



# Swan Yacht Club Strategic Plan 2013 - 2017

September 2013



# Purpose Statement - SYC



- SYC exists to:

Give members and locals access to an involved boating community and the social benefits of a “river-side lifestyle”.

# SYC Values



- Service
  - Professional & innovative
  - Friendly & relaxed



- Ethics
  - Honest
  - Socially and environmentally engaged

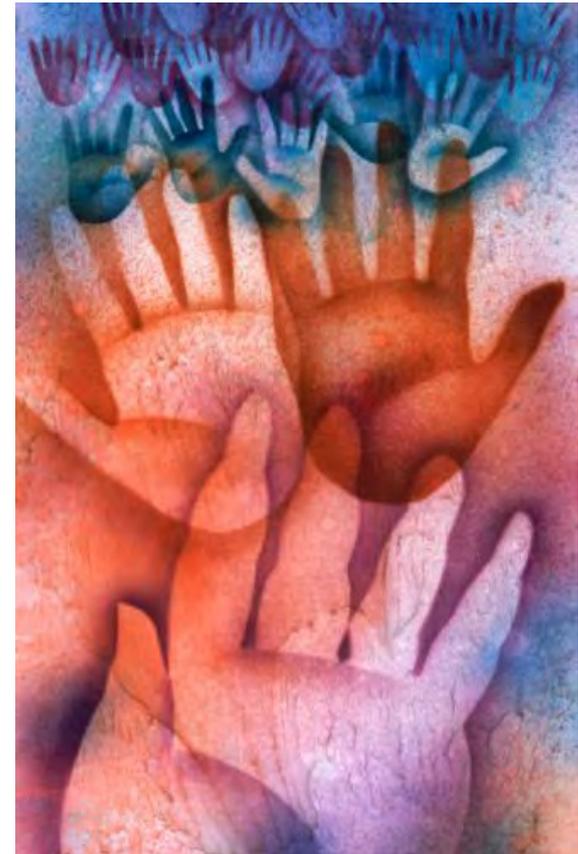


- Accessibility
  - Affordable
  - Safe & family friendly
  - Inclusive

Delivered via boating metaphors / with a boating sensibility

# Priority stakeholders

- Full members
- Social members
- Visitors
- Government agencies
- Sponsors
- Staff
- RGL (liquor licencing)
- Town of East Fremantle
- Swan River Trust
- Indigenous owners
- Boat owners



# Vision Statement



- SYC's long-term vision and tagline is:

Bringing life to the river

# The cornerstones of SYC's brand



# Purpose, vision and strategic pillars



# Strategic Pillars Defined



- Attracting & Engaging People:
  - We are highly **valued** by members, sponsors and our local community and our **people and culture** are a source of competitive advantage.



- Facilities and Infrastructure:
  - We have excellent **facilities and infrastructure** aligned with our strategic objectives.



- Financial Sustainability:
  - We are maximising our **revenue streams** and achieving our business objectives with **optimal efficiency**.

# 12 month vision (2013)

## SYC's 12 month vision is to:

### Attracting & Engaging People

- We have identified a compelling offer to key stakeholders (members, sponsors, staff, local community), that substantiates our vision and tagline “Bringing Life to the River”.
- We have identified partners who will help us achieve our vision and tagline. E.g. Swan River Trust, Marina Industries Association, Town of East Fremantle
- Our vision, values and strategy have been communicated to, and embraced by, all members of the team.
- We have rolled out a tool to assess the state of our culture (NPS).
- We are recruiting using our values.
- We have implemented a career development pathway for our staff including education and training.
- We have an innovation process in place.
- We have performance management and professional development processes in place for staff.

### Facilities and Infrastructure

- We have a facilities development and maintenance plan that is aligned with our vision and offer.
- The building renovation design is on target to meet our business and community objectives.
- We have a well constructed business plan in place for the new building, that identifies new revenue streams.

### Financial Sustainability

- We have identified and implemented financial management processes that are appropriate for our organisation and strategy.
- We have a robust financial plan in place and are operating to an agreed budget.
- Our financial position is reviewed on a regular basis.
- We are maximising existing revenue sources.
- We have identified one significant new revenue stream for the Club.

# 2 year vision (2015)

## SYC's 2 year vision is to:

### Attracting & Engaging People

- Our members share our purpose, vision and values.
- We have a communications plan in place to promote the evidence behind our offer and tagline, and is aligned with our values, including:
  - PR plan
  - Newsletter
  - Social media
- We have a suite of strategic partnerships with individuals and organisations that will help us realise our vision.
- Our partnerships (both new and existing) are operating effectively.
- We are building a values-rich culture, and have begun measuring its strength.
- Our recruitment plan is helping us attract high quality staff.
- Staff are proactively engaging in education opportunities.
- Our innovation process is functioning and supported by a tolerance of risk.
- We are seeing a trend for social members to upgrade, either to interim-level or to full membership (even without a boat).

### Facilities and Infrastructure

- Our facilities and equipment are upgraded and aligned with our requirements.
- We have a renovation project plan that maps a clear path to delivering the project on time and on budget.
- Our renovation is incorporating all the environmentally sustainable features that we can afford.
- We are on-track to achieve EnviroDevelopment certification in several key areas.
- We have adequately planned for parking.

### Financial Sustainability

- We have investigated and are actively pursuing effective methods of reducing costs, e.g.
  - Shared services with similar organisations.
  - Outsourcing.
  - Partnering with other organisations in delivery of services.
  - Form a buying group for goods and services, infrastructure maintenance, electrical work. Approach tradespeople as a consortium.
- We have secured several new income sources for the Club.
- We have identified an initiative for enlisting member and community financial support for our building renovation.

# 5 year vision (2017)

## SYC's 5 year vision is to:

### Attracting & Engaging People

- Full membership is growing and is attractive to members with and without boats.
- New methods of boat storage have been implemented.
- Our full members and social members are involved in and contributing to the club.
- We have implemented clever signage around the site that is aligned with our brand, offer, vision and values.
- We have achieved several significant outcomes associated with both the environmental and social sides of our promise “Bringing Life to the River”, and have communicated and leveraged these effectively.
- We are networking with other similar organisations for critical mass and to achieve shared objectives.
- Our website design and content is aligned with our strategy.
- Our people and culture are helping us achieve our strategic objectives.
- The Club’s culture and brand are tightly interwoven and understood by key stakeholders.
- The boating story and history, and marine cues are woven through the brand.
- The measurement result for our culture is improving.
- Recruitment and retention of high quality staff is a strength.

### Facilities and Infrastructure

- Our facilities and building renovation are supporting the delivery of our offer and the generation of associated new revenue streams.
- Our sound infrastructure investment decisions have set us up for long-term success.

### Financial Sustainability

- Our strong financial position is allowing us to invest in achieving the goals set out in our strategy.
- We are maximising potential income streams, including:
  - Membership.
  - Sponsorship.
  - Income associated with service delivery.
  - Marketing and fundraising initiatives.
  - Merchandise.
  - Events.
  - Food and beverage offer.
- All our revenue raising activities are closely aligned with and reinforce our offer, vision and values.