

Queenscliff Cruising Yacht Club Inc.

STRATEGIC MANAGEMENT and BUSINESS PLAN 2011 -2013

Revised September 2011

*Queenscliff Cruising Yacht
Club Inc.*

STRATEGIC
MANAGEMENT
AND BUSINESS
PLAN

2011 – 2013

As Adopted
by the
Committee of Management
at its Meeting
on the 13th September 2011

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EXECUTIVE SUMMARY

Boating demographics around Port Phillip are changing and QCYC must be able to respond to such change if it is to continue to thrive. The underlying strategy of the past, which has been the preservation of what had been in place as the Queenscliff Cruising Yacht Club for some decades, must now be complimented by the development of activities at the club that ensure QCYC remains in demand as a boating facility and destination for as broad an array of members and visitors as possible.

The period 2007 -2011 has seen major improvements to the facilities offered by QCYC and it is now important to ensure that we do not miss the opportunity to share our location and facilities with the broader community so that QCYC is seen to play a major role in the sailing and more particularly the cruising activities on, from and to Port Phillip.

Nevertheless QCYC is no different to any other club in that for it to survive it must have membership participation and support. So, to be assured of this, the Committee of Management's top priorities must always be our own members' needs and expectations.

ACTION PLAN 2011/2013

The following action plan encapsulates what is proposed for the immediate future of the club

1. Club Ownership:

- **1a. Prepare a detailed lease proposal for 2016 onwards.**
- **1b. Develop a detailed site plan for future club extensions**
- **1c. Develop an ongoing relationship with Parks Victoria as our potential future landlord**
- **1d. Participate in developments to the seabed areas including the fairway and swing moorings to the West of the Club in collaboration with Parks Victoria.**

2. Club Administration:

- **2a. Streamline business methods and procedures for club administration.**
- **2b. Review OH & S protocols; Enhance safety and fire fighting capability**
- **2c. Maintain a high standard of wharf and fairway facilities as key club assets**
- **2d: Increase the effective size of the club's executive workforce by co-opting of members onto subcommittees or working parties reporting to the Committee of Management on specific tasks**

3. Club Membership:

- **3a. Membership Drive emphasising new club facilities, water depth and wharf capacity**

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- **3b. Prepare program for 50 year anniversary and use as basis for club PR and a membership drive**
- **3c. Develop training and Junior boating activities and create an identifiable Junior Membership Base**
- **3d. 2011/2013: Strengthen affiliations with other clubs by encouraging interclub visits.**

4. Club Finances:

- **4a. Asset Maintenance must remain a top priority**
- **4b. Capital Investment must favour assets which enhance future income**
- **4c Seek Club Sponsors**
- **4d. Widen the Club’s income base through a user-pays strategy for all users of club facilities.**
- **4e. Modify fee structure to encourage increased utilisation during off-peak periods and spread income generation into the non-peak periods**
- **4f. Develop a register of donation needs in conjunction with overall future site plan**

The above is to be implemented throughout the life of the Plan, [from 1st July 2011 to 30June 2013], in accordance with the Implementation Schedule.

Budget Summary 2011-2013

Period	Profit/(Loss) (Excl depn.)	Cash Reserves	Capital Works	Cash Balance at Year End	Proposed Capital Expenditure
<i>2008-09</i>	\$ 10,000	\$ 95,000		\$ 95,000	
<i>2009-10</i>	\$ 77,000	\$ 172,000	\$ 88,500	\$ 83,500	North Wharf Restoration & Extension \$72,000 + \$16,500
<i>2010-11</i>	\$ 43,000	\$ 126,500	\$ -	\$ 126,500	South & North sea wall stabilization & minor causeway repairs \$37,000 expended
<i>2011-12</i>	\$ 60,000	\$ 186,500	\$ 50,000	\$ 136,500	Road/Sea Walls \$20,000 Club House renovations \$30,000
<i>2012-13</i>	\$ 45,000	\$ 181,500	\$ 100,000	\$ 81,500	Club House renovations/ Club boats \$100,000

Revised 1 August 2011

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PART I: STRATEGIC PLAN

1. PREAMBLE

The Rules of QCYC and this Strategic Plan establish a head of power for QCYC's executive body, the Committee of Management, to structure, function and conduct its business on behalf of the Club, but with due regard for:

- The Rules of the Queenscliff Cruising Yacht Club Inc. -otherwise known as the Constitution
- This Strategic Management and Business Plan.
- Laws pertaining to such organisation's business and activities.
- Best business management, financial and administrative practices.
- Rules, protocols and practices within the yachting fraternity, and
- Membership needs and expectations.

- Notes:
- 1 Should this Plan be in conflict with any provision within the Rules of QCYC Inc, then such provision shall prevail
 - 2 Should this Plan be in conflict with any Federal, State and Local Government Legislation, By-Laws or Regulations, then such shall prevail.

The Club's Strategic Plan was initiated in 2007 following a survey of members' ideas for the club.

The Strategic Plan laid the foundations for the Club's executive, the Committee of Management, to govern and manage the Club over the long term.

The Strategic Plan and its associated "Management Plan" have been revised biennially to provide the Committee of Management with objectives, milestones and timelines to work towards within each two year period

The Strategic Plan and its associated "Management Plan" have also been reviewed annually, a report produced on progress against the milestones and modifications to the plans recommended for approval by the Committee of Management.

From 2011 onwards the Strategic and Management Plans have been combined into a single document. The document is perpetual unless revoked by the Committee of Management and will still be subjected to the biennial revision and annual reporting as above. Amendments shall continue to be by way of a resolution carried by a two thirds majority vote of committee members. **Note: the term "Committee of Management" and the term "General Committee" as used in some QCYC documents refer to the same entity.**

This document "Strategic Management and Business Plan" covering the period 2011-2013 was tabled at the Committee of Management meeting on the 13th September 2011 and following some minor amendments was adopted.

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2. VISION STATEMENT

To maintain and enhance the unique identity of the club and its venue for the benefit of both current and future members,

3. STRATEGY IN PURSUIT OF THIS VISION

Preserve Existing Club Attributes

The Club environment, particularly those features which distinguish QCYC from other boating facilities

Access to the Queenscliff facility by full members at all times.

Membership affordability, especially for full members and family members.

User-pays, self help and voluntary/honorary concepts.

Capitalise on Recent Improvements in Club Facilities:

Capitalise on our enhanced water depth, increased wharf capacity and improved in house facilities to attract new members and also encourage current members to use their club more.

Increase the Scope & Level of Club Activities

Increase younger age members through functions/activities specifically targeting younger age group.

Promote and conduct more activities and events that are to the members liking, especially during the off-peak periods.

Provide a balance of water based and shore based activities and bias such activities towards off-peak periods.

Compile and publish in January of each year a “QCYC Events Calender” which includes local Queenscliff community events.

Offer to organisations [not just boating organisations], use of the Queenscliff facility during off-peak periods for social functions, meetings, seminars and the like.

Promote QCYC as a destination for” Women in Sailing “activities.

Develop local knowledge –based training programs for members and non members – target younger participants.

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Improve Time-Management of Berthing Facilities

Broaden the Income Base

Broaden the Club's income base through widening the membership base and by increasing the scope and level of activities spread over the year as above.

Seek sponsorships.

Set up a donation wish list – seek benefactors.

Raise the Club's Profile & Representation

Publicise and promote the Club at every opportunity especially through local Queenscliff media.

Conduct raffles and other charity fund-raising activities and publicise this through local media.

Raise QCYC's representation with yachting, cruising and boating associations.

Become more involved with statutory and other bodies in all matters related to yachting and cruising

Raise QCYC awareness with other yachting, cruising and boating clubs through affiliated clubs and other means.

Ensure QCYC representation at Government forums and the like, particularly with planning, environment and other issues that impact on the Club.

Acquire and sell Club apparel that is fashionable and appealing to members.

Celebrate the 50 year commemoration in 2012/13

Identify More with the Queenscliff Community

Maintain interaction with the Queenscliff Borough Mayor and counsellors.

Become better acquainted with the Federal Member for Corangamite and the State Member for Bellarine.

Maintain relations with the Commanding Officer of Safe Base Bravo.

Become better acquainted with the Swan Island Golf Club President and committee.

Continue to conduct raffles and other charity fund-raising activities and publicise these donations through local media.

Continue donating to local charities and publicise such donations.

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Offer to organisations [not just boating organisations], use of the Queenscliff facility for social functions, meetings, seminars and the like during off-peak periods.

Convene an Annual Open Day at the Queenscliff facility and invite local dignitaries and the public.

Combine with all clubs rally to Queenscliff

Secure Long-Term Tenure & Rights of Access & Rights to Conduct Activities

Secure long-term tenure over the land that QCYC occupies, or needs, prior to expiry of the current lease in 2016.

Preserve and where appropriate enhance the Club's rights of access.

Preserve and where appropriate extend the rights to conduct Club activities.

Consider whether to include sea bed in new lease.

Continue to Maintain & Develop Facilities

Maintain the Queenscliff facility and its amenities in good order.

Develop the Queenscliff facility and its amenities as necessary to meet needs and expectations of current and likely future membership

Expand the Queenscliff facility, but only when absolutely necessary to satisfy growth demands.

Introduce a Safety System

Introduce a safety system with standards appropriate for a sporting and recreational organisation such as QCYC.

Appoint a Safety Manager [honorary] to implement and operate the system.

Promote safety awareness with members in respect of their water and land based activities.

Implement a process for reporting and dealing with incidents and accidents and for hazchem compliance, disaster planning and the like.

Improve Security

Develop closer working relations with the Swan Island security service.

Appoint a Security Officer [honorary] to liaise with the security service on all matters relating to security such as access [including emergency access] and the like.

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Raise Environmental Awareness & Compliance

Enhance Environmental Sustainability at QCYC and reduce carbon footprint; document native plantings, consider tanks for water and solar for energy in future club designs.

Raise the level of environmental awareness within QCYC, especially with issues that relate to the Queenscliff area and QCYC in particular.

Appoint a person to liaise with the necessary authorities and monitor the Club [spills, waste, asbestos and the like].

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Part II. QCYC GOVERNANCE and CLUB MANAGEMENT

QCYC's Committee of Management is vested with executive powers under the Rules of QCYC Inc,*. It is ultimately responsible to the members for all matters relating to the Club. Through such governance it serves the best interests of the Club and its members and it is answerable to them.

The Committee of Management's activities, in the course of governing the Club, shall specifically include, but not be limited to the following:

- Subscribe to the Strategic Plan.
- Govern the Club in accordance with the Rules of QCYC Inc., the Strategic and Management Plans
- Issue a Business Plan in June of every alternate year, and conduct the Club's business in accordance with the Business Plan.
- Make By-Laws in accordance with the Rules of QCYC Inc.
- Represent the Club at the highest levels of Government, at other organisations, clubs and the like.
- Make commitments on behalf of the Club by entering into leases, contracts, service agreements and the like.
- Make all payments and investments on behalf of the Club.
- Report against the business plan and financial statements and present same at Committee of Management and Annual General Meetings.
- Create a management structure, and appoint persons to work within the management structure and ensure they conduct their business, all in accordance with the Management Plan
- Review the Rules of QCYC Inc. annually and propose amendments to them when deemed necessary. Review the Strategic Plan, the Business Plan, the By-Laws and the Management Plan regularly and amend where necessary.

COMMITTEE OF MANAGEMENT as defined in the Rules of the QCYC Inc:

Section 21 which states:

- (i) *The affairs of the Association shall be managed by a Committee of Management constituted as provided in 23.*
- (ii) *The Committee:*
 - (a) *shall control and manage the business and affairs of the Association;*
 - (b) *may, subject to these rules, the regulations and the Act, exercise all such powers and functions as may be exercised by the Association other than those powers and functions that are required by these rules to be exercised by the Association other than those powers and functions that are required by these rules to be exercised by Special General Meetings of the members of the Association; and*
 - (c) *subject to these rules, the regulations and the Act, has power to perform all such acts and things as appear to the Committee to be essential for the proper management of the business and affairs of the Association.*

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22.

- (i) *The Officers of the Association shall be: -*
- (a) *Commodore*
 - (b) *Vice Commodore*
 - (c) *Rear Commodore*
 - (d) *Honorary Treasurer*
 - (e) *and Honorary Secretary.*
- (ii) *The provisions of Rule 24 of the Constitution, so far as they are applicable and with the necessary modifications, apply to and in relation to the election of persons to any of the Offices mentioned in sub-clause (i)*
- (iii) *Each Officer of the Association shall hold Office until the Annual General Meeting next after the date of his election but is eligible for re-election.*
- (iv) *In the event of a casual vacancy in any Office referred to in sub-clause (i), the Committee may appoint one of its members to the vacant Office and the member so appointed may continue in Office up to and including the conclusion of the Annual General Meeting next following the date of his appointment.*

23.

- (i) *Subject to section 23 of the Associations Incorporation Act 1981, the Committee shall consist of-*
- (a) *the Officers of the Association and*
 - (b) *8 ordinary Members - each of whom shall be elected at the Annual General Meeting of the Association in each year and who shall be elected by a class of members that constitutes not less than 60% of the total membership including temporary or honorary members.*
- (ii) *Each ordinary member of the Committee shall, subject to these rules, hold office until the Annual General Meeting next after the date of his/her election but is eligible for re-election.*
- (iii) *In the event of a casual vacancy occurring in the Office of an ordinary member of the Committee, the Committee may appoint a member of the Association to fill the vacancy and the member so appointed shall hold Office, subject to these rules, until the conclusion of the Annual General Meeting next following the date of his appointment*
- (iv) *The Retiring Commodore shall be an ex-officio Member of the Committee for a period of 12 months following his retirement. He shall be known as Immediate Past Commodore.*
- (v) *The Flag Officers of the Club and at least three members of the Committee shall be owners of boats on the Club Boat Register.*

Specific Management Role of the Committee of Management

- *Manage QCYC in accordance with the Rules of the QCYC Inc. and the Strategic Plan and conduct business in accordance with the Implementation Plan.*
- *Uphold the Club's By-Laws.*
- *Keep in touch with the membership and satisfy their needs and expectations.*

The Executive

The Executive comprises the Flag Officers: Commodore, Vice Commodore, Rear Commodore plus the Hon. Treasurer and the Hon. Secretary and shall be free to conduct internal Club business [to the satisfaction of the Committee of Management as

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a whole], but in respect of dealing with Governments, Councils, external bodies, organisations, contractors, etc., it shall only liaise, negotiate, obtain quotes and the like on behalf of the Committee of Management. It shall not make any commitments, financial or otherwise, assurances, obligations, or enter into any agreements [whether they be verbal or otherwise] on behalf of the Club that are binding.

Public Officer

The Public Officer shall be the Secretary of QCYC and shall be responsible for notifying the Registrar of his appointment and address and for annual submission of the statement of accounts approved at the AGM as required by Sections 28 and 30 of the Associations Incorporation Act 1981.

Sub-Committees and Posts

The management structure also includes sub-committees and posts. Sub committees shall be staffed by more than two persons and Posts shall be held by individuals. The design of such structure shall be such that the Club's business is effectively managed and workloads are distributed equitably. Job descriptions, responsibilities, accountabilities, reporting and the like shall be clearly established in the structure. The Committee of Management shall fill the sub-committees and posts with elected committee persons, but where this is not possible the Committee of Management may fill posts with members who have not been elected.

All positions shall be honorary.

Systems & Processes

Systems for the Sub-Committees and broader based functions such as accounting, safety and quality shall be developed and introduced together with processes to work within systems, all with regard to the Rules and the requirements of the Associations Incorporation Act 1981.

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Part III IMPLEMENTATION

1. MANAGEMENT CRITERIA

Management criteria, that is those attributes of the Club in terms of attributes that the Committee of Management needs to be aware of and what it needs to consider when implementing this Plan, are listed separately in Appendix 1.

2. ACTION PLAN 2011/2013

The following action plan encapsulates what is proposed for the immediate future of the club. It repeats the plan in the opening abstract

1. Club Ownership:

- **1a. Prepare a detailed lease proposal for 2016 onwards.**
- **1b. Develop a detailed site plan for future club extensions**
- **1c. Develop an ongoing relationship with Parks Victoria as our potential future landlord**
- **1d. Participate in developments to the seabed areas including the fairway and swing moorings to the West of the Club in collaboration with Parks Victoria.**

2. Club Administration:

- **2a. Streamline business methods and procedures for club administration.**
- **2b. Review OH & S protocols; Enhance safety and fire fighting capability**
- **2c. Maintain a high standard of wharf and fairway facilities as key club assets**
- **2d. Increase the effective size of the club's executive workforce by co-opting of members onto subcommittees or working parties reporting to the Committee of Management on specific tasks.**

3. Club Membership:

- **3a. Membership Drive emphasising new club facilities, water depth and wharf capacity**
- **3b. Prepare program for 50 year anniversary and use as basis for club PR and a membership drive**
- **3c. Develop training and Junior boating activities and create an identifiable Junior Membership Base**
- **3d. 2011/2013: Strengthen affiliations with other clubs by encouraging interclub visits.**

4. Club Finances:

- **4a. Asset Maintenance must remain a top priority**
- **4b. Capital Investment must favour assets which enhance future income**
- **4c. Seek Club Sponsors**

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- **4d. Widen the Club’s income base through a user-pays strategy for all users of club facilities.**
- **4e. Modify fee structure to encourage increased utilisation during off-peak periods and spread income generation into the non-peak periods**
- **4f. Develop a register of donation needs in conjunction with overall future site plan**

3 Detailed Programs and Priorities

The flowing table summarises programs and priorities for 2011 to 2013

H High / M Medium / L Low

	Need	Urgency	Cost	Time Frame and Priority
50 Year Anniversary and Membership Drive	H	H	L	2012 in time for January 2013 Our birthday Priority: High
Plan of future Site Developments	H	H	L	Subcommittee to report by April 2012 Priority: High
Develop Lease Proposal	H	M	L	2012 in time for preliminary meetings with DSE and Parks Victoria Lease renewal date 2016 Priority: Medium
Kitchen	H	H	M	Will need to be redesigned to carry out upgrade in stages over three years. Priority: High 2011/2012
South Wharf Engineers Report	H	H	L	Engineers report on future maintenance of South Wharf Priority: High
Club Office	M	H	L	Bosun’s Locker upgrade Priority: High
Sea Walls	M	M	H	Storm damage prevention or repair Priority: Medium
Recreational and training facilities	M	L	M	Priority: Low
Club Apparel	M	M	L	Trial of new emblems and related apparel Priority: Medium
Public Relations	M	L	L	Ongoing throughout the term of the Plan. Priority: Low
Club Boats	M	L	L	Club owned fleet of low-maintenance dinghies for summer sail-training Priority: Low
Management of Swing and Pile	L	L	L	Monitor outcomes of current developments by Parks Victoria

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	Need	Urgency	Cost	Time Frame and Priority
Moorings				Priority: Low
Dredging	L	L	L	Monitor water levels and water depths Create ongoing records. Priority: Low
Club Rescue Boat/Ferry	L	L	M	Essential with sail training Fleet: Priority: Low

Notes expanding on the summary table

Maintenance 2011-2013

Maintenance and preventative maintenance will ensure that our facilities and amenities remain in a good state of repair, safe for members to use for many years to come.

Clubhouse and surrounds:

Require continuous preventative maintenance of both clubhouse exterior and the indigenous gardens developed over the 2010/2011 period. Some \$ 30,000 per annum is allowed in the budget for such eventualities:

Wharf and berthing Facilities:

With the completion of dredging and development of the 30 metre fairway, removal of the Western Road and its re-establishment to the East as an all-weather road and the completion of upgrades to existing and new wharfs the club now has a substantially improved capacity to berth its members' boats.

Preventative maintenance of these facilities will be of two kinds:

• **South Wharf :**

Although the South Wharf Anodes have been replaced with totally new fittings (August 2011), the steel piles that form part of the south wharf may also need special treatment around them in the area between the high and low water marks so as to protect them from corrosion, and thereby extend their life by 15-20 years. A further engineer's report is required to determine the extent and best methodology for preservation of the South Wharf.

• **Sea Wall:**

As the height of the lawn and planted area which now forms part of the reinforcing of the sea wall is gradually increased, extra rock additions to the sea wall are planned to further improve its effectiveness and reduce erosion. This becomes a form of preventative maintenance rather than a major capital expenditure.

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Works and Initiatives for 2011-2013

a. Works:

- **Kitchen:** The existing kitchen was built around the late seventies – early eighties and has withstood considerable use over the years, but its life is limited and it is barely coping with demands during peak periods. The donated Kitchen is relieving some of the pressure. A modern and more durable design that that will better serve the needs of members, and be more aesthetically acceptable is called for in the Plan. Expenditure on the kitchen will be a major priority in 2012-2013 as part of Staged Plans for Clubhouse Development that are to be developed and included in this plan as Appendix II.
- **Club Office:** Alterations to the structure of the Bosun's locker to create a small Club Office will be undertaken in 2011-2012, taking advantage of the recent improvements in the Club's shed as the primary club storage site.
- **Recreation and training facilities:** Improvements in recreation facilities and their further development into Training facilities is planned for 2012-2013 in time for their opening as part of the 50 Year celebrations.

b. Initiatives:

- **Club training boats** e.g. Dinghys for use in a summer training program.
- **Club Rescue boat/ Ferry**
- **Health, Safety and Environmental Compliance Review**
The Plan calls for an ongoing review of all matters relating to health, safety and compliance.
- **Sale of Club Apparel**
With current stocks of club apparel either outdated or depleted, new club apparel of a modern, fashionable design is needed. A glass display cabinet is required. Stock should be largely made to order to minimise outlays and provide members with an efficient means of purchase. Profit for the club will be by way of a small commission. This will promote the Club.
- **Public Relations**
The Plan calls for the Committee of Management to promote QCYC and this will be done as follows:

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- *Club Members & Visitors*
A QCYC welcome pack will be printed for issue to members and visitors when they arrive at the Club explaining how the club the Club works and what is expected of them. Club newsletters and forms will be made available in the Club foyer. Club apparel will be available for purchase.
- *Yachting Fraternity*
Informal affiliations with other Yachting and Boating clubs will be sought to enhance QCYC's growing good name within the cruising fraternity. Club events and activities will be promoted through such Clubs and visits to Queenscliff will continue to be strongly promoted with special rates struck to encourage club visits. Publicity will be sought through boating magazines. An "Annual Club Calendar" will be published listing Club activities and local events.
- **Local Queenscliff Community**
An "Open Day" will be convened annually at which local politicians, councillors, tourist body's, media and service organisations will be invited. Combine with All Clubs Boating Rally to QCYC.
- **Council**
Honorary Membership will be extended to the Mayor and Councillors and continue for their term of their office. Club newsletters will be posted to them. They will continue to be invited to important Club events including the "Open Day".
- **Government**
Honorary membership will be extended to the local State and Federal Members and continue for their term of office. They will continue to be invited to important Club events including the "Open Day".
- **Private Enterprise**
Expand the number of relationships with private enterprise in the Queenscliff area, or elsewhere; details on a case by case basis. It is not intended to seek sponsorships at this stage.

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PART IV FINANCIAL MANAGEMENT

Overall Strategy and constraints:

Business Plan 2011 – 2013. Queenscliff Cruising Yacht Club:

This Part of the Plan establishes costs for the various works and initiatives identified in Part 4, together with income estimates over the period of the Plan.

It implements works and initiatives with regard to cash flow.

The plan recognizes that the club has three major assets with which to generate the income needed for the club's continuing existence:

First are our 500 members who provide both our major source of income and also the voluntary support which the club needs to function.

Second is our wharf with which the club earns further income from both members and visitors.

Third is our clubhouse and surrounding areas which provide a destination for members and invited visitors to enjoy with or without a boat at the wharf.

QCYC Budget Projections 2008-09 to 2011-13

Period	Profit/(Loss) (Excl depn)	Cash Reserves	Capital Works	Cash Balance at Year End	Proposed Capital Expenditure
<i>2008-09</i>	\$ 10,000	\$ 95,000		\$ 95,000	
<i>2009-10</i>	\$ 77,000	\$ 172,000	\$ 88,500	\$ 83,500	North Wharf Restoration & Extension- \$72,000 + \$16,500
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<i>2012-13</i>	\$ 45,000	\$ 181,500	\$ 100,000	\$ 81,500	Club House renovations/ Club boats \$100,000

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Budget 2011-2013:

When developing the fee structure for 2012/2013, the importance of keeping costs to the members as low as possible has been foremost. We have adopted the policy that within reason those members using the club and wharf facilities the most should bear more of the cost than those members whose use of the club is more that of a sustaining member. Fees for 2011-2013 also take into account our need to continue to rebuild our reserves over this period in anticipation of capital works in the near future. If we are not successful in accumulating reserves, our only resort is to recognize that

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significant capital works will require a levy on members at the time when those works become essential. The fee structure for 2012/2013 does not include any form of levy. The fee structure aims to achieve an income that will cover the essential annual running costs of the club and at the same time add approximately \$30,000 per annum to the club's reserves specifically for future capital works.

Items expected to be covered as part of the annual running costs include an amount of approximately \$40,000 per annum in repairs or upgrades to major capital items as shown in the above budget projections from 2009 to 2013.

All annual expenditure will be limited to that which rebuilds the reserves to \$181,500 during 2013. The budget recommends \$100,000 from these reserves be applied for capital works during 2013.

FEE STRUCTURES

QCYC Wharfage & Visitor Charges 2011-2012 GST inc.	
Members	2010-11
Member Wharfage - Boat on Register (<i>Note 1</i>)	\$ 10.00
Member Wharfage - Boat not on Register (<i>Note 2</i>)	\$ 30.00
Member's Visitor (<i>Note 3</i>)	\$ 5.00
Non Members	
Non Member Wharfage (<i>Note 4</i>)	\$ 40.00
Non Member Visitor	N/A
Club Arranged Visits Wharfage	\$ 30.00
Sundry Charges	
Club Key	\$ 10.00
Ice per bag	\$ 3.00
Burgee	\$ 60.00
Note 1	
Maximum of 60 nights per annum and Wharfage and Visitors capped at \$20 per night. After 60 nights per annum subject to Club approval \$20 per night.	
Note 2	
Maximum of 60 nights per annum. After 60 nights per annum, \$35 per night, however, any extended stays are at the Committee's discretion.	
Note 3	
No charge for children under 13 years of age.	
Note 4 Non member vessels cannot be left unattended overnight.	

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	Current 1-Jul-11	Proposed 1-Jul-12
i . Annual Subscription Incl 10% GST		
Senior Member	\$ 177.00	\$ 180
Forty Year Member	\$ 177.00	\$ 180
Disabled Member Concession	\$ 70.00	\$ 70
Junior /Student Member	N/A	N/A
Honorary Member	Nil	Nil
Honorary Life Member	Nil	Nil
Family Member(per Family)	\$ 270.00	\$ 275
Absentee Member	\$ 104.00	\$ 106
Emeritus Senior Member	\$ 100.00	\$ 100
Causeway User	\$ 57.00	\$ 60
Gold 10 Year Senior Membership	N/A	N/A
Gold 10 Year Family Membership	N/A	N/A
ii. Joining Fee		
Junior Member	N/A	N/A
Senior Member	\$ 208.00	\$ 212
Family Member (per Family)	\$ 260.00	\$ 265
iii. Boat Register		
Boat Joining Fee	\$ 177.00	\$ 180
Annual Boat Registration Fee	\$ 92.00	\$ 94 <small>includes dinghy storage</small>
Dinghy Registration Fee (Member)	Nil	Nil
Dinghy Registration Fee(Non Member)	\$ 63.00	65
iv. Application Fee		
Application Fee	\$ 208.00	Nil

Notes:

Membership Joining Fee

A membership joining fee is payable by a person initially joining the Club as a Senior or Family Member.)

Membership Cap & Waitlist

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The current Membership Cap of 500 has been with the Club for quite some time and cannot be increased significantly until the Queenscliff facility's capacity to accommodate more members and their boats during peak periods, is increased. There is however no waiting list as of August 2011.

Membership Application Fee

The application fee is payable by a person initially applying for Senior, or Family Membership. It does not apply to a member changing his / her membership category. The application fee will be waived for the duration of a membership Drive in 2011-2012 at the discretion of the Committee of Management.

Members boats on the Register

Members' boats on the Club Register have berthing priority over all other boats.

Comments on Budget:

Priority expenditure must be on wharfs and seawalls to maintain our capacity to berth boats and to continue to show our landlords our financial commitment to the site. Other expenditure on gardens, landscaping and internal fixtures and fittings must only be done within the budget restraints while the reserves are restored.

The strategic plan has been modified to eliminate a salaried Caretaker/ Manager position and the >\$70,000 cost of such a position. Instead, subcommittees or working parties headed by appointed members from the Committee of Management will be created with responsibilities for specific areas of management e.g. Safety/Quality Assurance e.g. Lease and Site management. Such sub-groups will be expected to co-opt extra members with appropriate expertise and will report to the Committee of Management with specific recommendations for approval.

This strategy aims to expand the capacity of the Committee to handle the increasingly complex legislative and related issues facing the management of the Club whilst recognizing that the alternative, salaried staff cannot be financed by the Club's current income.

As shown above the following priorities are added for 2011-2013 to the list of capital and/or maintenance expenditure from previous plans:

1. North Wharf Restoration: \$72,000 completed in early 2010
2. North Wharf Extension: \$20,000 completed in May 2010
3. Road redirection: \$30,000 and associated sea wall stabilisation completed in October 2010
4. Sea wall stabilisation: up to \$40,000 financial year 2010-2012 now unlikely to be needed. Completion of the road redirection and landscaping of the old road in October 2010 appears to have reduced the need for significant sea wall stabilisation.

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5. Causeway: Minor repairs up to \$10,000 p.a.
6. Club House Renovations: \$30,000 Scheduled in 2011-2012 budget years
7. Club House Renovations: \$100,000 Scheduled 2012-2013 years
Renovations 2011-2013 to include:
Kitchen, Bosun's Locker/Club Office, enhanced recreational area and development of training facilities. Individual priorities to be set by the Planning subcommittee report due April 2012.
8. Purchase of Club owned boats e.g. low maintenance dinghies for summer sail training.
9. Club Rescue Boat.

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INCOMINGS AND OUTGOINGS ESTIMATES

QCYC Budget 2011-12

Income	\$	\$
Bank interest	\$	5,000
Subscriptions/Boat reg and fees	\$	95,000
Wharfage & Visitors	\$	19,000
Bar takings	\$	20,000
Events	\$	7,000
Total Income		\$ 146,000
Expenses		
Insurance	\$	14,500
Rent & Rates	\$	5,500
Fire Safety	\$	200
Electricity	\$	4,500
Gas	\$	1,000
Water rates	\$	650
Telephone	\$	500
Committee Expenses	\$	1,600
Bar Supplies	\$	10,000
Clubhouse supplies	\$	3,500
Membership supplies	\$	3,500
Secretariat expenses	\$	2,100
Repairs & maintenance	\$	30,000
Depreciation	\$	65,000
Event expenses	\$	5,000
Other Expenses	\$	3,450
Total Expenses		\$ 151,000
Net Surplus/(Loss)		<u><u>-\$ 5,000</u></u>
Net Surplus Excluding Depreciation		\$ 60,000

Revised 1 August 2011

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Future Capital Investment register

Estimates of potential investments in QCYC site 2011-2021

Estimates only:

Club House Extension and Balconies: \$500,000* - partially funded 2012/3

Sea wall Permanent Rebuild: \$200,000

Grounds Development: \$150,000

South Wharf Replacement: \$300,000

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APPENDIX 1

1a. Club Attributes

Exactly what makes QCYC the successful club it is, how do yachtsmen and yachtswomen identify with QCYC through their membership, and what do they expect of their Club?

Features which have contributed to the Club's popularity / success over a long period include:

- **Location:**
 - Its location [close to the Rip], and its proximity to the popular seaside township of Queenscliff
- **Environment:**
 - On a secure sand-spit on an island
 - Adjacent to Marine and Coastal Parks
- **Club Members :**
 - Cruising and Boating Expertise
 - Knowledge of local waters
 - The Volunteer Culture of club members
 - Club Camaraderie
- **Other Attributes** which have contributed to the club's development include:
 - That it is an affordable second club for members who spend limited time, or visit the Queenscliff facility infrequently
 - That it is an attractive destination for a visit or stay for other members of the boating community
 - That it is a convenient staging point for cruising into, or returning from Bass Strait

1b Club Strengths:

As many of the above attributes are no longer unique to QCYC, future strategic plans must seek to reinforce those intrinsic values in which QCYC is strong.

Key Strengths:

- (i) Safety and Security as provided at the Sand Island sand-spit.
 - QCYC provides members with a safe and secure harbour for their boats
- (ii) The natural environment of the Marine Park and its surrounds.
 - QCYC provides a unique exposure to the natural environment
- (iii) QCYC Berthing Facilities:
 - Improved water depth and wharf capacity enhance QCYC as a safe and usable destination
- (iv) Club Camaraderie and Facilities:
 - QCYC provides a relaxing and informal social environment to meet and mix with others who share common interests.
 - QCYC provides extensive in-house facilities for members and their guests such as cooking, refrigeration, bar, laundry, able and disabled

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ablution blocks, library , recreation facilities and an all-weather access road within club boundaries

(v) Family Holiday experience

- It provides members with a family environment, one that is safe for their children

(vi) Other intrinsic values there to be built on include:

- QCYC as a location for cruising and cruising training emphasising the local features of the Southern Port Phillip Bay
- QCYC as a destination to be included as the overnight in training programmes intended for within bay cruising as a complement to offshore training programs.

(vi) The value of Volunteers' Contributions:

- A major strength of the QCYC is the contribution made to the club by club member volunteers. Management and maintenance costs have been defrayed over the years through the voluntary and honorary efforts of members, in the following ways:

Voluntary Efforts –

Members participate in management of the Club through the various committees, they tend to day-to-day matters at the Club house, man the bar, assist in site maintenance and attend working bees as well as running water and land based events.

Self Help –

Members who use the Club's amenities keep them clean.

Donations of equipment and Facilities –

User Pays –

Members who use the Queenscliff facility pay wharfage and overnight fees.

These practices have served the Club well since its inception and should continue. Not only do they ensure that members get the maximum value from their subscriptions but they also help bind members together as a fraternity.

1c Club Environment

1.c.1. Summary of key strengths:

- The facility's strategic location at the entrance to Port Phillip.
- A safe-harbour.
- Deep water and high quality wharf for boat access and berthing.
- Good social environment.
- Excellent club house facilities.
- A source of local boating expertise
- Isolation and security provide an ideal family environment, safe for children.
- It is affordable as a second club.
- It is a respected entity within the boating fraternity.
- It is handy to the popular seaside town of Queenscliff.
- Working relations with Government, Local Council, and commercial enterprises at Queenscliff are effective.

1c2 Demographic Trends

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The following are likely to influence or impact on the Club and / or its activities in the short and medium term:

- The average age of members active in yacht clubs in Australia is increasing. Younger members are not joining in sufficient numbers to offset the overall age creep.
- Even though currently the number of facilities and destinations around Port Phillip Bay for boat owners to choose from is increasing rapidly, recreational boating facilities, especially at strategic locations are still in great demand.
- That privately owned boats [both yachts and motor boats] continue to get bigger simply exacerbates this.
- It is unlikely that the new Queenscliff Harbour Facility will have the capacity to meet future demands for visitor berths.

1 d. QCYC Limitations

1d.1 External

Meaning limitations imposed on the Club that are outside the direct influence, or control of the Club:

- QCYCS's lease over the land it occupies and uses expires in 2016.
- The club is required by the terms of its lease to operate as a non-profit organisation.
- QCYC is adjacent to the environmentally sensitive area of Swan Bay.
- Current rent relief will only last until 2016.
- QCYC features low in the Boating Service Levels Index as it cannot offer ancillary services including fuel, provisioning, shore power and onshore boat repair facilities.
- Access by road is limited to daylight hours with extensive security and there is no access by foot or bicycle.

1d2.2 Internal

Meaning, limitations imposed from within the Club and which are under the control of the Club:

- The club depends entirely on volunteers for all administration of the club and much of its maintenance.
- Club governance, management and administrative workloads are increasing and the present honorary and voluntary management structure is placing heavy demands and workloads on Office Bearers in respect of day-to-day matters at the Club house.
- Maintenance, running and development costs are escalating long with the demands on volunteers to assist with such maintenance.
- QCYC's current financial practices severely limit the capacity for Capital works.
- The club's capped membership and low subscription (the majority of QCYC boat owners are required to belong to a second club for long term mooring) restrict the capacity for capital works from recurrent funds.
- While QCYC's lease tenure currently is limited to 2016, only short term financing can be contemplated for capital works. It is imperative in this context that a long term lease is acquired by the Club as soon as practical.

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- QCYC's Club facility at Queenscliff is operating at maximum capacity during peak periods and cannot meet demands for more than 500 members.
- QCYC has no permanent berths for members boats.

APPENDIX II: Site plans to be completed April 2012