



**THE ROYAL PRINCE ALFRED YACHT CLUB**

## **STRATEGIC PLAN**

**2016 – 2020**

***“EXCELLENCE IN SAILING”***

***Our vision is to provide a world class yachting facility that attracts and involves members in the enjoyment of sailing.***

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## Executive Summary

The 2016-20 Strategic Plan is a continuum of the 2011-15 Plan which represented a turning point in the manner that the Club evaluated and approached the Club's strategic positioning in Sailing and the broader sporting environment with the added overlay of evolving societal factors and trends.

The Strategic Planning Committee together with Management has further elevated the level of analysis from the 2011-15 plan, for both qualitative and quantitative information, to provide a clear and well-reasoned picture of our member base and strategic issues for identified member segments and in turn the Club generally.

This analysis was drawn from both system data and numerous other qualitative feedback sources including, of course, our biennial member survey and various other individual interviews, formal and informal, and committee comments. The input of all groups and individuals into this process was greatly appreciated and valued.

There are 5 Strategic Pillars which represent the foundation of our 2016-20 Strategic Plan.

- SAILING
- MEMBERSHIP
- COMMUNICATION
- FACILITIES
- FINANCE, GOVERNANCE & RISK

This year the Committee identified unique segments within the Membership which had similar views and behaviours and this enabled us to better understand the desires of these groups and their satisfaction levels with the services provided by the Club. Within the framework of the Pillars, segment priorities and objectives have been formulated and some initiatives developed in response to the analysis gained through the segmentation process.

As with the 2011-15 Plan, the Priorities/Initiatives will be dynamic and need to be carefully managed through the period by Board, Committees and Management. Indeed our 2011-15 Plan achieved some outstanding results for the Club overall, however with the benefit of hindsight there were some actions taken which were right on strategy but did not work and conversely there were others which considerably exceeded expectations and created other ancillary issues to resolve, highlighting the need to maintain diligence and ongoing review on the execution of action plans and prioritisation of resources to optimise the outcome.

Bottom line is we will need to keep "on strategy" but open to amending actions to best meet evolving circumstances and whilst some segments will be primarily connected to an activity area (e.g. Cruisers-Cruising, Youth- Centreboard) all plans will need to be cohesive and work on a "One Club" basis.

Finally it should be recognised that The Royal Prince Alfred Yacht Club has an outstanding record of achievement across a vast array of measures over its near 150 year history and is currently in a very sound state. This Plan has been developed to build on those achievements, preserve the legacy of our forebears and position the Club to fulfil the aspirations and needs of current and future generations of members well beyond our Sesquicentenary year.

Ian Audsley

Michael Lockley

James Mayjor

## Key objectives and results from the 2011-2015 Strategic Plan

**Objective:** Promotion of defined pathways by which training course participants may join the club.

**Outcome:** Sailing pathways, supported by Australian Sailing launched in 2013

**Objective:** Regular information evenings to be held for all members.

**Outcome:** A number of Information Sessions were trialled, attendance at these sessions waned and it was felt detracted from the Club's General Meetings. Focus has been ensuring information on Club developments and achievements and key issues are adequately ventilated through Club communication platforms and particularly at the General Meetings.

**Objective:** Conduct widely publicised and well supported cruises. Organise a longer cruise (250+ nm) at least every three years. Education program to give confidence to new members. Maintain First Friday and other cruising social activities to assist integration of new members.

**Outcome:** Long off shore cruise run every 2 years and well attended. Training support topics provided through various informational and social nights. First Friday run every month and very well attended.

**Objective:** Adopt the Training Strategy component of Club's Strategic Plan with particular focus on increasing the population of people who can sail and marketing the Club to those participants.

**Outcome:** Amount of people trained per year at The RPAYC is as follows - 2012 -599. 2013 – 710. 2014 – 1247. 2015 – 1151. Membership increases followed these trends.

**Objective:** Increase the population of people that can sail. By providing on water learn to sail classes for children and adults and increasing the number of students who become members.

**Outcome:** Tackers piloted and adopted. Halverson Scheme implemented to encourage non sailing families to become involved. Learn to Sail participants are continually increasing from 599 students in 2012 to 1151 students in 2015. Youth member numbers have also increased mainly through a revised family membership structure. This enables youth members to feel a part of the club and has also had a reverse marketing effect to drive parents to become members as part of the Family Membership. Youth Member number are as follows 2011 – 122, 2012 – 186, 2013 – 222, 2014 – 244, 2015 – 265. Centreboard racina fleet sizes followed these trends.

**Objective:** Assist non-racing members with on-water skills development by conducting relevant courses and supporting cruising event organisers.

**Outcome:** Thorough program implemented ahead of the long cruises which are generally very well attended. Many cruising members joining training offerings. Support from sailing office provided on an as needs basis.

**Objective:** Assist members in obtaining sailing-related compliance qualifications. By conducting courses on radio operation, safety and survival at sea, race event management aspects, senior first aid etc.

**Outcome:** All courses conducted at least annually

**Objective:** Assist talented members under age 26 to compete in National and International events. Through IYF (now YCSF), support selected members under age 26(now 23) who show promise and commitment at higher a competitive levels. Beneficiaries to assist with club training and marketing as volunteers.

**Outcome:** Achieved

## MEMBERSHIP

**Objectives:** Amend the By-laws to require 10 years of membership rather than the current 5 years, before consideration be given to the allocation of a berth for a member's motor vessel on the marina

**Outcome:** By Laws amended

**Objective:** Plan and implement a system to integrate and socialise new members into the Club

**Outcome:** New Member Induction nights run 2 – 3 times per year. New Member Induction Manual developed. New Member follow up calls undertaken by Membership Committee after 3 months of joining.

**Objective:** Establish new channels for members to provide feedback on Club activities and Club life in general.

**Outcome:** All Members surveyed every 2 years. 2011, 2013, 2015. Very successful approach, Members feel listened to and management and committees have a better understanding of the views of the greater membership.

**Objective:** Develop a Club wide communications plan with regular communications outlining all aspects of Club life.

**Outcome:** Weekly e-newsletter developed for all areas of the Club. Separate regular racing, cruising, centreboard, marina/boat owner e-mails sent out. Alfred's News developed further to provide more comprehensive coverage of the Club. Social media activated and exploited.

**Objective:** Provide a convenient way for members to select and monitor their communications preferences (e.g. mailing list subscriptions, whether to receive newsletter and accounts by post or email).

**Outcome:** Members have indicated their preference and recorded on system. Updates when and if the preference changes. Savings of approximately \$12k pa realised since 2012.

**Objective:** Organisation and promotion of specialty events (e.g. Boat Show and similar events) to attract new visitors and showcase the Club.

**Outcome:** Sail Expo events 2012, 2013, 2014, 2015. Helps build profile of club among sailing community and established stronger relationships with boat brokers and industry businesses. Roughly 1,900 attend each year. Yields approximately 40 new member each year

**Objective:** Surveys of member satisfaction levels.

**Outcome:** 2011, 2013 & 2015 surveys completed with a minimum 42% response rate. General trend toward increasing satisfaction levels in many areas, although work required within Sailing. Good measure of the return of investment of various initiatives on member satisfaction – ref investment in food & beverage upgrades.

## CLUB LIFE

**Objective:** Implement a House Entitlement Scheme to encourage members to use the F&B services and in doing so interact with fellow members in the clubhouse.

**Outcome:** Scheme has been implemented with increased trading in F&B. Increased trading also result of renovations and improved customer service levels.

**Objective:** Restrict discounts to members only. Issue membership cards with photo ID.

**Outcome:** All Members have photo ID however additional work needs to be done to quarantine Member benefits.

## FINANCE AND ASSETS

**Objective:** Maintain world- class assets though; Annual maintenance program, Annual five year rolling CAPEX plans, Updating 'whole of life' CAPEX plan every five years in context of the Facilities Master Plan, using members' skills to assist with the management and oversight of facilities related work

**Outcome:** All up to date & continually revised.

**Objective:** Develop underutilised assets for benefit of members. In the Plan's timeframe achieve more cost-effective utilisation of the Moonbar building.

**Outcome:** Moonbar development completed with Jack Gale Centre for training, new lawn for centreboard, and two out of three tenancies leased and operating.

**Objective:** Concentrate CAPEX on sailing related assets with the benefits of CAPEX to be tested in terms of increasing participation in on-water activities. Align priorities for investments and maintenance with sailing and membership objectives. Priorities are Moonbar to support training activities & income generation. Crystal Bay upgraded hardstand capabilities & IdS support. A Arm renewal necessary.

**Outcome:** Moonbar complete, Crystal Bay hardstand upgrade in progress, A Arm development in progress.

**Objective:** Strong governance of finance & implementation programs. Financial governance structure lead by the Board. Allocate responsibility and define roles for strategy execution to volunteer committees by way of formal delegations and committee charters. Improve the definition of expectations and management authority. Board to approve and monitor annual strategic initiatives.

**Outcome:** Ongoing

## Changes to Membership and Participation over the last 5 years

<b>Membership Demographics</b>	<b>1/12/09</b>	<b>1/12/15</b>	<b>difference</b>
Total Members	1699	2013	+314
Full Members	902	845	- 57
General Members	444	448	+4
Spouse	262	460	+198
Youth	91	256	+165
Average Age of the Membership	55	59	+ 4 years
Average Tenure of Membership	13	12.4	- 6 months
Average Age of New Members	55	44	- 9 years
<b>Participation</b>			
Number of Boats Racing annually	87	94	+7 boats
Number of Boats Cruising annually	30	24	- 6 boats
Total Centreboard Boat Days	609	1054	445 boat days

Whilst total Member numbers have increased substantially over the past 5 years, there has been a decline of Full Members which is a reason for concern as Full Members not only contribute the most financially, but are also the boat owners that drive participation in racing and cruising. An increase in Youth Members helps to secure the future of sailing and grows the sport, however they contribute very little financially. An increase in Spouse Members is seen as a positive step to getting families involved, yet again, does not contribute significant financial gains. As a result of the change in Membership numbers the focus needs to continue to remain on securing and increasing Full Members, most importantly participating boat owning Members which has the largest flow through to benefit all of Club Membership.

Racing participation has increased by seven boats annually over the year which is positive, however more needs to be done in this area to get as many boats participating as possible. An increase of 445 Centreboard boats racing annually is extremely positive.

## The RPAYC 2015 Membership Survey

The key features of the RPAYC 2015 Membership Survey Report are included below, as well comparative results across all three surveys. This snapshot allowed the Strategic Planning Committee to measure the success of prior initiatives and investments, satisfaction levels and to identify relevant trends. Further analysis occurred by combining this quantitative research with key qualitative themes extracted from the open ended comments, which was then combined with the segmentation analysis to better understand individual segments within the Membership base. Further information on the Member Segmentation process and the outcomes can be found on page 14.

The RPAYC again commissioned Taverner Research to undertake the 2015 RPAYC Membership Survey. All Members aged over 18 years old were invited to participate in the online survey with a total of 783 responses received during the fieldwork period (22nd October to 23rd November, 2015). This represents a response rate of 46.8% amongst all members invited (an increase from 42.3% in 2013) and provides a robust representation of all Member segments and is therefore a reliable sample of the total Membership database.

The key measures listed below were used as primary inputs in forming the Strategic Plan and are highlighted in more detail below.

- Performance of RPAYC Overall
- Performance Results for RPAYC Services
- Importance of RPAYC Services
- Value for Membership
- Usage of RPAYC Services
- Specific results for RPAYC Services

The following snapshot from the research paper will show that the Club is performing very well overall, and has some outstanding results in several service areas, yet there are some issues that need addressing in particular around Race Management and Value for Membership. Sailing races was voted the number one priority for Members of the Club which reinforces the focus of the Strategic Plan.

The results of the Member Survey were viewed in conjunction with the detailed segmentation work that identified the main participation areas in order to develop objectives and actions to best direct Club resources. The Survey open ended responses for each Segment were also analysed to further understand the level of satisfaction relevant to each Segment. More detail on the segmentation work will follow this Member Survey snapshot.

## Membership Survey - Key results and comparisons from past three Surveys

### Performance of RPAYC Overall

In 2015 a new question was introduced which asked all Members to rate the perception of Performance of the Club Overall. This measure was used to understand perceived performance at the global Club level, as well as providing a measure which could be used in combination with other data in understanding overall importance and performance of the Club in particular areas. Nearly nine out of ten (87%) Members indicated the Club had been performing 'Very good' or 'Good' and only 3% of the Members surveyed gave an overall performance rating of 'Poor' with less than 1% (n=3) Members giving a rating of 'Very poor'.

### Performance Results for RPAYC Services

Member ratings of performance are the most important measure of Club services for the RPAYC to understand where improvements are required and where areas are currently performing well, as well as to determine if past initiatives have worked. The best performing services in 2015 according to those who used each service area were:

- Marina facilities for sailing vessels (93%)
- Boat maintenance facilities and services (90%)
- Organised cruises (89%)
- Sailing races (89%)

The four areas Members rated as the lowest in 2015 (based on the proportion of Members who used these services who rated these services as 'Very poor' or 'Somewhat poor') were:

- RPAYC promotional activities for sailing competition & racing (12% somewhat poor or very poor)
- RPAYC sailing office (11% somewhat poor or very poor)
- Race management (11% somewhat poor or very poor)
- Hardstand vessel storage facilities (10% somewhat poor or very poor)

There is concern regarding the low ratings received for some elements of Sailing Competition and Race Management as these are the core business of the Club. Initial plans to improve this rating form part of the Initiatives in the Strategic Plan.

### Performance Rating Comparisons

SERVICE	2011	2013	2015
Car Parking	90	90	87
Food & Beverage	68	81	86
Marina Facilities	85	93	93
Hardstand Facilities	NA	68	69
Boat Maintenance	95	96	90
Sailing Races	84	90	89
Sail Training	78	78	76
Organised Cruising	82	84	89
Club Organised Social Acts	50	68	66
Gym Facilities	42	56	67

### Importance of RPAYC Services

Below is the ranking of importance of services as indicated by all respondents to the survey.

At the total sample level, sailing races (30%) and marina facilities for sailing vessels (28%) were rated by Members as the two single most important service areas out of their Top 5 most important services.

Food/beverage facilities was the service area most nominated in the top five most important areas for Members with more than four out of five (82%) nominating this area.

Parking was another area that was nominated as important to Members with two-thirds (65%) nominating this in their top five most important services from those presented.

1. Sailing Races
2. Marina Facilities
3. Food & Beverage Facilities
4. Convenient Parking
5. Boat Maintenance Facilities and Services
6. Organised Cruises
7. Race Management
8. Sail Training
9. Club organised social activities
10. Gym facilities
11. Promotional activities
12. Administration office
13. Hardstand storage facilities
14. Sailing Office
15. Tenants

### Value of RPAYC Membership

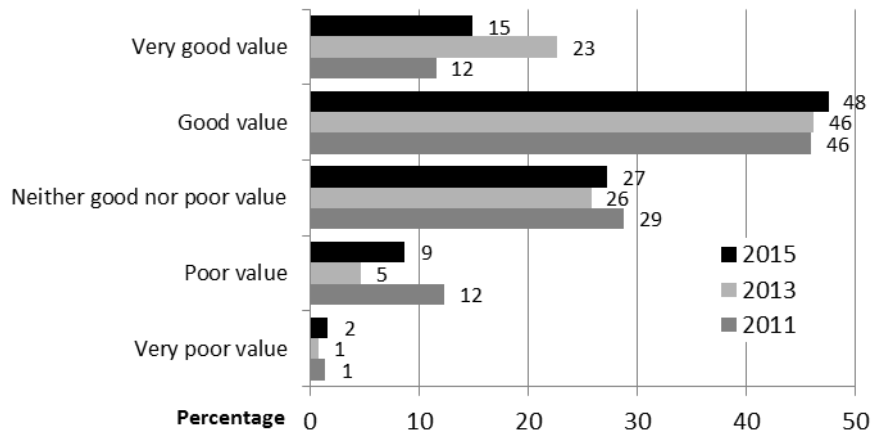
In the 2015 RPAYC Member Survey all Members were asked to rate the value they derive from their membership with the RPAYC. As shown in the below chart, in 2015 the proportion of Members who felt that their membership was 'Very good' (15%) was significantly lower than in 2013 (23%), however this proportion was still greater than in 2011 (12%).

It is worthwhile noting that the decline in Member perception of value is inconsistent with an increase in the majority of other performance elements measured throughout the survey.

The decrease in value that Members stated they derive from their membership was evidenced by the proportion of Members who rated value as 'Very' or 'Somewhat poor' having almost doubled in 2015 (11%) from 2013 (6%).

The fact that the proportion of Member ratings of 'Very good' decreased significantly and 'Poor' ratings were almost doubled indicates that across the Club Members perceive that they are deriving less value from their membership than they were in 2013, returning to similar levels reported in the 2011 survey.

### Value of RPAYC Membership



### Value for Membership by Member Type & Activity

Demographic Group	% Very Good and Good	% Neither Good Nor Poor	% Poor & Very Poor
ALL MEMBERS	62	27	10
<b>MEMBER TYPE</b>			
Full Ordinary/Intermediate Members	56	30	14
Senior Members	77	19	4
General Members	57	29	14
Spouse Member	71	23	6
Other (primarily Absentee Members)	54	41	5
<b>USAGE OF RPAYC SERVICES</b>			
Racing	58	28	13
Cruising	69	26	5
Centreboard	39	32	29
Training	56	31	13
Storage/Waterfront Services	60	28	12
Yard Services	62	27	11
Hardstand (based on NOT N/A at Q7a)	58	27	15

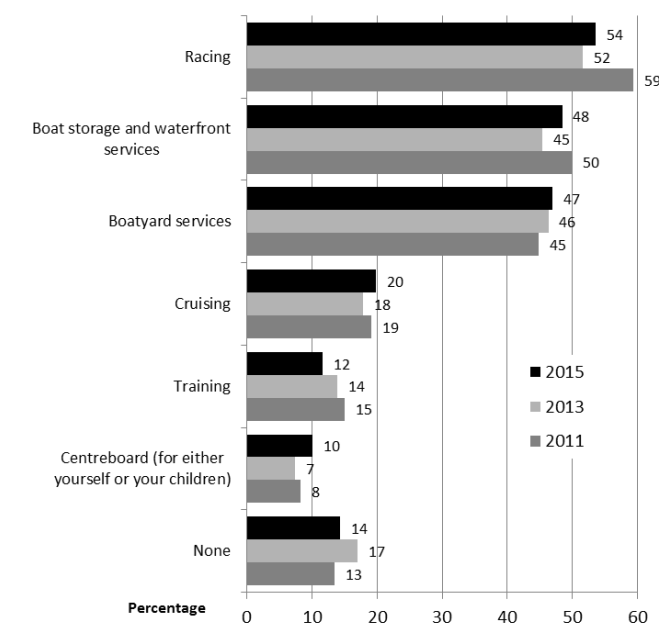
### Usage of RPAYC Services

In 2015 all Members were asked about their usage of RPAYC services, with ratings of key areas taken, to identify if and where these services need improving. The current standing of these services is detailed here, based on Member ratings and feedback of services used. Information is also provided comparing this year's Member results with the results obtained in 2011 and 2013 to identify where areas have improved, declined or performance has remain unchanged.

Services used in 2015 were as follows;

- ✧ Over half of the Members surveyed had raced with the RPAYC in the past 12 months (2011, 59%; 2013, 52%; 2015, 54%)
- ✧ Nearly half had used the RPAYC Boat storage and Waterfront services (2011, 50%; 2013, 45%; 2015, 48%)
- ✧ More than two out of five (2011, 45%; 2013, 46%; 2015, 47%) had used the RPAYC Boatyard services
- ✧ One out of five had been involved in Cruising (2011, 19%; 2013, 18%; 2015, 20%),
- ✧ Involvement in Centreboard (2011, 8%; 2013, 7%; 2015, 10%) was the lowest out of all services, although had increased 3% from 2013, albeit only Adult members completed the survey so these figures are distorted downwards.

In 2015, a lower proportion of Members claim to not have used any RPAYC services in the past 12 months compared to 2013 (14% compared to 17%), being similar to the proportion reported in 2011 (13%).



## Results for Specific Service Areas

### Racing Results

ELEMENT	2011	2013	2015
Equipment Audit Implementation	74	73	62
On-water Race Management	79	86	78
Communication of Results	NA	84	76
Sailing Office Support	NA	81	70
Suitability of Race Courses	79	84	77
Format of the Racing Program	77	85	79
Effectiveness of Crew Register	32	42	42

Racing results are trending down in all areas except for Crew Register, which is already a concern as its rating is very low. Initiatives to address the declining performance level of Racing Results are a core priority for the 2016-2020 Strategic Plan.

### Centreboard Facilities

ELEMENT	2011	2013	2015
On shore facilities adequate to rig & launch	60	54	73
Volunteer to assisting in CB racing	54	60	54
Storage facilities adequate	40	48	70

All elements of the Centreboard Facility trended up which reflects the significant investment in that area both through the facility and the training program. Despite recording significant increases in the facility ratings the 'value for membership' ratings and 'net promoter score' (how likely are you to recommend the Club to friends and family) were lower for Centreboard, in comparison with other Segments.

### Marina

ELEMENT	2011	2013	2015
Condition of the Pen	94	90	89
Support provided by staff	84	89	89

While the performance rating of the condition of the marina pens is very positive (89%), this has gradually declined from 94% in 2011 and is likely related to the deterioration of the marina over time. The performance rating of support provided by the marina staff remains very high at 89%.

### Boatyard Results

ELEMENT	2011	2013	2015
Quality of Services	95	95	94
Value for Money	84	85	84

The quality of the Boatyard services remain extremely high with a performance rating of 94%, value for money remains consistent at 84%.

### Food and Beverage Results

ELEMENT	2011	2013	2015
Staff Service	81	85	90
Quality of Food	69	84	86
Value for Money Food	62	72	76
Quality of Wine	54	65	68
Value for money Wine	49	58	65

Member ratings for all food and beverage aspects at Halyards continued to improve from 2011 to 2013 through to 2015.

### Clubhouse Facilities

ACTIVITY	2011	2013	2015
Change Room Facilities	86	90	88
Edinburgh Bar	89	80	84
Foyer/ Reception	91	91	91
Outdoor areas off Halyards	86	93	92
Halyards	88	96	95
Overall Clubhouse Building	86	90	91
Pittwater Room	71	66	74

Halyards was identified as the Club facility in the best condition in both 2013 and 2015 with nearly all Members rating conditions as 'Very good' or 'Somewhat good'. This is likely related to the renovations of the facility undertaken between 2011 and 2013.

Further increases in Edinburgh Bar and Pittwater Room in the most recent survey are likely a result of investment into renovating those areas. All aspects of the Clubhouse facilities received ratings of 'Very' or 'Somewhat good' for their current condition by at least three quarters of Members.

## Understanding Membership

A key part of the strategic planning process this year was to better understand the Membership base and the variety of interests and attitudes that exist. The committee undertook a significant market segmentation process which involved utilising the data from the survey (both quantitative and qualitative) to divide the entire Membership up into subsets of Members which have common needs, interests, behaviours, and priorities. The committee identified three main activity areas – racing, cruising and private sailors – and further identified nine segments of members within the three main activity areas. The Committee developed strategies to target these segments with particular initial focus given to four priority segments that have the ability to help drive the Club's overall strategic vision. While the four priority segments have been identified it is important to note that as a dynamic plan, priorities will evolve as objectives are reached and with consideration to other external factors not present in the current environment.

The nine segments are outlined below. The segments listed in blue are the priority focus for the Strategic Plan. Those segments listed in black are a secondary focus of the plan.

**Youth:** Key characteristics: Aged under 23, Youth Membership category, raced in the last 12 months. Youth Members are predominantly involved in Centreboard, as well as Intermediate Youth Development and Youth Development programs. They have been a Member for approximately 3 to 4 years. The Youth segment is one of the key strategic focuses for the Club as success and vitality in this area helps to grow the sport of sailing and ensure future sailors and Members. By involving Youth in sailing the Club is aiming to create sailors for life. If children don't get involved through school, or friends of one of the Club's learn to sail programs, the chances of them picking up sailing when they are older is much lower. Investment in Centreboard is key to the future of the sport and the Club.

**Young and Busy:** Key characteristics: Aged 23-40, Intermediate/Full Member, Raced in the last 12 months. Young and Busy Members typically have external time and financial pressures (young families, mortgages) which make it hard to participate to the level that they would like. Many will return to Sailing as Crew when their external pressures are lightened.

**Young Skippers:** Key characteristics: Aged 23-50, Full Member, Raced in the last 12 months. Members in this segment still have time and finance pressures but have grown up sailing and now own their own boat, typically a centreboard boat due to its price and accessibility and ability to race in quicker formats.

The Young Skippers segment is one of the key strategic focuses for the Club as Young Skippers will develop into Club Skippers, which are the lifeblood of the Club. Keeping this segment engaged and racing and finding value in their Membership will ensure the vitality of the membership.

**The Crew:** Key characteristics: Aged 41-70, General Member, Raced in the last 12 months. The Crew is a very important segment in the Club and a key component of a successful racing program. Strategies need to be put in place to keep the Crew engaged and satisfied with their membership, as well as quarantining Member benefits so that only Members access the benefits afforded by Club membership.

**Club Skippers:** Key characteristics: Aged 51-70, Full Member, Raced in the last 12 months. The Club Skippers segment is the lifeblood of the Club. They own the boats that race, have the highest average spend per Member, and are responsible for bringing large numbers of Crew to the Club to race and participate. This segment consists of 17% of the entire Membership yet contribute 38% of the Club's income.

Club Skippers is a key strategic focus as these members are the backbone of the Club, contributing more financially than any other segment but also helping to secure the majority of the General Membership base. If Club Skippers are satisfied with their racing program and the Club's performance this will lead to increased satisfaction amongst Crew and continue to drive the overall Membership. Club Skippers form the bulk of Committee membership and Flag Officers.

**Master Sailor:** Key characteristics: Aged over 71, Full Member, Raced in the last 12 months. Members in this segment have typically been a Member for 18+ years. Keen racers, they have been sailing for many years and may not be racing as frequently due to age or illness, although many still regularly race. Most are Senior Members that have been long term participants and contributors to the Club. Generally not as active participants as they have been in the past, although many still race regularly, however they have a long history of demonstrated participation.

**Cruiser:** Key characteristics: Aged over 40, Full Member, Cruised in the last 12 months. Cruisers have been members for around 10 years and prefer to cruise with likeminded members rather than race, although still may race on occasion. Many Cruisers are serious and competent sailors participating in Blue Water sailing.

The Cruisers segment is a key strategic focus for the Club as these Members are highly involved in Club activities and contribute around 20% of the entire Club's income. Cruising represents an important activity for the Club and strategies to grow this segment, as well as lowering the average age are included in the Strategic Plan.

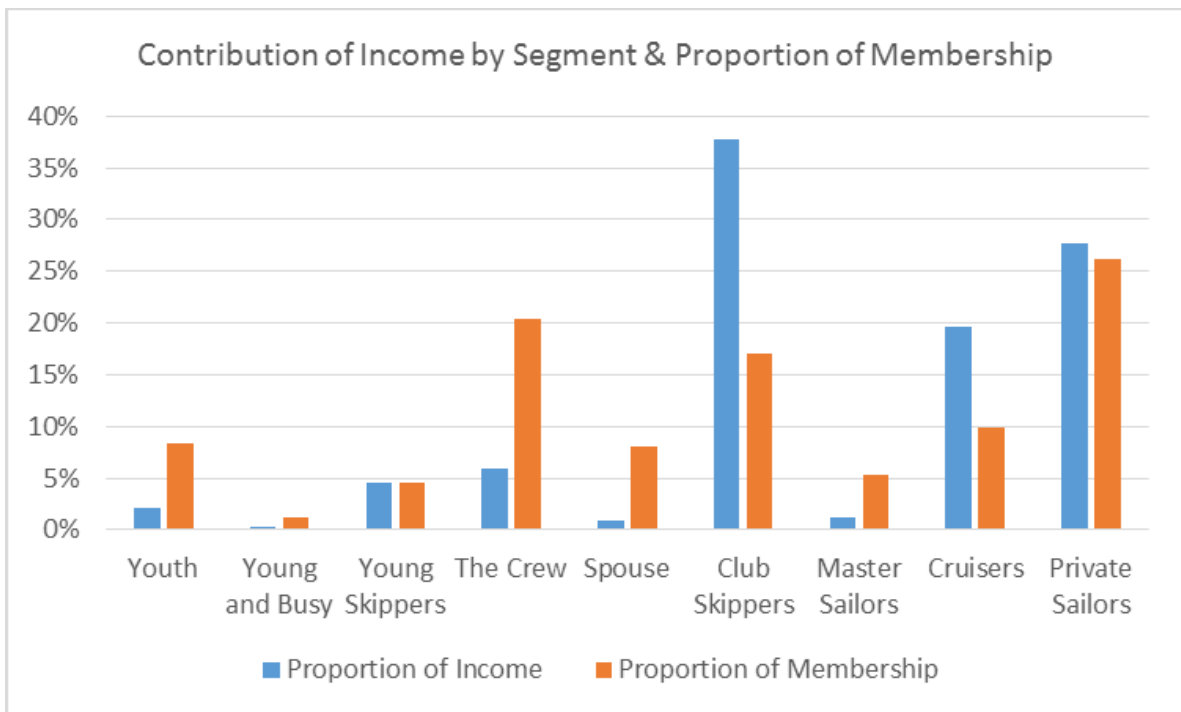
**Spouse:** Key characteristics: Aged 41-70, Spouse Member. Members in this segment have been a member for on average 8 or 9 years, typically following the involvement of their spouse who is the primary Member of the Club. If their spouse races, they are more likely to be involved at the Club through racing and food and beverage facilities. If the spouse Cruises, they are likely to be just as involved sailing as their spouse and are more likely to be involved in volunteering. Spouse are an important market for the Club to cater for to encourage greater family use and participation. Many Spouses are highly involved and competent sailors.

**Private Sailors:** Key characteristics: Aged over 41, Full Member, Doesn't Cruise or Race, primarily belongs to the Club for the marina. Private Sailors have been a member for on average 13 years, and may have cruised or raced previously, but now prefer to store their boat at a place with good facilities and access their boat regularly with family and friends. Typically use the Club facilities, particularly food and beverage less than actively participating Members.

## Member Segmentation –Income Contribution by Segment

The Membership Segments were analysed across a wide range of features including age, membership category, spend, attitudes to services, open ended responses, membership tenure, participation habits and many more.

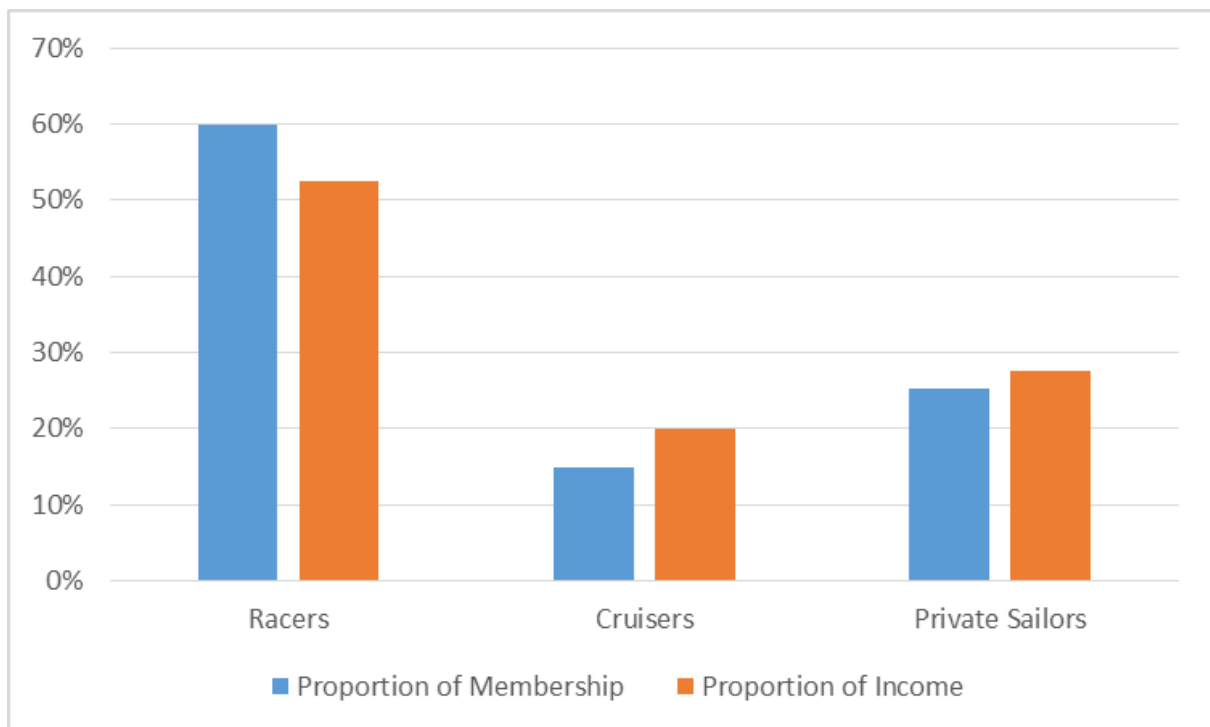
Two key feature measured and are displayed in the graphs below; Annual proportion of income Segment and Segment as a Proportion total Membership. As indicated below, the segments Club Skippers and Cruisers contribute a high proportion of income, particularly when compared to the proportion of total Membership. It's important to note that financial contribution is not considered the most important aspect of Membership at the Club, however it is vital for the future success of the Club to be able to measure where the financial contributions originate. Income contribution figures are also only a snapshot of current income and do not reflect the value of continued membership as each Segment moves through its Membership lifecycle.



	Proportion of Income	Proportion of Membership
Youth	2%	8%
Young and Busy	0%	1%
Young Skippers	5%	4%
The Crew	6%	20%
Spouse	1%	8%
Club Skippers	38%	17%
Master Sailors	1%	5%
Cruisers	20%	10%
Private Sailors	28%	26%

## Member Segmentation – Income Contribution by Activity

The Membership was also segmented according to the main activity each Member indicated was their primary activity at the Club. There are three main participation areas – Racing, Cruising, and Private Sailors. Income contribution data for each area was calculated with the results shown in the table below. While it may be expected that the Racers Segment will contribute more income given the graph above, the impact of the income contribution is diluted somewhat by the addition of the Crew to the Racers Segment which has the impact of increasing the proportion of Members participating in this activity, but reduces the average income contribution as the majority are General Members.



## 2016-2020 Strategic Pillars

Strategic Pillars	Sailing	Membership	Communication	Facilities	Finance, Governance & Risk
<i>Strategic Vision</i>	<i>To provide programs that encourage members to easily and sustainably participate in organised sailing activities which meet their sailing aspirations.</i>	<i>To provide membership privileges to those who are engaged in the Club's vision and objectives while retaining an active, sustainable, satisfied and participating sailing member community.</i>	<i>Facilitate an informed &amp; proud membership community which enables members to realise and maximise value from their membership and provide channels for members to offer feedback.</i>	<i>The provision of modern and welcoming, 'state of the art', world class facilities that assist members to participate and meet their sailing aspirations.</i>	<i>To achieve long term viability and stability in order to service Members' sporting &amp; related objectives under a robust governance structure which is responsive, efficient, equitable, transparent, accountable and where the risk is managed.</i>
<i>Strategy</i>	<p><b>PROVIDE WORLD CLASS RACING &amp; SAILING</b> Deliver a world class range of yacht racing and other sailing offerings and services that enable members to participate at differing stages of their life circumstances in an efficient and economically sustainable manner.</p> <p>Upskill volunteers, race management, members and staff through continuous training and development.</p> <p><b>PROMOTE PARTICIPATION &amp; INCREASE FLEET SIZES</b> Increase the proportion of the membership base that actively participate in club activities.</p> <p>Focus on identified growth classes and those that attract younger members, co-ownership and hardstand users.</p> <p>Facilitate Crew acquisition</p> <p><b>PROVIDE ACCESS TO TRAINING AND DEVELOPMENT FOR ALL AGES &amp; ABILITIES</b> In conjunction with Australian Sailing, promote and make available sailing opportunities to all members of the community including disadvantaged.</p>	<p><b>PRIORITISE MEMBER SATISFACTION</b> Deliver on the broad range of constitutional objectives and aligned member expectations.</p> <p>Quarantine Member Benefits by providing &amp; enhancing benefits &amp; opportunities for members on equitable terms while restricting access to such terms to non-members.</p> <p><b>FOCUS ON A PARTICIPATING MEMBERSHIP</b> Increase focus and value for active participants through value add and pricing strategies to ensure benefits accrue to those members who participate in the sporting life of the club and/or its wellbeing.</p> <p>Encourage and facilitate co-owned boats which will participate more frequently and bring more ancillary members.</p> <p>Increase involvement/membership of the 30-50 year old member</p> <p>Encourage regular visitors to contribute/ join.</p> <p><b>ENGAGE FAMILIES</b> Engage families and provide value to all family members.</p>	<p><b>INTERNAL</b> Ensure all members are able to easily (passively and proactively) access timely information.</p> <p>Tailor communications options to members' preferences and interests.</p> <p>Promote pride and positivity by promoting the Club's offerings &amp; achievements.</p> <p>Continual improvement in communication to members and community through revision and exploitation of technology</p> <p><b>EXTERNAL</b> Stakeholder awareness of the Club's activities, offerings and contributions</p> <p>Create a positive perception within the community including government and industry stakeholders</p>	<p>Maintain facilities to a 'world class' standard.</p> <p>To protect, enhance and maximise the value and use of the Club's assets.</p> <p>Investment decisions consistent with generating member value (tangible and intangible), the Club's long term asset replacement master plan and the strategic objectives.</p> <p>Prioritise expenditure that efficiently fosters and grows sailing and optimises value for members.</p> <p>Provide equitable use of all Club facilities to all members</p>	<p><b>FINANCE</b> The Club's financial condition should be handed to future generations in the same or better condition than it was received.</p> <p>Deliver services in an economically efficient manner with appropriate focus on optimising value to all members with due regard to equity and strategic objectives.</p> <p><b>GOVERNANCE</b> A governance structure which provides clarity of purpose, roles and responsibilities to ensure decisions focus on effective use of resources to deliver on the agreed outcomes.</p> <p>Committees with a balanced mix of commercial experience and skills and an understanding of the Club through demonstrated exposure to the diverse operations of the Club.</p> <p>Decisions will be equitable, transparent, accountable, ethical and justifiable and will represent the membership's best interests.</p> <p><b>RISK</b> A culture of safety and compliance for the protection of all stakeholders.</p>

## Strategic Pillar – Sailing

### STRATEGIC VISION

**Sailing - To provide programs that encourage members to easily and sustainably participate in organised sailing activities which meet their sailing aspirations.**

In order to achieve the strategic objectives for Sailing, the Club will increase initially focus on 4 key areas of Members – Youth, Young Skippers, Club Skippers, and Cruisers. This increased focus on 4 key areas should optimize impact positively across all segments and will help the Club to achieve its overall goals. . The Club will continue its core focus of providing exceptional ongoing daily support to help all Members achieve their sailing aspirations.

### Objectives

- Achieve 3 Youth Sailors in Top Ten places at grade 1 ISAF regattas annually
- Increase average Centreboard fleet size by 5% annually
- Build three One Design Fleets of more than six boats by end 2018 & ten boats by end 2020
- Increase race management satisfaction score for Young Skippers from 54 to 60% & to 70% by 2020
- Grow the Young Skipper segment from 89 to 94 in 2017 and to 101 in 2019
- Increase average racing fleet sizes;
  - o Wednesday – from 36 in 2016 to 38 by 2018 and to 42 by 2020
  - o Thursday – from 34 in 2016 to 37 by 2018 and to 41 by 2020
  - o Saturday Summer – from 43 in 2016 to 47 by 2018 and to 52 by 2020
  - o Saturday Winter – from 34 in 2016 to 37 in 2018 and to 41 by 2020
- Increase Club Skipper race management satisfaction score from 64 to 70% in 2017 & to 80% by 2019
- Increase Club Skipper crew register satisfaction score from 23% to 30% in 2017 & to 40% by 2019
- Increase number of active boats cruising in more than one organized cruising event per annum from 39 in 2016 to 44 by 2018 and to 50 by 2020
- Host three family cruising events annually by 2018 targeting those with small children
- Reduce the average age of cruising participants from 64 to 60 by 2020

### SAILING INITIATIVES

#### To provide World Class Racing and Sailing

- Build capabilities of race officers & volunteers through training opportunities, mentoring, exposure to alternate forms of race management and seminars
- Regular Race Management volunteer meetings to discuss best practice and learnings.
- Provide opportunities for Race Officers to experience events at other clubs and to work with highly regarded R/Os
- Provide on water support through the engagement of consultants to provide feedback and instruction.
- Encourage post-race evaluations among Race Committee team to focus on continuous improvement and learning.
- Fund and make available accredited training opportunities for R/Os
- Develop promotional material outlining Race Officer Pathway and promote volunteering as a viable and rewarding pathway to participate in Club life
- Encourage member participation in contributing to their club's outcomes (to 'give back').
- Review and consolidate racing program to ensure competitive fleet sizes
- Consider additional professional support on staff

**Who?**

**Mgt  
YRC**

**When?**

**Ongoing**

<p><b>Promote participation and increase fleet sizes</b></p> <ul style="list-style-type: none"> <li>- Remove barriers to participation.</li> <li>- Consider additional marina benefits for those who participate. .</li> <li>- Promote Centreboard classes as a competitive, affordable, family and time friendly alternative to keel boat racing.</li> <li>- Identify and build selected One Design fleets and provide support for the class and a dedicated 'champion' to drive promotion and participation.</li> <li>- Develop a costed fleet promotion plan for each fleet including funding which may be used to reduce entry fees, storage fees, add value to social events, promotional material etc</li> <li>- Identify private sailors and their reasons for non-participation in organised events. Address any common themes.</li> <li>- Consider engaging high speed, exciting and foiling classes such as moths, A Class catamarans etc to appeal to youth and those who seek the 'extreme'</li> <li>- Determine the racing/ regatta opportunities which appeal to the fleets (short form, condensed programs)</li> <li>- Consider centreboard summer "Ice Breaker" format regattas for those where weekly racing is less appealing</li> <li>- Develop a program to induct and care for new boats to the fleet</li> <li>- Develop promotional plan &amp; collateral which outlines the racing and cruising programs and offerings and how to become involved</li> <li>- Provide educational campaign on handicapping systems</li> <li>- Develop promotional programs to convert schools participants to Centreboard fleet racers/members</li> <li>- Establish a crew class for younger children to aid affordability and appeal to those who prefer teams</li> <li>- Review syndicated race offerings to determine if they would work within the current club structure</li> <li>- Promote and encourage co-ownership by educating members on value and options available</li> </ul> <p><b>Facilitate crew acquisition</b></p> <ul style="list-style-type: none"> <li>- Implement crew register system that better enables skippers and crew to meet and sail</li> <li>- Crew Register – seminars to explain use</li> <li>- Promote crew opportunities to broader community – Skippers seek Crew!</li> <li>- Develop programs to attract non-sailors and convert to competent crew</li> </ul> <p><b>Promote Family Opportunities across all areas; Racing, Cruising, Centreboard.</b></p> <ul style="list-style-type: none"> <li>- Promote family memberships and inclusion in Cruising to attract a younger and wider demographic. Identify a champion to promote and drive family cruising</li> <li>- Encourage family sailing opportunities through the formation of two and three generation regattas, as well as competition between family members eg. Laser comps (Elliotts Family v Family)</li> <li>- Reverse marketing to all Centreboard parents. Promote Lasers as a way to participate in sport with children and provide the opportunity for the family to sail together</li> <li>- Promote Centreboard as time efficient and economically affordable sailing for a wide range of age groups</li> <li>- Encourage and facilitate Youth Members to crew on racing keelboats and so gain wider experience and relationships with Full members.</li> </ul>	Board	2016/17
	YRC Mgt Board	Ongoing
	CB/ Mgt	2017/18
	YRC	2017
	YRC/Mgt	2017/18
	M'ship	2017/18
	YRC/CB	2017/18
	YRC YRC Mgt	2017 2017/18
	YRC/Mgt Mgt/CB	2017 2017
	CB	2017 2017/18
	M'ship/YRC	2018
	M'ship/YRC	2018 Ongoing
	Mgt	2017/18
	Mgt Mgt Mgt/YRC	2017 2017/18 2017
	Mship/Cruising	2018
	YRC	2018
	CB/Mship	2017/18
	CB/Mgt	Ongoing

<p>- Promote the sport of sailing as alternative sport for children, Tackers, Schools, Holiday camps. Focus on the Club Team to combat the individualized nature of the sport</p>	<p>CB/YRC Mgt Mgt</p>	<p>Ongoing</p>
<p><b>Provide access to training and development for all ages and abilities</b></p>		<p>Ongoing</p>
<p>- Provide access to training and coaching pathways throughout centreboard</p>	<p>Mgt/ CB</p>	<p>Ongoing</p>
<p>- Provide training to enable competent participation in club racing events</p>	<p>Mgt/YRC</p>	<p>Ongoing</p>
<p>- Maintain funding support to centreboard development through YCSF</p>	<p>Board/CoRC</p>	<p>Ongoing</p>
<p>- Continue to offer training and courses that suit the Membership's needs</p>	<p>Mgt/ CoRC</p>	<p>Ongoing</p>

## Strategic Pillar – Membership

### STRATEGIC VISION

**Membership - To provide membership privileges to those who are engaged in the Club's vision and objectives while retaining an active, sustainable, satisfied and participating sailing member community.**

### Objectives

- Increase Full Members numbers from 815 to 825 in 2017 and to 835 in 2019
- Increase membership value score for Young Skippers from 27% to 35% in 2017 survey & to 45% by 2020
- Achieve 85% participation survey completion rate of Facility Holders by September 2017 to better understand motivations for participation
- Increase Youth Membership annually by 5%

MEMBERSHIP INITIATIVES	Who?	When?
<p><b>FOCUS ON A PARTICIPATING MEMBERSHIP</b></p> <ul style="list-style-type: none"> <li>- Prioritise marina vacancies for participating vessels. Actively apply and promote the marina priority policy</li> <li>- Focus on the identified targeted Segments (Young Skippers, Club Skippers, Cruisers). –</li> <li>- Promote the racing program – FOC joining fee promo for racing.</li> <li>- Review the option of opening membership only open to <u>active</u> participants. Particularly those who intend to race, and crew. Conduct a 'needs assessment' on waitlist to determine feasibility of this approach.</li> <li>- Encourage skippers to have their crew join – awareness of the value their crew get vis a vis other sports and the costs (and who is funding them)</li> <li>- Rear Commodores to contact each member who express interest in their area to introduce themselves and facilitate integration. Ensure RC's meet each of these members at the new member evening.</li> <li>- Consider membership closing period to determine impact</li> </ul>	<p><b>Mgt</b></p> <p><b>Mgt Board M'ship</b></p> <p><b>All</b></p> <p><b>CoRC</b></p> <p><b>M'ship</b></p>	<p><b>Ongoing</b></p> <p><b>Ongoing</b></p> <p><b>2017</b></p> <p><b>Ongoing</b></p> <p><b>2017/18</b></p>
<p><b>ENGAGE FAMILIES</b></p> <ul style="list-style-type: none"> <li>- Promote Family Membership options across ALL activities</li> <li>- Promote pathways – Schools training into Centreboard, Centreboard to YD/Crew, One Design Racing, Skipper</li> </ul>	<p><b>All</b></p> <p><b>Mgt</b></p>	<p><b>Ongoing</b></p>
<p><b>QUARANTINE MEMBER BENEFITS</b></p> <ul style="list-style-type: none"> <li>- Increase discount differential between Non-members and Members and work hard to quarantine Member benefits</li> <li>- Continue to focus on increasing membership value – increase member discount in Boatyard (through increases in pricing for non-members), consider other add ons</li> <li>- Restrict access to non-members. Engage those visiting more than six times and encourage to join</li> </ul>	<p><b>Mgt</b></p> <p><b>CoRC</b></p> <p><b>Board</b></p> <p><b>Board</b></p> <p><b>Mgt</b></p> <p><b>Mgt</b></p> <p><b>Mship</b></p>	
<p><b>PRIORITISE MEMBER SATISFACTION</b></p>		

<ul style="list-style-type: none"> <li>- Continue to focus on the outcomes of the 2015 Member Survey and promote the changes made in response to the Survey.</li> <li>- Continually measure satisfaction and seek feedback on how to continually improve – F&amp;B spot surveys. Continue quick user-surveys in all areas to identify common themes and issues</li> </ul>	<p>All</p> <p>Mgt</p> <p>Mgt</p>	
<p><b>30 &amp; 40 YEARS MEMBERSHIP NUMBERS VALLEY</b></p> <ul style="list-style-type: none"> <li>- Formalise a hibernation program aimed at maintaining engagement during a sailing sabbatical for Young Sailors</li> <li>- Consider implementing sailing offering to target these groups. ie more affordable, time efficient.</li> <li>- Further review the 30-45 year old market paying particular attention to the reasons given as to resignations within this age bracket. Evaluate the appropriate method to engage this market with the potential to create less time intensive sailing options.</li> </ul>	<p>M'ship</p> <p>YRC</p> <p>Mgt</p>	

## Strategic Pillar – Communications

### STRATEGIC VISION

**Communication - Facilitate an informed & proud membership community which enables members to realise and maximise value from their membership and provide channels for members to offer feedback**

### Objectives

- Redevelop website with focus on increased navigational ease by August 2017
- Feature the Club and it's Members in a minimum of 3 external awards submissions per year
- Ensure all regattas at the Club receive 6 weeks pre-promotion
- Ensure Member social events at the Club receive 6 weeks pre-promotion

COMMUNICATIONS INITIATIVES	Who?	When?
<p><b>RACE RESULTS</b></p> <ul style="list-style-type: none"> <li>- State of the art race result report – look at ways to improve current system</li> <li>- Measure communication effectiveness – trial new strategies and measure success</li> </ul>	<b>Mgt YRC</b>	<b>Ongoing</b>
<p><b>TAILOR COMMUNICATIONS</b></p> <ul style="list-style-type: none"> <li>- Use segmentation data to determine optimum methods of communication to ensure Members are exposed to the level of information required in the manner they prefer</li> </ul>	<b>Mgt</b>	<b>Ongoing</b>
<p><b>INTERACTIVE &amp; DIGITAL</b></p> <ul style="list-style-type: none"> <li>- Redevelop website</li> <li>- Review possible implementation of club APP to increase interaction and allow data gathering</li> <li>- Social media and digital marketing. Maintain momentum and explore future possibilities</li> <li>- Actively seek feedback</li> </ul>	<b>Mgt</b>	<b>Ongoing</b>
<p><b>EXTERNAL COMMUNICATIONS and PUBLIC RELATIONS</b></p> <ul style="list-style-type: none"> <li>- Seek more opportunities to participate in awards eg. Aust Sailing, MIA, ClubsNSW etc.</li> <li>- Communicate to the community RPAYC's contributions to the welfare of others.</li> <li>- maintain PR plan to keep RPAYC relevant and position club at forefront of industry</li> </ul>	<b>Mgt</b>	<b>Ongoing</b>
<p><b>TACTICAL PLANNING</b></p> <ul style="list-style-type: none"> <li>- Develop full marketing plan which maps out routine annual, monthly, weekly events &amp; cycles and when plans should be progressed, supports the Strategic plan initiatives</li> </ul>	<b>Mgt</b>	<b>Ongoing</b>
<p><b>IMPROVE MEMBER PERCEPTION OF MANAGEMENT CONTRIBUTIONS</b></p> <ul style="list-style-type: none"> <li>- Increase management contact with individual members ie. more contact &amp; improved 'visibility'</li> <li>- promote management actions ie. what is being done</li> </ul>	<b>Mgt</b>	<b>Ongoing</b>

## Strategic Pillar - Facilities

### STRATEGIC VISION

**Facilities - The provision of modern and welcoming, 'state of the art', world class facilities that assist members to participate and meet their sailing aspirations.**

### Objectives

- Maintain facilities to a 'world class' standard.
- To protect, enhance and maximise the value and use of the Club's assets.
- Investment decisions consistent with generating member value (tangible and intangible), the Club's long term asset replacement master plan and the strategic objectives.
- Prioritise expenditure that efficiently fosters and grows sailing and optimises value for members.
- Provide equitable use of all Club facilities to all members

FACILITIES INITIATIVES	Who?	When?
<ul style="list-style-type: none"> <li>- Plan for efficient use of available resources across all activity areas to provide assets that meet the needs of the membership while having regard to the long term objectives of the Club</li> <li>- Maintenance of all Club Assets to ensure they provide benefit for their full serviceable life</li> <li>- Maintain World Class assets and provide a clean, safe &amp; efficient environment with reliable and fully serviceable facilities</li> <li>- Maintain an annual maintenance program, providing an efficient maintenance replacement schedule for all Club assets</li> <li>- Maintain annual five year rolling CAPEX plans and ensure the 'whole of life' CAPEX plan is updated every five years in context of the Facilities Master Plan.</li> <li>- Use members' skills to assist with the management and oversight of facilities related work</li> <li>- Review boatyard operations with a view to expand capacity and maximise slipping capabilities</li> <li>- Maximise marina/mooring utilisation</li> <li>-</li> </ul>	<b>Board M&amp;D Mgt</b>	<b>Ongoing</b>

## Strategic Pillar – Finance, Governance & Risk

### STRATEGIC VISION

**Finance, Governance & Risk - To achieve long term viability and stability in order to service Members' sporting & related objectives under a robust governance structure which is responsive, efficient, equitable, transparent, and accountable and where the risk is managed.**

### Objectives

- The Club's financial condition should be handed to future generations in the same or better condition than it was received.
- A governance structure which provides clarity of purpose, roles and responsibilities to ensure decisions focus on effective use of resources to deliver on the agreed outcomes.
- A culture of safety and compliance for the protection of all stakeholders.

FINANCE, GOVERNANCE & RISK INITIATIVES	Who?	When?
<p><b>FINANCE</b></p> <ul style="list-style-type: none"> <li>- Ensure the long term survival of the Club by providing finance for facilities and activities that appeal to members.</li> <li>- Plan activities within funding capabilities by maintaining Sinking Fund concept. I.e. preserve depreciation and supplemented funds in separate bank accounts to finance major CAPEX. Other CAPEX to be funded from annual profits, whilst retaining a buffer of cash.</li> <li>- Concentrate CAPEX on sailing related assets</li> <li>- Maintain approach of break-even position after allowing for funding set aside for asset replacement, smaller capex, interest on SFBA</li> <li>- Fund all capital projects with cash reserves (preference for no borrowing)</li> <li>- Set realistic annual budgets which allow flexibility to respond to changing needs and/or seize opportunities and allow the Club to maintain and upgrade facilities as necessary</li> </ul>	<p><b>FINCO Board Mgt</b></p>	<p><b>Ongoing</b></p>
<p><b>GOVERNANCE</b></p> <ul style="list-style-type: none"> <li>- Financial governance structure led by the Board</li> <li>- Allocate responsibility and define roles for strategy execution to volunteer committees by way of formal delegations and committee charters</li> <li>- Improve the definition of expectations and management authority.</li> <li>- Board to approve and monitor annual strategic initiatives.</li> <li>- Retain quality staff to increase continuity, member &amp; corporate knowledge and minimise risk</li> <li>- Ensure committee succession plan in place to maintain high standards in all committees</li> <li>- Decisions focused on outcomes for the 'entire membership' rather than individual groups</li> <li>- Ensure strong governance of finance &amp; implementation programs</li> </ul>	<p><b>Board Mgt</b></p>	<p><b>Ongoing</b></p>
<p><b>RISK</b></p> <ul style="list-style-type: none"> <li>- Maintain a conservative, low risk, finance stance</li> <li>- Ensure competent risk management including insurance of risks where appropriate</li> <li>- Ensure compliance across the full range of required areas. Review regularly and implement changes as necessary.</li> </ul>	<p><b>Board Mgt C'tees</b></p>	<p><b>Ongoing</b></p>

<p>- Allocate appropriate staff resources to oversee 'risk management' and ensure club liability is limited Retain &amp; develop a team of staff motivated to achieving this vision by providing a rewarding and satisfying working environment</p>	<p><b>Board Mgt</b></p>	<p><b>Ongoing</b></p>
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