



Bringing boating to the community



Strategic Plan 2020 - 2023

INTRODUCTION

The Wynyard Yacht Club's (WYC) strategic plan is aimed at giving members a clear understanding of its vision for the future.

The WYC celebrates its 59th season in 2020/21.

Since its formation in 1961/62, the club has evolved from the Inglis Yacht and Pleasure Boat Club to one that has achieved State and National recognition for its inclusive programs. At the time of drafting this revised document WYC is Australian Sailing Tasmania's "Yacht Club of the Year".

WYC has successfully hosted five National sailing titles and numerous State titles in a wide variety of off the beach dinghy classes and trailerable yachts.

The WYC offers racing and training such as: Australian Sailing programs, Sailability and Marine and Safety Tasmania Powerboat Licence training. WYC is affiliated with Surf Life Saving Tasmania (SLST) as a Volunteer Marine Rescue Centre (VMR) and has partnered with the Tasmanian Canoe Club (TCC) to provide clubhouse facilities and storage for its members.

WYC has a close working relationship with the Waratah-Wynyard Council (WWC) which has now received funding for a new clubhouse scheduled for completion during the timeframe of this Strategic Plan.

During construction it will be critical that our relationship with WWC and the Builder remain strong so as not to adversely effect programs and operations of WYC.

The new clubhouse when completed will have facilities that ensure community inclusion; therefore specific objectives and strategies are to be factored into this Strategic Plan.

The Strategic Plan outlines the WYC's priorities for action between now and June 2023. Its objectives specify WHAT the WYC wants to achieve in that time frame, while the strategies indicate HOW these objectives will be achieved.

VISION

The vision of the WYC is to provide opportunities, facilities and equipment for WYC and community members to engage in or support boating in an inclusive, family friendly environment that emphasises participation, safety, training and racing.

AIMS

The Wynyard Yacht Club aims to:

- **Provide a club base that includes a broad range of boating activities including:**
 - Sailing for competition and cruising
 - Sail and powerboat training
 - Canoe paddling for competition and recreation
 - Volunteer Marine Rescue, under the guidance of Surf Life Saving Tasmania
 - Sailability
 - Other aquatic activities that can be successfully incorporated

- **Include people interested in boating activities regardless of:**
 - Social status
 - Race
 - Sex
 - Disability
 - Age

- **Form partnerships for the running of events, training and programs with:**
 - Businesses
 - Non-government not for profit organisations
 - The Waratah-Wynyard Council
 - Schools / Community groups eg Guides, Childcare
 - Australian Sailing
 - Sailability Tasmania
 - Surf Life Saving Tasmania
 - Marine and Safety Tasmania
 - Sailing Class Associations
 - Tasmanian Canoe Club

OBJECTIVES

There are 11 objectives in the Strategic Plan with specific strategies to achieve the objective shown in more detail on the following pages.

1. Membership
2. Training / Coaching
3. Boating Services
4. Canteen, Club Hire and Social
5. Marketing, Communication and Partnerships
6. Administration and Governance
7. Volunteers
8. Racing
9. Sailability
10. Volunteer Marine Rescue
11. Tas Canoe Club

1. Membership

Objective 1.1: Encourage new members into all areas of Wynyard Yacht Club

Strategies:

- a) Encourage higher levels of participation through induction and mentoring processes and recognition of the efforts of a newcomer.
- b) Continue to be innovative in developing new programs that will attract existing and new members.
- c) Continue the association with Universities, schools, disability services, youth and childcare groups as a means of introducing a broader and inclusive cross-section of society to membership.
- d) Host at least two free “Come and Try” programs per season as an entry to WYC programs.
- e) After hosting a program, create a stepped plan that leads to membership.
- f) Continue to keep membership fees low, offset by the promoted expectation that volunteer time is required.

Objective 1.2: Provide support for ongoing development of the knowledge and skills of existing members.

Strategies:

- a) Provide training programs that develop the skills of WYC members.
- b) Succession Planning - Management to discuss and promote new members to existing and new roles. Mentoring to be encouraged.
- c) Ensure that the Senior Management team represents an equal mix of gender with youth.

2. Training / Coaching

Objective 2.1: Provide recognised, respected and quality training and coaching at all levels.

Strategies:

- a) Ensure Instructors have the appropriate skills and qualifications to deliver training.
- b) Ensure safety practices and hazard awareness is incorporated into all training and coaching initiatives.
- c) Aim to have qualified and active: one Senior Dinghy Instructor, three Dinghy Instructors, two Powerboat Instructors, four MAST Accredited Powerboat Licence Instructors and three Australian Sailing Coaches.
- d) Train all capable youth as Assistant Dinghy Instructors.
- e) Aim to run at least one Tackers, Start Sailing, Try Skills and Sporting Schools program each season utilising flexibility between Opti, Pacer and Hansa 303 fleets.
- f) Explore the use of grants to have a paid Instructor.
- g) Aim to host MAST Powerboat Licence programs monthly.
- h) Explore the opportunity with Australian Sailing to have WYC as the National Coaching Centre for Hansa 303 Para Sailing.
- i) Create a flow chart of training requirements across all areas to provide a clear pathway for new and existing members.

3. Boating Services

Objective 3.1: Ensure that members have access to the best available boating services.

Strategies:

- a) Continue being accredited as an Australian Sailing “Discover Sailing Centre”.
- b) Continue to be affiliated with SLST and a VMR unit.
- c) Continue strong relationship with Marine and Safety Tasmania.
- d) Continue strong ties with the TCC members.
- e) Ensure representation on the Board of Yachting Tasmania or Australian Sailing’s Regional Advisory Committee when Yachting Tasmania is dissolved.
- f) Continue to be an accredited Good Sports Club.

Objective 3.2: Club assets.

Strategies:

- a) Review efficiency and effectiveness of current use of available space for all boating storage and services.
- b) Continue to assess the safety, quality and effectiveness of WYC owned sailing and support craft by maintaining, upgrading or replacing as required.
- c) Provide education on “attitude of users’ care of equipment” and “if damaged report it”.
- d) Add any repairs to equipment to the “Maintenance Register” held by the Secretary.
- e) Safety checks and cleaning of storage area and equipment to be conducted annually (minimum) by members.

- f) Explore the use of leased Jenner Street site (old slipway) for members/community use.

4. Canteen, Club Hire and Social

Objective 4.1: Review canteen operations.

Strategies:

- a) Form a working group from Management to identify:
 - I. Canteen responsibility is for an individual, team or rotating roster of members.
 - II. Review how the canteen will operate alongside a café within the new facility.
 - III. Identify the roles of canteen committee.
- b) Ensure that equipment required in canteen is sufficient for needs.

Objective 4.2: Expand the social interaction of members.

Strategies:

- a) Explore and experiment with new and innovative function and social event formats.
- b) Review our Alcohol Policy if it meets members' and venue needs once located in the new facility using Good Sports Club guidelines.

Objective 4.3: Hire of clubhouse to community groups.

Strategies:

- a) Review the fee structure for groups that hire the club and have fees ratified at the AGM.
- b) Expand the use of clubhouse to a wider range of community groups, taking into consideration current clubhouse planning deficiencies.

5. Marketing, Communication and Partnerships

Objective 5.1: Promote the WYC programs and activities using a range of mediums.

Strategies:

- a) Social media – Facebook Page and Group.
- b) Newsletter emailed to members and friends of WYC.
- c) Website.
- d) Printed press.
- e) Roadside sign.
- f) Radio.
- g) Visits to schools and community groups.
- h) Use pop up flare flags and banners at programs.

Objective 5.2: Build on long term partnerships.

Strategies.

- a) Ensure that the existing partnerships with business, foundations, Tasmanian Community Fund, Federal, State and Local Government, Schools and Community groups continues to remain strong, with regular communication of WYC activities and achievements and acknowledgement of funding support.
- b) Explore the viability of additional partners with WYC where appropriate.
- c) Seek long term sponsors or partners to increase financial stability.

6. Administration and Governance

Objective 6.1: Develop a governance framework to guide management of the club.

Strategies:

- a) Develop a procedure that describes the relative roles and responsibilities of principal officers and committee members.
- b) Develop an induction process for Management Committee members and volunteers.
- c) Attend forums to keep abreast of latest developments in governance.
- d) Ensure each appointed Management member has responsibility for a given task from the Strategic Plan.
- e) Make use of available technology such as Office365 to manage and run the WYC more efficiently.
- f) Ensure all WYC documents both historical and current are stored on our SharePoint drive for future use. Ensure the use of WYC email accounts rather than personal email accounts to ensure continuity of service and retrieval of WYC data.
- g) Develop a Memorandum of Understanding that lays out the way WYC, TCC and WVMR interact together in the one facility in a cohesive manner.

Objective 6.2: Risk management.

Strategies:

- a) Identify and plan for on / off water, financial, environmental and other risks as a primary function of the Management Committee.
- b) Ensure that safety is added to the agenda of each Management meeting.
- c) Implement and update where necessary the WYC Risk Management Policies and Procedures.
- d) Ensure adequate and comprehensive insurance cover is in place to prevent financial risk.
- e) Ensure a sound and financially viable commercial lease is obtained for the new facilities.

Objective 6.3: Adopt a systems-based approach to organisational management.

Strategies:

- a) Communicate and keep up to date policy and procedures on the WYC website.
- b) Ensure that all members and volunteers are aware of, and comply with, policies and procedures.
- c) Review the WYC Constitution ensuring the Vision, Aims and Objectives in this document are detailed and aligned.

- d) Review at least one Policy and Procedure at each monthly meeting and update as required.
- e) Make use of modern technology to facilitate the easy operation of WYC reducing manual tasks and timely input where appropriate.

Objective 6.4: Increase revenue streams to reduce reliance on volunteers.

Strategies:

- a) Work with WWC to take management of the Wynyard wharf and floating pontoon.
- b) Explore the possibility of WYC running the adjacent restaurant/café of new building.
- c) Revenue and cashflow permitting, recruit services of a manager to create opportunities and decrease reliance on volunteers.
- d) Utilise new building for events, functions etc and form a strong alliance with adjacent café to arrange rental of WYC premises for events/functions, courses, meeting rooms, regattas etc.
- e) Continue to grow sponsorship base and actively pursue appropriate grants when available.
- f) Continue to maintain a breakeven financial result.

7. Volunteers

Objective 7.1: Expand and reward the volunteer group and ensure appropriate skills.

Strategies:

- a) Develop a policy around rewarding volunteers by paying for training costs related to their volunteer role.
- b) Implement a “one in, all in” policy in regard to volunteering, aiming to increase a culture of volunteer participation in core activities.
- c) Explore ways to reduce the workload of volunteers who give large hours to WYC.
- d) Recognise a volunteer’s efforts by media, personally or letter.
- e) Ensure volunteers are given the opportunity to bring and enhance their skills at WYC programs using mentoring and training.
- f) Ensure volunteers have some “THEIR” time and extra support at program, events or socialising to reduce risk of losing them.
- g) Annual membership notification to be used to enquire/identify volunteering roles that may interest WYC members.

8. Racing

Objective 8.1: Build the racing fleet with the goal of competition racing on a weekly basis.

Strategies:

- a) Promote Start Racing programs to ensure that members have the skills and knowledge to race inshore and offshore in suitable conditions.
- b) Promote and encourage boat ownership.

- c) Ensure that each racing skipper volunteers as race officer for weekly program on a rotation basis.
- d) Have a dedicated coach to assist transition of the Green fleet to Racing.
- e) Flexibility - consider Sunday morning racing if tides do not allow for Saturday afternoon racing.

Objective 8.2: Hosting regattas.

Strategies:

- a) Continue to host the Table Cape Classic and Inglis River Classic annually with invitations to be sent to northern based clubs.
- b) Use online registrations to identify participant numbers.
- c) Plan to host one State or National class championship per season.

Objective 8.3: Structure Saturday morning Program.

Strategies

- a) Do not rely on one person to coordinate everything - use the team.
- b) Split into two groups with Instructor / Coach in each of the two groups.
- c) Group 1, Green fleet or new sailors. River based.
- d) Group 2, Racing group. Outside river if possible. Ensure this group develops using structured coaching.

9. Sailability

Objective 9.1: Explore ways to seek revenue from the program to be sustainable.

Strategies:

- a) Continue to monitor NDIS changes for available financial opportunities.
- b) Work with Support Providers to seek financial support for program.
- c) Apply for grants with Government or private companies.

Objective 9.2: Increase volunteer numbers to the program.

Strategies:

- a) Train volunteers to be able to perform varied roles within the program.
- b) Support volunteer costs to attend program. Eg, Working with Vulnerable Person checks, Powerboat Licence or First Aid Certificate.
- c) Acknowledge and reward the volunteer group.

Objective 9.3: Program delivery.

Strategies:

- a) Review how the program is delivered on a regular basis.
- b) Consider changing the sailing location to other regions.
- c) If too windy to sail safely, use powerboats upriver.

10. Volunteer Marine Rescue

Objective 10.1: Replacement of Stabie Craft.

Strategies:

- a) Ensure Stabie Craft is upgraded to maintain seaworthiness and capability to meet all weather, night time operations and increased range.
- b) SLST and Tas Gov to supply funding and ongoing costs associated with a replacement vessel. VMR to ensure the vessel will suit our storage facility, river tidal range and bar way.

Objective 10.2: Acquire a tow vehicle for the new vessel.

Strategies:

- a) Engage with Surf Life Saving Australia Grants Department and its partner Holden to secure a suitable vehicle for our vessel, storage and environment.

Objective 10.3: Increased training, participation and membership.

Strategies:

- a) Create a flow chart of training requirements to provide a clear pathway for new and existing members.
- b) Advertise the VMR Unit to public, eg, at each MAST Powerboat Licence program, or by media.
- c) Create an initiative/program to engage younger community members as future volunteers.
- d) Invite VMR members as crew for safety boats at other programs or events away from Wynyard.
- e) Continue to lobby SLST to recognise prior learning (RPL) Unit member skills.

11. Tasmanian Canoe Club

Objective 11.1: Increase membership, training and participation.

Strategies:

- a) Appoint a representative to the Management Committee at AGM.
- b) Aim for at least 25% of members from TCC to be voting members of WYC.
- c) Train TCC members in the use of safety vessels and equipment for use at TCC programs.
- d) Promote by media the relationship with WYC.

The document was accepted and approved at a Management meeting 14th May 2020.