



GIPPSLAND LAKES YACHT CLUB

Strategic Plan 2017 - 2021



OUR PURPOSE

To encourage and promote sailing for sport and recreation on the Gippsland Lakes.

OUR VISION

For Gippsland Lakes to be a go-to destination for all sailors.

OUR MISSION

In order to maintain our purpose and achieve our vision we will:

- ▶ Provide sailing and social programs that will maximise member participation and encourage new members
- ▶ Continually improve GLYC facilities, resources and capabilities
- ▶ Provide transparent and effective governance and financial management practices.

In doing so we will provide a safe environment that facilitates inclusiveness, good sportsmanship and friendship through sailing, regardless of age, gender, ability and ethnicity.

GLYC AND THE COMMUNITY

As an integral part of the Paynesville and wider East Gippsland region we aim to engage broadly with the community and be a recognised centre for activities, including water based and land based events.

OUR VALUES

Our core values are what guide the behaviour and intent of all members of the Gippsland Lakes Yacht Club in maintaining our purpose and achieving our vision.

Values

How GLYC brings these to life...

INCLUSION AND DIVERSITY

- Actively welcome anyone as a member of our Club and support their diverse sailing interests.
- Promote an environment that fosters fairness and equity for all abilities, and the diversity of all social and cultural groups.

RESPECT

- All actions, decisions and communications will be respectful of members, volunteers, the community and the environment.
- Treat each other fairly and with integrity regardless of their status within GLYC.
- Value the knowledge, skills and commitment of all volunteers, recognising that volunteers are integral to the ongoing success of the Club.

SPORTSMANSHIP AND ACHIEVEMENT

- Promote fairness, self-control, courage and persistence in all activities, on and off the water.
- Foster positive leadership which models fairness, equity and respect in all areas of Club activities.
- Value and celebrate the success of all members across all activities within the Club.
- Support any members to experience individual/team achievement and enjoyment through participation in Club, Regional, State and National levels of competition.

HEALTH SAFETY AND WELLBEING

- Ensure that all decisions and actions will contribute to the health, safety & wellbeing of members, guests and the community.
- Recognise the importance of networking and participation for all members of the Club.

TRANSPERANCY AND OPENNESS

- Decision-making processes will be accessible, transparent and guided by relevant information and expertise.
- Engage in consultation with members, regarding the day to day operations and future planning for the Club.

MEMBERSHIP, PROGRAMS & PARTICIPATION

Provide sailing and social programs that will maximise member participation and encourage new members.

Desired outcomes by 2021	Key initiatives
Expansion of sailing programs and opportunities to fulfil members' wants and needs.	<ul style="list-style-type: none">• Introduction of sprint series (Winter and Summer)• Introduction of a cruising division• Continuation of DSC programs (including Tackers and School Sailing)• Expansion of specific skipper/crew events (eg. Ladies skipper, junior crew)• Promotion of Class Associations visiting GLYC for regattas and training events.• Leverage Australian Sailing and VicHealth programs to promote uptake of sailing (eg. Get Active Sailing, Women and Girls in Sailing (WGIS), Play It Safe by the Water, Girls Make Your Move, Deadly Sports)• Explore funding opportunities to promote the expansion of sailing programs
Sufficient number of volunteers to meet on-water and off-water demands, with clear position descriptions, succession planning and transition hand-over.	<ul style="list-style-type: none">• Develop and implement a hand-over process from season to season.• Identify on water and off water volunteer roles and develop position descriptions for all.• Assessment of current and future numbers required to maintain GLYC activities.• Develop recruitment strategies to identify new volunteers.• Develop four year succession planning for all volunteer roles at GLYC.
All new members feel part of and become involved in the Club, no matter what their demographic or sailing expertise.	<ul style="list-style-type: none">• Develop the concept of new membership welcome events• What's at GLYC for you videos (by demographic)• Introduction to current Club members with similar sailing interests
Recognition of key milestones and achievements for GLYC.	<ul style="list-style-type: none">• 80th Year Anniversary celebrations• Recognition of regatta achievements (social and print media, personal and at Club level)• Maintain tradition of Celebration Nights, with recognition of both on & off water achievements

MEMBERSHIP, PROGRAMS & PARTICIPATION (continued)

Provide sailing and social programs that will maximise member participation and encourage new members.

Desired outcomes by 2021	Key initiatives
A balanced social calendar providing activities for spouses, parents and siblings, as well as sailors.	<ul style="list-style-type: none">• Continue tradition of Tuesday night meals and winter soups to encourage participation of non-sailing members and guests• Social activities for junior / youth sailors and families throughout the season• As opportunities arise, welcome guest speakers to the Club to share experiences, be that directly relating to sailing or in line with the Club's values
Develop and implement processes to encourage a broader uptake of training for instructors, boat handling skills, race management.	<ul style="list-style-type: none">• Ensure that all current on-water volunteers for Discover Sailing Centre and Race Management/Rescue have completed suitable accreditation to fulfil the needs of their roles• Identify our "next generation" of Instructors and Race Management/Rescue people, and provide mentoring for on-water roles• Extend and support formal accreditation of our "next generation" Instructors and Race Management people
Increasing percentage of members who are activity participating in sailing activities, programs and on-water events within the Club.	<ul style="list-style-type: none">• Maintain a fleet of Club boats that supports progression along the Australian Sailing Pathway• Contact owners of boats, that have not been active in the previous season, and assess how the Club may help involve the member in Club sailing and activities• Promote boat ownership through Club supported "rehousing" of orphaned and/or donated boats with new owners
Embed a healthy club culture, with focus on personal health and safety.	<ul style="list-style-type: none">• Promote consumption of healthy food• Encourage Sunsmart behaviours and provide extreme heat awareness• Promote complementary health and wellbeing activities (eg. yoga, cardio fitness)

CLUB ASSETS, FACILITIES & ENVIRONMENT

Continually improve GLYC facilities, resources and capabilities.

Desired outcomes by 2021	Key initiatives
Secure a satisfactory lease for our current location.	<ul style="list-style-type: none">• Initiate discussions with stakeholders and develop project scopes• Monitor growth areas of sailing to ensure, through ongoing facilities development, that grounds use reflects the changing nature of sailing, as much as possible• Engage supporting bodies (eg. Australian Sailing, Paynesville Foreshore Development Group, other local community groups), to prepare for lease negotiations• Develop and present a masterplan to membership at June 2019 AGM• Engage with the East Gippsland Shire Council in person to secure long term lease
Proactively maintain and upgrade our rescue/safety boat fleet, to meet the needs of all Club activities.	<ul style="list-style-type: none">• Develop and execute a plan for the scheduled renewal of our rescue/safety boats and equipment• Develop a process to actively seek funding specific to this scheduled renewal
An established boat storage management plan be in place, with capacity to respond to demand.	<ul style="list-style-type: none">• Consistent application of the active use policy, for members who have inactive boats in storage in the Club area• Research dinghy storage expansion using racks• Increase the hardstand storage within the Club confines• Extend sealed surfaces under boats presently on a grass surface
Maintain and update launching facilities for OTB, hoist and ramp facilities, to meet the growth needs of our membership.	<ul style="list-style-type: none">• Explore funding opportunities to maintain and update launching facilities• Research and install a new beach ramp to improve launching facilities for off the beach boats• Maintain the slew hoists to the highest level possible• Improve disability access to trailable yachts

CLUB ASSETS, FACILITIES & ENVIRONMENT (continued)

Continually improve GLYC facilities, resources and capabilities.

Desired outcomes by 2021	Key initiatives
GLYC facilities are widely used for community events, private events, as well as Club and member activities.	<ul style="list-style-type: none">• Social areas developed that are devoted to junior, youth and family members• Continued promotion of the GLYC facilities on offer for Community events (free of charge), to establish a core group of community advocates• Explore ways to expand the hiring of facilities for private and corporate functions, especially during the off season months (fee for hire)
Achieve a high standard of marina berths and safe, efficient access to those berths.	<ul style="list-style-type: none">• Regular inspection of jetty berths• Review the replacement policy and funding arrangements• Research strategies and action dredging of the marina as needed
Enhanced landscape and public access to GLYC grounds.	<ul style="list-style-type: none">• Review the existing landscaping plan• Create a landscape budget, based on the reviewed landscaping plan• Lobby the Paynesville Foreshore Development Group to extend the dedicated footpath from the Esplanade to Grassy Point.• Construct a new pedestrian access path to the Club main entrance

CLUB GOVERNANCE & MANAGEMENT

Provide transparent and effective governance and financial management practices.

Desired outcomes by 2021	Key initiatives
GLYC's purpose and overall vision is embedded in all Club activities and motivations.	<ul style="list-style-type: none">• Committee adopts a procedure to ensure that within all planning and significant decisions the Club's vision and purpose are considered and promoted• Members are actively encouraged to contribute to achieving the Club's vision and purpose• GLYC's vision and purpose are on display (eg. newsletter, Club noticeboard, website, membership welcome packs)
The Club is in a strong financial position to maintain current activities, with security for the future.	<ul style="list-style-type: none">• Implement simple budgeting, forecasts and financial control and review processes, thereby ensuring effective and transparent financial management• Establish a cost schedule for equipment and resources used for non GLYC events• Establish long term planning for financial success, with annual budgets, reviews and depreciation, in line with "end-of-life" asset management.• Establish and maintain key partner relationships with sponsors who support specific program areas of GLYC (eg. Bendigo Bank sponsorship for rescue boat fuel)• Actively pursue grant, bequest and donation funding• Pursue innovative methods to actively contribute to and build the futures fund
A stable and cohesive Committee exists, with appropriate skills and motivation to drive the Club's purpose, vision and strategy.	<ul style="list-style-type: none">• Develop a long term strategy to ensure succession planning for the Committee and Flag Officer roles• Develop comprehensive role descriptions and documentation of processes for Committee portfolios owners• Committee members to recruit a non-committee member to assist their portfolio as a means to facilitating succession planning• Formalise the Committee handover process (from AGM to the second new Committee meeting), to ensure continuity

CLUB GOVERNANCE & MANAGEMENT (continued)

Provide transparent and effective governance and financial management practices

Desired outcomes by 2021	Key initiatives
Continual development, review and communication in place for all Club policies.	<p>Overall:</p> <ul style="list-style-type: none">• All existing Club Policies collated and uploaded to "Policies" area of Club Website• Identify review schedules for all Club Policies• Identify aspects of Club operation for which there is no Policy and create policies as appropriate <p>Risk management:</p> <ul style="list-style-type: none">• Identify and draft Risk Management Plans (RMPs) for areas not yet covered• Develop supporting process documents, which support all developed RMPs• Ensure that safety and risk management policies and procedures are understood and embraced by the membership <p>Assets register:</p> <ul style="list-style-type: none">• Develop and maintain a comprehensive assets register, policy and a central system for monitoring member borrowing of Club assets <p>Member protection:</p> <ul style="list-style-type: none">• Member protection policies are developed and in place (including child protection, anti-discrimination and harassment, responsible service and consumption of alcohol, smoke free environment)• Responsibility for member protection policies is allocated to a Committee member, with Flag Officer accountability

STRATEGIC PLAN – EXECUTION, MONITORING & CONTROL

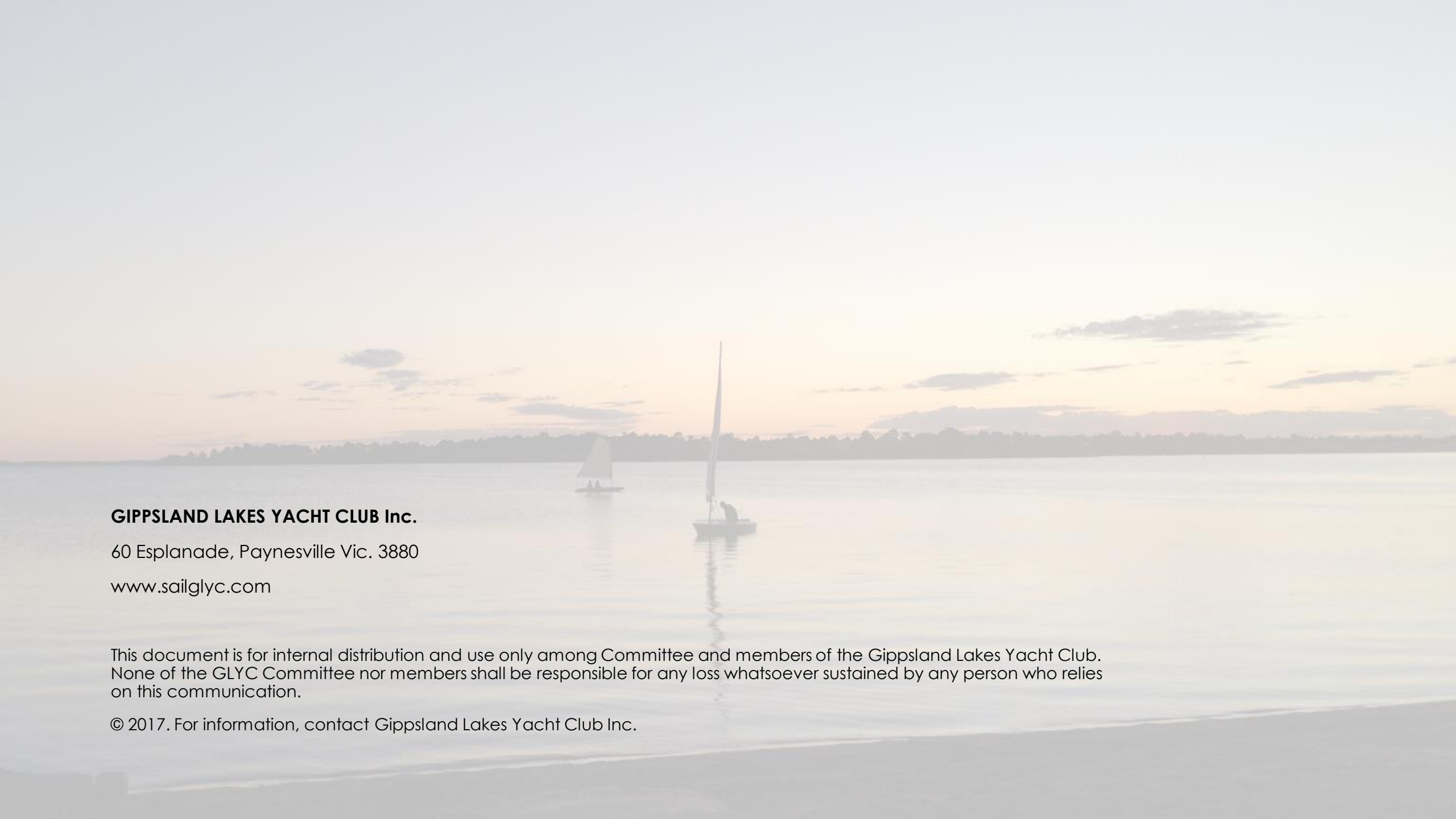
Accountability for the execution of this strategic plan rests with the GLYC Commodore(s) across the 2017-2021 seasons. Appropriate handover will occur as people transition into this position (specifically in June / July of the transition year).

Responsibility for the progression of initiatives in the identified focus areas will be allocated to the flag officers as the Commodore, with Committee endorsement, sees fit. These include Commodore, Vice Commodore, Rear Commodore and Immediate Past Commodore, and may change throughout the seasons according to that positions focus and expertise.

The Committee and General Club Members will be **consulted with and contribute to** the advancement of key initiatives. All Club members will be informed of progress and developments via communications within The Wanderer (the GLYC newsletter) and in a specific update at the Annual General Meeting each year.

The agreed future monitoring and review schedule of the GLYC Strategic Plan will be as follows:

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Distribution of finalised strategic plan 2017 - 2021	X					
AGM update on progression of strategic plan	X	X	X	X	X	X
Wanderer update on specific progression of prioritise initiatives for the season		X	X	X	X	X
Strategic assessment health check (via the Australian Sailing Club StrategyAssessment tool)				X		
Strategic planning ideas workshop					X	
Distribution of finalised strategic plan 2022 - 2027						X

A serene sunset scene over a body of water. The sky is a mix of soft pinks, oranges, and yellows, with a few wispy clouds. In the distance, a dark silhouette of a tree line or shoreline is visible. Two sailboats are on the water; one is larger and closer to the center, with its reflection clearly visible in the calm water. The other is smaller and further away to the left. The overall mood is peaceful and quiet.

GIPPSLAND LAKES YACHT CLUB Inc.

60 Esplanade, Paynesville Vic. 3880

www.sailglyc.com

This document is for internal distribution and use only among Committee and members of the Gippsland Lakes Yacht Club. None of the GLYC Committee nor members shall be responsible for any loss whatsoever sustained by any person who relies on this communication.

© 2017. For information, contact Gippsland Lakes Yacht Club Inc.