



# Canberra Yacht Club Strategy: 2022-27


2023 Update

*The Canberra Yacht Club is about fair, safe and inclusive sailing, as an activity for life, for people of all abilities, contributing to healthy communities and a positive lifestyle for all involved.*



# Our Vision for 2022 - 27 and Beyond

Our vision for the CYC is for a club which offers our community an activity for life for all involved, which contributes to a healthy environment and which:

- *Delivers sailing activities that are safe, inclusive and fair through all levels of training and competition, characterised by its broad range of sailing classes, racing divisions and high performance at local, state and international levels*
  - *Provides valued, enjoyed and enhanced participation in, and support for, all aspects of sailing including related non-competitive sailing, support and social activities, both ashore and afloat*
  - *Continues to improve our provision of the highest quality sail training programs, attracting high levels of initial and return participation, as one of the largest club-based sailing schools in Australia*
  - *Has achieved assured, secure tenure of facilities, infrastructure, boats and equipment all of which safely and cost-effectively support delivery of our mission and our strategic priorities and are environmentally friendly*
  - *Is recognised by sailing participants and our stakeholders as a leading sailing club of its type and size, structurally and financially sustainable with sound governance, supportive stakeholders and supported by high quality member services, a vibrant membership, a strong volunteer culture and high standards of officiating.*
  - *Retains an eye to our past and a focus on building our future*
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# Our Mission for 2022 - 27 and Beyond

Our mission, to achieve our vision for 2022-27 and beyond, is to implement specific, achievable and measurable actions across the following areas

- *Sailing: covering competitive, non-competitive, training and sailing-related activities*
  - *Members: particularly covering participation, providing activities, services and social activities in a safe, fair and inclusive environment*
  - *Building Great People: including staff and volunteers, officials, coaches, instructors, volunteer, office holders, managers*
  - *Enablers: facilities, infrastructure, boats, equipment*
  - *Sustainability: structural, financial, governance, stakeholders*
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**2022-27 CYC Strategy – Outcomes and Priorities<sup>1</sup>**

	<b><u>Sailing:</u></b> covering competitive, non-competitive, training and sailing-related activities	<b><u>Members:</u></b> particularly covering participation, providing activities, services and social activities in a safe, fair and inclusive environment	<b><u>Building Great People:</u></b> including staff and volunteers, officials, coaches, instructors, volunteer, office holders, managers	<b><u>Enablers:</u></b> facilities, infrastructure, boats, equipment,	<b><u>Sustainability:</u></b> structural, financial, governance, stakeholders
<b><i>Outcomes / Attributes</i></b>					
	<p><b><i>Safe, inclusive and fair from entry level, through all levels of training and competition</i></b></p> <p><b><i>Characterised by its broad range of sailing classes, racing divisions and high performance at local, state and international levels</i></b></p> <p><b><i>Highest quality sail training programs, attracting high levels of initial and return participation, as one of the largest club-based sailing schools in Australia</i></b></p>	<p><b><i>Strong member recruitment, retention and engagement</i></b></p> <p><b><i>Valued, enjoyed and enhanced member participation in, and support for, all aspects of sailing including related non-competitive sailing, support and social activities, both ashore and afloat</i></b></p> <p><b><i>High quality member services, a vibrant membership, a strong volunteer culture</i></b></p> <p><b><i>A safe, fair and inclusive club and sailing school environment</i></b></p>	<p><b><i>A strong volunteer culture and high standards of officiating capabilities</i></b></p> <p><b><i>Skills and qualifications of Instructors, coaches</i></b></p> <p><b><i>Skills and accreditation of officials: race management, judging, umpiring, technical and measurement</i></b></p>	<p><b><i>Assured, secure tenure of facilities</i></b></p> <p><b><i>Infrastructure, boats and equipment, all of which cost-effectively support delivery of our mission and our strategic priorities</i></b></p> <p><b><i>Fit for purpose, effective, safe, affordable, reliable, maintained, durable – with provision for upgrade/replacement, up to date, attractive</i></b></p>	<p><b><i>Recognised as a leading sailing club of its type and size</i></b></p> <p><b><i>Structurally and financially sustainable with a sound governance</i></b></p> <p><b><i>Supported by our stakeholders: sailing, community, supporters, sponsors, providers, government</i></b></p>

<sup>1</sup> Notes:

- This part of the Strategy is primarily to articulate our higher level, outcomes and priorities more than our plans and actions to achieve them (which it should inform)
- Priorities: Simple score attribution Priority 1 - 3.

2022-27 CYC Strategy – Outcomes and Priorities<sup>2</sup>

***Sailing:*** *sailing activities that are safe, inclusive and fair from entry level, through all levels of training and competition, characterised by its broad range of sailing classes, racing divisions and high performance at local, state and international levels: covering competitive, non-competitive, training and sailing-related activities afloat and ashore*

<i>Outcome</i>	<i>Measures of Success / KPI</i>	<i>Action areas</i>
Safe, inclusive and fair sailing <i>Priority: 1</i>	Safety culture evident and in practice across all our activities Implementation of member protection policies in practice RRS applied consistently and fairly Nil or minimised adverse incidents Lessons learned	Sailing Committee CYC Committee CYC Management Sailing School Race officials
Sailing participation supported across the CYC’s full range of racing divisions and boat classes <i>Priority: 1</i>	Levels of participation in club racing and regattas, recreational sailing Member recruitment and return business from Sailing School Range of classes racing and supported racing divisions Level and quality of handicap rating administration and assistance provided to sailors <sup>3</sup> RRS Compliance Level of non-competitive sailing and sailing related activities CYC Organisation for shore based sailing related activities - possible Member Activities Sub-Committee established	Sailing Committee CYC Committee, possible sub-Committee CYC Management Sailing School Division Reps Sailability Reps Buoyed Up Reps

<sup>2</sup> Notes:

- This part of the Strategy is primarily to articulate our higher level, outcomes and priorities more than our plans and actions to achieve them (which it should inform) but topped by the non-discretionary ongoing business and operations and the needed contingency capacity, after supporting which we can pursue our discretionary strategic priorities.
- As an outcome focused strategy document, this probably doesn’t need to be as granular as the ‘Shapers’ spreadsheet or the 2020 document and does not, therefore, seek to include detailed business / action plans, but we should be cross-checking against the shapers to ensure that we haven’t ignored important issues or opportunities

<sup>3</sup> Noting that CYC does not generally calculate or allocate its own handicap ratings, but has needed to work with AS to resolve anomalies

***Sailing:*** sailing activities that are safe, inclusive and fair from entry level, through all levels of training and competition, characterised by its broad range of sailing classes, racing divisions and high performance at local, state and international levels: covering competitive, non-competitive, training and sailing-related activities afloat and ashore

<i>Outcome</i>	<i>Measures of Success / KPI</i>	<i>Action areas</i>
Successfully conducted club racing and regattas <i>Priority: 1</i>	Achievement of planned club racing program Regattas hosted RRS compliance	CYC Sailing Committee CYC Management CYC Committee - planning
Building diversity in sailing and club participation: Strong and sustainable delivery of, and participation in, CYC inclusion programs: Sailability and Buoyed Up <i>Priority: 1</i>	Sailability participation levels Sailability club and regatta competition levels Buoyed Up participation levels Buoyed Up outcomes evaluations (eg: UC) Achieved levels of diversity in sailing and club participation Achievement of specific initiatives to increase wider social and gender diverse participation	CYC Management CYC Committee - planning, possible Sub-Committee Sailability Board, Reps Buoyed Up Reps
All levels of competitive and non-competitive sailing supported <i>Priority: 2</i>	Levels of sailing participation in both competitive and non-competitive activities	Sailing School, CYC Committee, possible Sub-Committee Sailing Committee Division Reps
High quality race management maintained <i>Priority: 2</i>	Safe, competitive, fair racing Nil or minimised race management failures	RC-S, Sailing Committee Officiating courses and accreditation
CYC sailors' participation in high-performance competition supported <i>Priority: 2</i>	Competitive results at club, state, national and international levels Policy and resourcing program in place to support member participation in regattas both in and away from the ACT including coaching and targeted sponsorship.	CYC Committee CYC Management RC - Sailing Sailing School - Coaching
Benefits delivered from innovation <i>Priority: 3</i>	New and improved racing formats trialled and/or implemented	CYC Committee - planning, approvals CYC Management

***Sailing:*** sailing activities that are safe, inclusive and fair from entry level, through all levels of training and competition, characterised by its broad range of sailing classes, racing divisions and high performance at local, state and international levels: covering competitive, non-competitive, training and sailing-related activities afloat and ashore

<i>Outcome</i>	<i>Measures of Success / KPI</i>	<i>Action areas</i>
	Improvements in regatta planning, costing and delivery  New technologies successfully harnessed: (eg: Sail Pass, Electronic sign-on / sign-off, scoring systems, communications, etc.)	Sailing Committee  Regatta Committees when established

***2023 - Achievements and Changes:***  
 Implementation of the new Lakes Ordnance and development of workable arrangements for seaplane operations  
 Improvements to Sprint racing format and operations  
 Race Officer mentoring and development  
 Need to: build and replace sponsorship support

***Members:*** *Strong member recruitment, retention and engagement characterised by valued, enjoyed and enhanced participation in, and support for, all aspects of sailing including related non-competitive sailing, support and social activities, both ashore and afloat: A community of members and friends - particularly covering participation, providing activities, member services and social activities in a safe, fair and inclusive environment*

<b><i>Outcome</i></b>	<b><i>Measures of Success / KPI</i></b>	<b><i>Action Areas</i></b>
Strong member recruitment, retention and engagement <i>Priority: 1</i>	Membership numbers New member entries Membership renewals Members' participation – all activities CYC Organisation for shore based, sailing related member engagement activities - possible Member Activities Sub-Committee established	CYC Committee - planning RC - Member Services Possible Sub-Committee CYC Management Sailing School
Engaged, vibrant membership, a strong volunteer culture <i>Priority: 1</i>	Level of meeting volunteer and officiating needs CYC Organisation for shore based, sailing related member engagement activities - possible Member Activities Sub-Committee established: - strong member / volunteer input to delivery of services, minimised, sustainable staff workload	CYC Committee - planning RC - Member Services Possible Sub-Committee CYC Management Sailing Committee
A safe, fair and inclusive club, sailing school and sailing environment <i>Priority: 1</i>	Observed quality of participation, interactions, engagement Safety culture in practice Implementation of member protection policies in practice Nil or minimised adverse incidents Sailability, Buoyed Up and wider social and gender diverse participation levels across all sailing and non-sailing CYC activities, roles and functions External evaluation results, eg: Buoyed Up CYC Organisation for shore based, sailing related member engagement activities - possible Member Activities Sub-Committee established	CYC Committee - planning Possible Sub-Committee CYC Management Sailing School
High level of member communications using the most effective means available	Quality of content – relevance, takeup	CYC Committee - planning



***Members:*** ***Strong member recruitment, retention and engagement characterised by valued, enjoyed and enhanced participation in, and support for, all aspects of sailing including related non-competitive sailing, support and social activities, both ashore and afloat: A community of members and friends - particularly covering participation, providing activities, member services and social activities in a safe, fair and inclusive environment***

<b><i>Outcome</i></b>	<b><i>Measures of Success / KPI</i></b>	<b><i>Action Areas</i></b>
<b><i>Priority: 2</i></b>	Website quality and member utilisation Weekly email – relevance, takeup, responses	RC - Communications RC - Member Services Possible Sub-Committee CYC Management
Valued, enjoyed and enhanced member participation in, and support for, all aspects of sailing including related non-competitive sailing, support and social activities, both ashore and afloat <b><i>Priority: 2</i></b>	Range and number of activities offered: - on-water, - ashore, - social, Members' participation – all activities Qualitative member feedback on activities	CYC Committee - planning RC - Member Services Possible Sub-Committee CYC Management
High quality member services <b><i>Priority: 2</i></b>	Range of Services offered: Member utilisation of services Quality, reliability, timeliness of services CYC Organisation for shore based, sailing related member engagement activities - possible Member Activities Sub-Committee established: - strong member / volunteer input to delivery of services, minimised, sustainable staff workload	CYC Committee - planning RC - Member Services Possible Sub-Committee CYC Management – boat storage, hoist, Boat shop, Sailing school
A CYC 'listening' culture with management attuned and responsive to member expectations and issues <b><i>Priority: 2</i></b>	Member feedback Actions in response Takeup of membership options, member services	CYC Committee - planning RC - Member Services Possible Sub-Committee RC - Communications CYC Management
CYC and CYCSS service offerings: attuned and attractive to market demand and expectations <b><i>Priority: 3</i></b>	Assessment of service offerings adaptation to emerging and changing market demand Member and customer feedback Trading: financial performance and profitability New services - social, catering, etc. introduced - level of member takeup	CYC Committee - planning RC - Member Services Possible Sub-Committee RC - Communications CYC Management

***Members:*** *Strong member recruitment, retention and engagement characterised by valued, enjoyed and enhanced participation in, and support for, all aspects of sailing including related non-competitive sailing, support and social activities, both ashore and afloat: A community of members and friends - particularly covering participation, providing activities, member services and social activities in a safe, fair and inclusive environment*

<b><i>Outcome</i></b>	<b><i>Measures of Success / KPI</i></b>	<b><i>Action Areas</i></b>
<p><b><i>2023 - Achievements and Changes:</i></b></p> <p><u>Need to:</u> proactively seek and develop wider and increased social and gender diverse community participation</p> <p>Post-transition from the challenges and disruptions of covid, new club facilities, lease and licence arrangements and securing viable seaplane operational arrangements: rebuilding, developing and resuming ‘new normal’ member engagement services and activities:</p> <ul style="list-style-type: none"> <li>Winter 2023 program of ashore evening / social / training activities</li> <li>Restoration of winter race day soup</li> </ul>		

***Building Great People: High level and improving capacity and capabilities, expertise, commitment and formal accreditation of people supporting events, sailing, training and the full range CYC activities and management: including staff and volunteers, officials, coaches, instructors, volunteer, office holders, managers***

<b><i>Outcome</i></b>	<b><i>Measures of Success / KPI</i></b>	<b><i>Action Areas</i></b>
<p>Strong volunteer culture: officials and general volunteers</p> <p><u>Priority: 1</u></p>	<p>Recruitment, development and retention levels for officials and volunteers</p> <p>Officials and volunteers' feedback</p> <p>Levels of CYC recognition of officials and volunteers</p> <p>CYC Organisation for shore based, sailing related member engagement activities - possible Member Activities Sub-Committee established:</p> <p style="padding-left: 40px;">- strong member / volunteer input to delivery of services, minimised, sustainable staff workload</p>	<p>CYC Committee - planning</p> <p>RC - Member Services</p> <p>RC-Sailing</p> <p>Possible Sub-Committee</p> <p>Sailing Committee</p> <p>CYC Management</p>
<p>High quality coaching, sailing instruction and training capabilities</p> <p><u>Priority: 1</u></p>	<p>Range, levels and numbers of qualified and accredited sailing coaches and instructors</p> <p>Range levels and numbers of qualified instructors for associated courses (eg: rescue boat, mark laying, race officials' courses)</p> <p>Level of capture, development and rostering of accreditation course graduates</p> <p>Recruitment, development and retention levels for coaches and instructors</p>	<p>CYC Committee - planning</p> <p>RC-Sailing</p> <p>Sailing School</p> <p>Possible Sub-Committee</p> <p>Sailing Committee</p> <p>CYC Management</p>
<p>High standards of officiating capabilities</p> <p><u>Priority: 1</u></p>	<p>Range, levels and numbers of accredited officials</p> <p>Recruitment, development and retention levels for officials and volunteers</p>	<p>RC-Sailing</p> <p>Sailing Committee, Division reps</p> <p>CYC Management</p> <p>Sailing School</p>
<p>CYC an employer of choice: Management and staff supported and provided with appropriate and relevant training and professional development</p>	<p>Relevant qualifications held</p> <p>Proactive CYC planned professional development program in place for emerging and senior staff</p>	<p>CYC Management</p> <p>CYC Committee - planning, resourcing</p> <p>VC - in support</p>

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<b><i>Outcome</i></b>	<b><i>Measures of Success / KPI</i></b>	<b><i>Action Areas</i></b>
<u>Priority: 1</u>	Courses and professional development undertaken Staff recruitment, development and retention levels Achieved levels of attrition and succession planning and management Staff feedback on employment conditions	RC - Finance
<p><b><i>2023 - Achievements and Changes:</i></b>  <u>Need to:</u> develop and implement improved staff development, training and succession management            Race Officer mentoring commenced  <u>Need to:</u> proactively seek and develop wider and increased social and gender diverse community participation</p>		

**Enablers:** *Assured, secure tenure of facilities, infrastructure, boats and equipment all of which safely and cost-effectively support delivery of our mission and our strategic priorities and are environmentally friendly:* covering facilities, infrastructure, boats, equipment as well as community, Government and sponsors support

<i>Outcome</i>	<i>Measures of Success / KPI</i>	<i>Action Areas</i>
<p>Infrastructure, CYC boats and equipment, all of which safely and cost-effectively support delivery of our mission and our strategic priorities and are environmentally friendly</p> <p><u>Priority: 1</u></p>	<p>Fitness for purpose of CYC facilities</p> <p>Fitness for purpose of infrastructure, CYC boats and equipment</p> <p>Sustainable facilities, infrastructure, capital equipment and CYC boats' maintenance and development program</p> <p>Sustainable sailing school fleet maintenance and development program</p> <p><b>Level</b> of alignment with CYC Sustainability and Environmental Plan.</p> <p>Levels of maintenance of safety and environmental conditions and compliance for all infrastructure, CYC boats and equipment</p> <p>Condition quality, durability of infrastructure, capital equipment and CYC boats</p> <p>Sustainable and cost-effective balance in place between investment in proactive, deeper maintenance and capital replacement</p> <p>Member feedback in relation to infrastructure, CYC boats and equipment</p>	<p>CYC Committee - planning</p> <p>CYC Management - planning and implementation</p> <p>Sailing School</p> <p>VC</p> <p>RC - Member Services</p>

**Enablers:** *Assured, secure tenure of facilities, infrastructure, boats and equipment all of which safely and cost-effectively support delivery of our mission and our strategic priorities and are environmentally friendly:* covering facilities, infrastructure, boats, equipment as well as community, Government and sponsors support

<i>Outcome</i>	<i>Measures of Success / KPI</i>	<i>Action Areas</i>
Contingency: Longer terms options for CYC home <i>Priority: 2</i>	Level of preparedness and resourcing for options which may emerge or be needed	
Support: Ongoing program delivering sustainable community, government and sponsorship support <i>Priority: 2</i>	Changing government requirements, charges successfully managed Ongoing, new and replacement sponsorships in place and assured	CYC Committee CYC Management VC Sponsorship sourcing: All CYC Committee and Management (RC - Communications to coordinate)
<p><b><i>2023 - Achievements and Changes:</i></b>            CYC CSSCC Lease finalisation,            Boat Hoist and associated services relocated  <u>Need to:</u> Secure fairer land licence fees &amp; arrangements: actively pursued            Planning for 2024 lowering of lake water level</p>		

**Sustainability:** *Structurally and financially sustainable with sound governance and supportive stakeholders: covering structural, financial, governance, stakeholders*

<b><i>Outcome</i></b>	<b><i>Measures of Success / KPI</i></b>	<b><i>Comments / Priority</i></b>
<p>Financial sustainability achieved and maintained</p> <p><u>Priority: 1</u></p>	<p>Historical and projected trends:</p> <ul style="list-style-type: none"> <li>- Balance sheet</li> <li>- Cashflow</li> <li>- Trading profitability and performance</li> </ul> <p>Achieved levels of sufficiency of financial provision for future plans and demands:</p> <ul style="list-style-type: none"> <li>- Capital</li> <li>- Operating</li> </ul> <p>Support, grants and sponsorship levels achieved</p>	<p>CYC Committee - planning</p> <p>CYC Management</p> <p>RC-Finance</p> <p>Sponsorship sourcing: All CYC Committee and Management (RC - Communications to coordinate)</p>
<p>Supportive, sustainable and mutually trusting stakeholder and sponsor engagement and relationships established and maintained</p> <p><u>Priority: 1</u></p>	<p>Levels and quality of mutual and sustained agreements between CYC and Stakeholders</p> <p>Levels of mutual trust, confidence and transparency</p> <p>Levels of CYC ready access to stakeholder decision makers</p> <p>Achieved mutual benefits</p> <p>Levels of support, including grants, sponsorship, etc provided to CYC</p> <p>Levels of community and wider benefits contributed by CYC</p> <p>Adverse external outcomes mitigated (eg: seaplane operations)</p>	<p>CYC Committee - planning</p> <p>CYC Management</p> <p>RC - Finance</p> <p>VC</p> <p>Sponsorship sourcing: All CYC Committee and Management (RC - Communications to coordinate)</p>
<p>A strong, constructive and mutually beneficial long-term relationship with the CSCC</p> <p><u>Priority: 1</u></p>	<p>Extent to which both CYC and CSCC see strong benefits in the relationship</p> <p>Level of trust and positive interaction</p> <p>Levels of alignment of interests and priorities</p> <p>Shared transparent approach to planning</p>	<p>CYC Committee - planning</p> <p>Commodore - lead</p> <p>VC - support</p> <p>GM - support, implementation</p> <p>RC - Member Services - support</p> <p>RC - Finance - support</p>
<p>Tenure of CYC essential infrastructure and facilities sustainably assured</p>	<p>Lease finalised: level of security of tenure</p>	<p>CYC Committee - planning &amp; negotiation</p>

**Sustainability:**     *Structurally and financially sustainable with sound governance and supportive stakeholders: covering structural, financial, governance, stakeholders*

<b><i>Outcome</i></b>	<b><i>Measures of Success / KPI</i></b>	<b><i>Comments / Priority</i></b>
<i>Priority: 1</i>	Duration and affordability of tenure Quality of key stakeholder relationships	CYC Management
Structural sustainability achieved and maintained <i>Priority: 2</i>	Membership and participation levels and trends Quality and quantity of physical and organisational resources Alignment of physical resources to CYC current and projected structure and operations	CYC Committee - planning CYC Management RC - Finance VC - planning
Sound, effective and compliant governance arrangements implemented and maintained <i>Priority: 2</i>	Internal financial controls upgraded Levels of delegation, transparency and accountability attributed and understood Levels of effectiveness of support for planning, decision making, evaluation and reporting Levels of compliance with legal, government, insurance and sporting regulations and guidelines: minimised or nil adverse incidences Level of alignment with CYC Sustainability and Environmental Plan. Levels of assurance and agility in decision making and execution Levels of compliance with applicable government & other licence & operating conditions Monitored and observed levels of sustained and consistent compliance in implementing governance functions	CYC Committee - planning CYC Management RC - Finance Auditor VC
Secure and effective ICT support established and sustained <i>Priority: 2</i>	Levels and quality of CYC ICT controls, failure recovery and backup up tested, validated and in place Appropriate levels of public, member and CYC management ICT access provided, tested, validated and in place	CYC Management CYC Committee RC - Finance RC Communications

***2023 - Achievements and Changes:***

CYC / CSCC Lease finalisation



**Sustainability:**     *Structurally and financially sustainable with sound governance and supportive stakeholders: covering structural, financial, governance, stakeholders*

<b><i>Outcome</i></b>	<b><i>Measures of Success / KPI</i></b>	<b><i>Comments / Priority</i></b>
Strengthening long term relationship with CSCC <u>Need to:</u> secure new / replacement sponsorship support		

**Essential Maintenance**<sup>4</sup> – ‘Must Do’, Compliance, Structural/financial viability –should include recognition / provision for the priority and capacity for our ongoing essential business and operations.

*Sound, effective and compliant governance arrangements implemented and maintained:*

Maintenance of ongoing functions of management, maintenance and service delivery

Financial management and stock controls, replenishment and reporting

*CYC an employer of choice: Management and staff supported and provided with appropriate and relevant training and professional development*

Staff recruitment, development, management and supervision

*Infrastructure, CYC boats and equipment, all of which safely and cost-effectively support delivery of our mission and our strategic priorities and are environmentally friendly*

Maintenance and replenishment of operating equipment and boats

**Contingency Response**<sup>5</sup> – (Our Capability / Capacity Reserve) – here’s where we might reflect both the general need for our capabilities, capacity and resources to be able to absorb the negative impacts of adverse events and/or be able to take up valuable opportunities, as well as any specific provisions we need to ensure (eg: insurance, cash reserves, capital provisions, equipment redundancies, etc

*Pandemics and similar external discontinuities - longer term:*

- Financial provision
- Staffing: retention, support
- Supply and maintenance cover

*Lake closures: shorter term: Weather, Algae or other health hazard, debris, safety or member protection incidents*

- Financial provision
- Staffing: retention, support

*External changes: seaplane operations, regulatory changes, supply chain disruptions, insurance limitations, inflation, changes to availability of grants or sponsorship, CYC and CYCSS market base and customer demand*

- Adapting operations
- Adapting and improving service offerings
- Financial provision

<sup>4</sup> This is about ensuring we retain capability, capacity and the right level of priority for sustaining our ongoing business and, also, for any ‘must do’ items from the Shapers scan

<sup>5</sup> To ensure we also include provision against things like our disruptive experiences of recent years - Covid, weather, seaplanes, Ordnances etc.