport of value to the Canberra region.

Strategy 4 ~ Facility and Services
Provide facilities and services to members which:
- are relevant to the needs and priorities of the CYC membership,
- support the CYC’s operations,
- are safe, and
- deliver high quality and best value for money in an environmentally friendly manner.

Strategy 5 ~ Governance
Establish and maintain management, organisational and governance arrangements which:
- align the CYC’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 mitigate risks where necessary, and
- meet all relevant regulatory, compliance and accountability requirements and standards.
## Strategy 1.
Develop strategies to support, develop, and improve CYC members’ sailing interests and abilities consistent with their individual aspirations.

<table>
<thead>
<tr>
<th>Strategic objectives</th>
<th>Action</th>
<th>Who: Lead/Do</th>
<th>When: Start / Finish</th>
<th>Resources / Remarks</th>
</tr>
</thead>
</table>
| 1.1 Offer national training schemes to a consistent national standard with CYC recognised as a significant provider of recreational sail training and certification through Australian Sailing. | 1.1.1 Deliver annual training program, including programs and resources to upgrade the skills of all members.  
1.1.2 Deliver programs to encourage a higher level of knowledge of and compliance with the Racing Rules of Sailing.  
1.1.3 Ensure that programs for the training and accreditation of coaches, officials and administrators is widely promoted to members.  
1.1.4 Deliver quality sailing programs to 7-16 year old market.  
1.1.5 Deliver Sail Training Programs for Sailability. | RC - O CEO | Ongoing Class / Division specific coaching Q1-Q4  
D: 2Q 18  
I: 2Q 18  
C: Ongoing | Within existing resources |
| | 1.2 Deliver programs to foster competitive sailors to compete at regional, national and international regattas in different classes as effective representatives of CYC KPI = number targets  
10 Teams 18/19  
13 teams 19/20  
15 Teams 20/21 | 1.2.1 Encourage greater involvement in competitive sailing through the availability of coaching programs using internal and external resources.  
1.2.2 Develop and plan coaching programs for all CYC sailors participating at State, National and World Titles | RC - O CEO | D: 1Q 18  
I: 2Q 18  
C: Ongoing  
D: 2Q 18  
I: 2Q 18  
C: Ongoing | Additional resources, revenue |
| | 1.3 Maintain rules awareness and protest committee arrangements across the CYC | 1.3.1 Maintain protest committee infrastructure and administrative procedures  
1.3.2 Improve relevant skills of protest committee members  
1.3.3 Conduct regular Rules seminars (KPI = 20 pax Q2 2018) | RC - S | Ongoing |
| | | | | |
| 1.4 Investigate and consider introduction of additional forms of racing/cruising. | 1.4.1 Review opportunities: Identify needs / priorities;  
1.4.2 Implementation | RC - S | D: 2Q 18  
I: 2Q 18  
C 3Q 18 |
| | 1.5 Grow and improve the Sailability program within the CYC. | 1.5.1 Provide a high quality program of recreational sailing for Sailability members.  
1.5.2 Seek to provide mid-week courses targeting people with special needs – KPIs = 6 pax increasing over each year of the SP  
1.5.3 Seek new sponsors/ Government grants. | | D: 2Q 18  
I: 2Q 18  
C: Ongoing |
**Strategy 2.**
Provide an inclusive Club ethos characterised by mutual respect between members and the CYC, which:
- is valued by senior and junior members, supporting non-members and volunteers,
- fosters a volunteer culture,
- listen to, understands and meets the broad range of priorities and expectations of CYC members;
- values and makes best use of what members have to offer

<table>
<thead>
<tr>
<th>Strategic objectives</th>
<th>Action</th>
<th>Who: Lead / Do</th>
<th>When: Start / Finish</th>
<th>Resources / Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1 Develop membership recruitment and retention strategies. KPIs = maintain minimum membership of 350.</td>
<td>2.1.1 Actively identify sources of potential members across a range of demographics and segments of the community. 2.1.2 Develop programs to recruit new members. 2.1.3 Develop programs to retain existing members.</td>
<td>Whole Committee</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>2.2 Ensure new and established members feel welcome in the club.</td>
<td>2.2.1 Survey course participants at the end of adult courses to direct future action and retain interest; 2.2.2 Formalise advanced Sailing School graduates twilight sailing and increase efforts to maximise placements or using the CYC Sailing School fleet 2.2.3 Actively assist new members to source boats and become active within racing or cruising within the club. 2.2.4 Tailor opportunities to meet each member’s requirements, including possible partnerships and relationships with open water yacht clubs 2.2.5 Develop and promote reciprocal club arrangements with other yacht clubs nationally and internationally</td>
<td>CEO, VC RC-O, RC-S CEO</td>
<td>Ongoing</td>
<td>Within existing resources Additional resources</td>
</tr>
<tr>
<td>2.3 Program of social and off water activities.</td>
<td>2.3.1 Develop program calendar that takes into account the fostering of both on and off water activities 2.3.2 Implement program</td>
<td>RC-MS RC-O, RC-S, RC-C</td>
<td>D: 3Q 18 I: 4Q 18 C: Ongoing</td>
<td>Additional resources, revenue Volunteer, paid</td>
</tr>
</tbody>
</table>
Strategy 2.
Provide an inclusive Club ethos characterised by mutual respect between members and the CYC, which:
- is valued by senior and junior members, supporting non-members and volunteers,
- fosters a volunteer culture,
- listen to, understands and meets the broad range of priorities and expectations of CYC members;
- values and makes best use of what members have to offer

<table>
<thead>
<tr>
<th>Strategic objectives</th>
<th>Action</th>
<th>Who: Lead / Do</th>
<th>When: Start / Finish</th>
<th>Resources / Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.4 Develop member communications.</td>
<td>2.4.1 Maintain user-friendly website, including • services directory, • crew wanted / available, • membership register, • maintain social media outlets as appropriate. 2.4.2 Make the information from the member handbook available in an online accessible manner and in hard copy; 2.4.3 Regularly review newsletter and emails to confirm member expectations are being met;</td>
<td>RC-C RC-MS CEO</td>
<td>D: 1Q 18 1: 2Q 18 C: Ongoing</td>
<td>3Q 18 3Q 18</td>
</tr>
<tr>
<td>2.5 Undertake an annual analysis of member characteristics to assist in the improvement and delivery of member services.</td>
<td>2.5.1 Club online survey</td>
<td>RC-MS RC-C CEO</td>
<td>D: 1Q 19 C: 2Q 19</td>
<td>Within existing resources</td>
</tr>
<tr>
<td>2.6 Review and tailor the range of CYC membership options to reflect more closely the range of CYC membership expectations and contributions.</td>
<td>2.6.1 Monitor membership policy and management arrangements for those key volunteers who provide sustained specialized services, including exceptionally significant contributions to the CYC.</td>
<td>RC-MS CEO</td>
<td>Ongoing</td>
<td></td>
</tr>
</tbody>
</table>
# Strategy 3.
Achieve and sustain productive and mutually supportive relationships with key stakeholders and the wider community to enhance the position of sailing as a sport of community value in Canberra

<table>
<thead>
<tr>
<th>Strategic objectives</th>
<th>Action</th>
<th>Who: Lead /Do</th>
<th>When: Start / Finish</th>
<th>Resources / Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1 Further develop the Buoyed Up program at the CYC.</td>
<td>3.1.1 Deliver Buoyed Up programs to disadvantaged and at risk children within the Canberra region through the high quality training at the Sailing School. 3.1.2 Maintain and enhance relationships with philanthropic organisations and schools to increase participation in and funding for the Buoyed Up program in the Canberra region.</td>
<td>CEO</td>
<td>D: 1Q I: 2Q C: 2Q</td>
<td>Ongoing</td>
</tr>
<tr>
<td>3.2 Engage in policy direction and debate affecting CYC interests.</td>
<td>3.2.1 Identify and track current and emerging issues which have potential to affect CYC interests. 3.2.2 Determine CYC approach to managing issue. 3.2.3 Develop and implement new Constitution and By-Laws.</td>
<td>Cdre V-C CEO RC-C</td>
<td>D: 2Q 18 I: 2Q 18 C: 2Q</td>
<td>Within existing resources</td>
</tr>
<tr>
<td>3.3 Engage with key externals and build on relationships with key stakeholders.</td>
<td>3.3.1 Identify key externals &amp; stakeholders; e.g. - CSCC, - CYC sponsors, - relevant Government agencies, - other yacht clubs, YACT, Australian Sailing, - other lake users, - other stakeholders, - schools, other customer organisations, - media (general and sailing). 3.3.2 Determine and implement policy for engagement.</td>
<td>Cdre V-C CEO RC-C</td>
<td>Ongoing</td>
<td>Within existing resources</td>
</tr>
<tr>
<td>3.4 Maintain a strong working relationship with the CSCC.</td>
<td>3.4.1 Maintain dialogue with CSCC and monitor ongoing application of MoU 3.4.2 Maintain dialogue with the CSCC about future development of the Lotus Bay site</td>
<td>Cdre V-C CEO Cdre</td>
<td>Ongoing</td>
<td>Within existing resources Ongoing</td>
</tr>
</tbody>
</table>
**Strategy 4.**
Provide facilities and services to members which:
- Are relevant to the needs and priorities of the CYC membership
- Support the CYC’s operations
- Are safe, and
- Deliver high quality and best value for money in an environmentally friendly manner

<table>
<thead>
<tr>
<th>Strategic objectives</th>
<th>Action</th>
<th>Who: Lead /Do</th>
<th>When: Start / Finish</th>
<th>Resources / Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facilities:</td>
<td></td>
<td>RC-MS CEO</td>
<td>D: 3Q 19 I: 3Q 19 C: 3Q 19 Ex: Ongoing</td>
<td>Within existing resources Additional resources, revenue</td>
</tr>
<tr>
<td>4.1 Develop and maintain a high level costed facilities and capital expenditure plan to assess needs for future upgrading and development.</td>
<td>4.1.1 Develop understanding of member interests and priorities.</td>
<td>RC-MS CEO</td>
<td>D: 3Q 19 I: 3Q 19 C: 3Q 19 Ex: Ongoing</td>
<td>Within existing resources Additional resources, revenue</td>
</tr>
<tr>
<td></td>
<td>4.1.2 Benchmark existing CYC facilities with comparable clubs.</td>
<td>RC-MS CEO</td>
<td>D: 3Q 19 I: 3Q 19 C: 3Q 19 Ex: Ongoing</td>
<td>Additional resources, revenue</td>
</tr>
<tr>
<td></td>
<td>4.1.3 Identify and prioritise areas of need for new or upgraded facilities including, office accommodation &amp; layout, sailors’ cabin, ablution block, boat park power, water, &amp; security.</td>
<td>RC-MS CEO</td>
<td>D: 3Q 19 I: 3Q 19 C: 3Q 19 Ex: Ongoing</td>
<td>Additional resources, revenue</td>
</tr>
<tr>
<td></td>
<td>4.1.4 Develop costed options for new or upgraded facilities according to priority.</td>
<td>RC-MS CEO</td>
<td>D: 3Q 19 I: 3Q 19 C: 3Q 19 Ex: Ongoing</td>
<td>Additional resources, revenue</td>
</tr>
<tr>
<td></td>
<td>4.1.5 Understand and support CSCC requirements</td>
<td>RC-MS CEO</td>
<td>D: 3Q 19 I: 3Q 19 C: 3Q 19 Ex: Ongoing</td>
<td>Additional resources, revenue</td>
</tr>
<tr>
<td>4.2 Communicate the range of member services to members and the wider community/ potential members.</td>
<td>4.2.1 Develop and implement a plan for communicating services available to CYC members.</td>
<td>RC-MS CEO</td>
<td>D: 3Q 18 I: 3Q 18 C: 3Q 18</td>
<td>Additional resources, revenue</td>
</tr>
<tr>
<td></td>
<td>4.2.2 Develop and implement a plan for communicating benefits of CYC membership to community and potential members.</td>
<td>RC-MS CEO</td>
<td>D: 3Q 18 I: 3Q 18 C: 3Q 18</td>
<td>Additional resources, revenue</td>
</tr>
</tbody>
</table>
### Strategy 5.
**Establish and maintain management, organisational and governance arrangements which:**
- align the CYC’s human resources, capital assets and financial resources with the Club’s strategic priorities and objectives
- ensures a sustainable financial structure
- supports the sustained provision of services and facilities
- understands and mitigates risk; and
- meets all relevant regulatory, compliance and accountability requirements and standards

<table>
<thead>
<tr>
<th>Strategic objectives</th>
<th>Action</th>
<th>Who: Lead /Do</th>
<th>When: Start / Finish</th>
<th>Resources / Remarks</th>
</tr>
</thead>
</table>
| 5.1 Continue the development of budgeted business and operation plans for key business areas, having regard to the overall direction of CYC as expressed in this plan. | 5.1.1 Continue business and operations plan development in specified business areas.  
5.1.2 Continue to develop business plans incorporating:  
- Detailed action items  
- Relevant timelines  
- Responsibilities  
- Costs  
- Outcomes  
5.1.3 Ensure a provision is made for capital replacement and improvement. | CEO  
RC-F | D: 2Q 18  
I: 2Q 18  
C: 3Q 18  
Ex: Ongoing | Within existing resources
Additional resources, revenue
Aligning resources with priorities |
| 5.2 Develop and retain quality staff reporting timelines etc. | 5.2.1 Develop and implement a staff performance management system with targets for management, staff and volunteers to deliver on strategic and operational plans.  
5.2.2 Determine and implement appraisal cycle. | CEO  
V-C  
RC-F | D: 3Q 18  
I: 3Q 18  
Ex: Ongoing | Within existing resources
Aligning resources with priorities |
| 5.3 Review and update all CYC policy documents as required, introducing new policies as appropriate. | 5.3.1 Maintain inventory of all CYC policies including date of implementation.  
5.3.2 Identify areas where new or revised policies are required.  
5.3.3 Develop prioritized program for updating policies.  
5.3.4 Allocate responsibilities for updating policies. | V-C  
Cdre  
CEO | D: 3Q 18  
I: 3Q 18  
C: 3Q 18 | Existing resources
Additional resources where cost-benefit clear
Aligning resources with priorities |
**Strategy 5.**
Establish and maintain management, organisational and governance arrangements which:
- align the CYC’s human resources, capital assets and financial resources with the Club’s strategic priorities and objectives
- ensures a sustainable financial structure
- supports the sustained provision of services and facilities
- understands and mitigates risk; and
- meets all relevant regulatory, compliance and accountability requirements and standards

<table>
<thead>
<tr>
<th>Strategic objectives</th>
<th>Action</th>
<th>Who: Lead /Do</th>
<th>When: Start / Finish</th>
<th>Resources / Remarks</th>
</tr>
</thead>
</table>
| 5.4 Ensure a sustainable financial structure for the CYC. | 5.4.1 Ensure structure continues to focus on key elements of CYC business including:
- Asset base to support long term strategic priorities
- Cashflow
- Fees, charges and expenditures
- Financial targets to support strategic and business plan outcomes and
- Budget structure, cycle and management. | RC-F CM RC-O | Ongoing | Existing resources
Additional resources where cost-benefit clear
Sustainable financial structure |
| 5.5. Ensure members receive regular information on CYC activities. | 5.5.1 Structure information across all channels/media into three core categories: Sailing, Social and Corporate Activities. | RC-C RC-S RC-MS CEO | Existing resources
Increased information on regular activities available
Greater engagement from members in club activities. |
**Strategy 5.**
Establish and maintain management, organisational and governance arrangements which:
- align the CYC’s human resources, capital assets and financial resources with the Club’s strategic priorities and objectives
- ensures a sustainable financial structure
- supports the sustained provision of services and facilities
- understands and mitigates risk; and
- meets all relevant regulatory, compliance and accountability requirements and standards

<table>
<thead>
<tr>
<th>Strategic objectives</th>
<th>Action</th>
<th>Who: Lead /Do</th>
<th>When: Start / Finish</th>
<th>Resources / Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.6 Develop and monitor risk management assessment and risk mitigation strategies.</td>
<td>5.6.1 Identify risks</td>
<td>Whole ctee</td>
<td>D:1Q 19</td>
<td>Existing resources Understanding and mitigating risk</td>
</tr>
<tr>
<td>5.6.2 Identify CYC risk appetite and tolerances</td>
<td></td>
<td></td>
<td>C: 2Q 19</td>
<td></td>
</tr>
<tr>
<td>5.6.3 Review and update risk plan</td>
<td></td>
<td></td>
<td>Ex: Ongoing</td>
<td></td>
</tr>
<tr>
<td>5.6.4 Review the range, nature of cover and adequacy of the CYC’s insurance arrangements</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.7 Maintain a program to assure regulatory compliance</td>
<td>5.7.1 Implement and maintain accepted regulatory standards/structures</td>
<td>CEO RC-F</td>
<td>Ongoing</td>
<td>Existing resources Possible additional resources where cost-benefit clear Regulatory, compliance and accountability requirements and standards</td>
</tr>
<tr>
<td>5.8 Implement and maintain a Capital Expenditure Program of replacement of Sailing School Boats</td>
<td>5.8.1 Provide a rolling funded 5 year Cap Ex program to replace Sailing School Assets.</td>
<td>CEO RC-F</td>
<td>D: 2Q 18</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>C: 3Q 18</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Ex: Ongoing</td>
<td></td>
</tr>
</tbody>
</table>