



SOUTH *of* PERTH YACHT CLUB

House
Operational Plan
2017-2018

CONTENTS

1. INTRODUCTION.....	1
2. PURPOSE STATEMENT FOR THE HOUSE COMMITTEE:	2
3. ROLE OF HOUSE COMMITTEE MEMBERS	3
4. GOAL ONE: FACILITIES	4
5. GOAL TWO: FUNCTIONS	5
6. GOAL THREE: HOSPITALITY	6
7. GOAL FOUR: MARKETING AND COMMUNICATIONS.....	7
8. GOAL FIVE: FUTURE.....	8
APPENDIX 1: GUIDELINES FOR ORGANISING FUNCTIONS.....	9
APPENDIX 2: PLANNING AND REVIEW TIMELINE	11
APPENDIX 3: STANDARDS OF SERVICE	12
APPENDIX 4: COMMUNICATIONS WITH THE MEMBERSHIP	13

1. INTRODUCTION

The House Operational Plan 2017-2018 was developed over five months by a committee consisting of the Vice Commodore, three House Committee members, the General Manager and the Food and Beverage Manager.

1.1. Links to the Club's Strategic Plan:

The House Operational Plan is designed to implement the strategic direction given by the South of Perth Yacht Club's Strategic Plan 2016-2020.

The Strategic Plan charges the House Committee with accountability for four main strategies:

- Facilitate and conduct member surveys to set baselines for satisfaction ratings and establish targets for improvements.
- Develop specific strategies with professional staff (through the General Manager) to improve satisfaction measures.
- Review the nature, scope, duration and timing of club functions with a view to maximising their appeal to the broad spectrum of members.
- Review the current state and potential enhancement of facilities with a view to optimising their utilisation

Strategic Results for House will be measured in three Key Result Areas:

- Financial Performance
- Member/Guest Satisfaction Ratings
- Staff Engagement

Membership of the House Committee is determined by the Club's Constitution. The Management Committee may decide from time to time to add to the House Committee membership to ensure it better represents the club members.

The Committee's work focuses on the development, implementation and review of this House Operational Plan to achieve the Club's strategic goals. Day to day matters are handled directly between member representatives and appropriate professional staff, such as the Food and Beverage Manager or the General Manager.

1.2. Operational Plan:

The House Operational Plan will achieve results by implementing activities described by its Purpose and detailed through its Goals.

The plan has an annual cycle which will be implemented from September to September and includes the phases of development, implementation and review. Timing for these phases is outlined in an appendix to the Plan.

1.3. Consultation and Endorsement Process:

Feedback has informed the development of the Plan through consultation with the full House Committee, representatives of all associated committees and the Management Committee. The Management Committee has endorsed the Plan.

September 2017

2. PURPOSE STATEMENT FOR THE HOUSE COMMITTEE:

2.1. The Purpose of the House Committee of the South of Perth Yacht Club is to lead a collaborative process focusing on delivering an enjoyable membership experience which meets or exceeds expectations. To achieve these goals, the House Committee will consult widely with club members and collaborate with professional staff to ensure initiatives are generated, decisions made and actions taken which lead to the delivery of high quality member services.”

2.2. The Committee has Five Goals to achieve its purpose:

- **Goal One: Facilities** which will ensure buildings and grounds are welcoming and appealing to members and guests.
- **Goal Two: Functions** will be developed to meet the needs of the wide and varied membership base and that the extent of external client functions are balanced against the needs of club members and revenue generation.
- **Goal Three: Hospitality** will ensure high standards of hospitality, service and amenity meet member expectations.
- **Goal Four: Marketing and Communications** procedures will be developed to inform members and promote activities and services that lead to increased participation which will contribute to the generation of consistent financial returns for the benefit of members.
- **Goal Five: Future:** Developing initiatives which will aim to meet the expectations and needs of current and future generations of members.

3. ROLE OF HOUSE COMMITTEE MEMBERS

3.1. House Committee members have the responsibility to:

- collaborate with professional staff and the wider membership to develop, implement and review an annual House Operational Plan.
- develop draft policy for endorsement by Management Committee leading to targeted operational planning.
- provide advice and feedback which will support achievement of the Goals of the House Operational Plan.
- communicate the aims of the House Operational Plan and an understanding of decisions taken by House Committee.

3.2. House Committee members should, desirably, have skills and experience that complements the role and functions of the committee. Desirable skills and experience may include an understanding of facilities management, hospitality, marketing & communications or architectural/engineering/building experience but above all an interest in building and providing the best services and amenities for the club.

3.3. The Constitution defines House Committee membership. It comprises the Vice Commodore, chairmen of Membership, Functions and (Grand) Sponsor committees. The remaining members may be sourced through the operational committees – Sailing, Centreboard, Power and Cruising or other members with appropriate skills. If the constitutionally nominated representative is unable to attend then a delegate shall be nominated to attend in their place.

3.4. Nomination for positions within the House Committee by interested members will be called for after the AGM.

4. GOAL ONE: FACILITIES

Objective: To ensure club facilities, both internal and external, are welcoming and appealing to members and guests						
Strategy (What)	Actions (How)	Priority (LMH)	Time Frame (When)	Resources (Human/Material/Financial)	Responsibility (Who)	Performance Indicators
Buildings designed and presented to support house activity;	Regular inspections of facilities (both main building & Centreboard Clubhouse) to identify and rectify any maintenance issues.	M	Oct 17	Engagement of sub-contractors for overflow work.	GM F&B Mgr	
Fittings and furniture;	Cleaners and other staff to advise on maintenance issues identified during routine tasks	H	Oct 17	Training of staff	GM	
Well designed and presented grounds;	Defined position descriptions / responsibilities set for regular maintenance of gardens.	H	Oct 17	Administrative Allocate funds to improve gardens / grounds	GM Works Committee	Feedback from members / staff / coaches
Flexible spaces are developed for seasonal or rotational events and activity;	Understand current and future trends Subscriptions to publications Visit similar venues	H	Ongoing	Allocation of funds & staff resources	GM F&B Mgr	
Facilities management systems which ensure assets are maintained and improved.	Preventative maintenance schedules	M	Dec 17	Administrative	GM Works Committee	Reduction in reactive maintenance
Standards are set for facilities and their management.	Facility Management Plan			Budget allocation for additional human resources	GM	
Notes: 1. Maintenance concerns and suggestion should be reported/recorded in person or by email in the Maintenance Log which is held in the administration office and checked daily by the Club Bosun (bosun@sopyc.com.au) 2. Suggestions and Concerns about the condition or appearance of club buildings, fixtures and fittings should be reported either in the Maintenance Log held in the administration office or directly to the Food & Beverage Manager or General Manager. All other maintenance issues – grounds, gardens, jetties hardstand infrastructure and equipment – should be reported to the Bosun. Un-actioned reports should be followed up through the General Manager if necessary.						

5. GOAL TWO: FUNCTIONS

Objective: To ensure functions are developed to meet the needs of the wide and varied membership base and that the extent of external client functions are balanced against the needs of club members and revenue generation.

Strategy (What)	Actions (How)	Priority (LMH)	Time Frame (When)	Resources (Human/Material/Financial)	Responsibility (Who)	Performance Indicators
<p>The House Committee being supported by a creative and innovative Functions Committee;</p> <p>This Committee to then be responsible for producing a calendar of Events for the year.</p>	<p>This Committee to be actively involved with the FB Manager to ensure desired events are both realistic in terms of pricing, structure and production in relation to other events the club is hosting.</p> <p>The calendar may be amended throughout the year after discussions with the F&B Manager and approval by the House Committee.</p> <p>Any new event should be coordinated by both the House Committee and FB Manager to ensure the planned event covers all aspects of being profitable, affordable and realistic in terms of resources required and outcome desired and Member participation.</p>	H	At the beginning of each year and change of committee	<p>Budget allocation and sponsor funds to be advised from finance for particular Events.</p> <p>A team from the committee to be allocated to each Function so that the entire organisation is not left to the Staff.</p> <p>Adequate advertising, promotion from Marketing Department to enable expected sale of Tickets to achieve Budget.</p> <p>A Creative team headed by FB to advise set up, delivery and optimal service to be achieved for each event.</p>	Chair of Functions Committee in conjunction with FB Manager.	<p>Satisfaction of members attending.</p> <p>Budget and profitability</p> <p>Staff Cost, wages and GP % to be met on all events.</p>
Recognition of the importance of families in developing functions.	To Ensure at least one Event per year is to be Child Friendly and not held in the licensed premise area	H	When planning the Events Schedule	Full Committee involvement required including representation from the Junior Committee.	Chair of Functions committee Maybe a Junior functions Member?	General Satisfaction of Members and kids.
To ensure Tradition is adhered to in relation to the club's yearly events, and the biennial concert. Commodores Ball, Anzac Day Service, Children's Xmas Party etc.	Budget to be obtained from FB Manager, (eg Commodores Ball) and for future events to fit into the busy calendar.	H	Two months prior to each function	Consultation with the FB Manger and where required the GM.	Chair of Functions Committee and FB Manager.	Member Satisfaction As above
To ensure new Events are arranged each year with due consideration to F& B of income at peak revenue times	Constant consultation with the FB Manager	H	Two months prior to each event			

6. GOAL THREE: HOSPITALITY

Objective: To ensure the standard of hospitality, service and amenity meets the highest standards and the expectation of members.						
Strategy (What)	Actions (How)	Priority (LMH)	Time Frame (When)	Resources (Human/Material/Financial)	Responsibility (Who)	Performance Indicators
The development a set of Service Standards;	Survey a small cross section of members, staff. Draft with FB Manager	H	By end 2017	House Committee Professional Staff	House Chair F&B Manager	
Setting systems in place which ensure service standards are met and maintained;	Minimum standards set by F&B and GM Constant review observation	H	By end 2017	House Committee Professional Staff	F&B Manager	
The notion that all SoPYC staff have a responsibility to promote these standards;	Consult and engage with staff/training where required	H	By end	House Committee Professional Staff	F&B Manager General Manager	
Ongoing review and improvement of entertainment, amenity and restaurant menus and themes;	Functions Committee F&B Staff Meeting to discuss Strategies	H	ongoing	House Committee Professional Staff	F&B Manager Functions Committee	
Notes: 1 Management of Staff is the role of the General Manager and his managers including the Food and Beverage Manager, the Deputy Food and Beverage Manager. 2 Engagement of Staff is defined as the commitment of staff to the values and objectives of SoPYC and these will be established through the guidelines set out within the Service Standards which will be developed by the House Committee taking into account the traditions, culture of the Club, societal trends and workplace laws as well as members expectations. The service standards will be implemented by food and beverage Duty Managers and managers of staff within the rest of the Club. 3. Suggestions or Concerns should be addressed directly to the Duty Manger at the time they arise. Unresolved concerns should be followed up through the Food and Beverage Manager and then the General Manager if necessary. Then, if a resolution is not reached, a matter may be raised with the House Committee after which, if further resolution is necessary, with the Management Committee.						

7. GOAL FOUR: MARKETING AND COMMUNICATIONS

Objective: Procedures will be developed to inform members and promote activities and services that lead to increased participation which will contribute to the generation of consistent financial returns for the benefit of members.

Strategy (What)	Actions (How)	Priority (LMH)	Time Frame (When)	Resources (Human/Material/Financial)	Responsibility (Who)	Performance Indicators
<p>Develop and annually review a Marketing and Communications Plan that specifically addresses house activities, and associated marketing and communications.</p> <p>Enhance member engagement and sense of belonging, including generating an awareness of the Club's offerings to members. To include menus, promotion of club functions and events etc.</p> <p>Ensure members are kept well informed (in advance) of changes to offerings as these evolve over time.</p> <p>Effective use of media such as the Club's website, social media, printed material including newsletters and magazines, promotional events and paid advertising.</p> <p>Communication between House and represented committees is a two way process and is the responsibility of the various representatives on House Committee (See Appendix 4)</p>	<ul style="list-style-type: none"> Review processes for identifying and capturing source information relevant to members. Review tools for communicating with members Enhance member engagement and sense of belonging, including generating an awareness of the Club's offerings to members. To include menus, promotion of club functions and events etc. Ensure members are kept well informed (in advance) of changes to offerings as these evolve over time. Effective use of media such as the Club's website, social media, printed material including newsletters and magazines, promotional events and paid advertising. Communicate between House and represented committees is a two way process and is the responsibility of the various representatives on House Committee. (See Appendix 4) 	<p>H</p> <p>H</p> <p>H</p> <p>H</p> <p>H</p> <p>H</p>	TBD	The Marketing and Communications Plan may be developed/reviewed by the Club's professional staff, specialist consultants or a combination of both.	House Committee and F&B Manager	Survey Responses: Participation, Functions, and Club Trading Income

Notes:

- The marketing and communications effort crosses over between House and other sections of the Club.

8. GOAL FIVE: FUTURE

Objective: Developing initiatives which will aim to meet the expectations and needs of current and future generations of members.						
Strategy (What)	Actions (How)	Priority (LMH)	Time Frame (When)	Resources (Human/Material/Financial)	Responsibility (Who)	Performance Indicators
House form a working committee to develop a business case for Management to consider the appointment of a Facilities Manager	A working committee to consider this position and develop a business case to be presented to Management.		During 2017-2018	Working Committee	Chair of House	
Club House development such as: <ul style="list-style-type: none"> • Wardroom Balcony Extension • Future Concept Plan as referenced in the Club's "Five Year Capital Works Plan" 						
Ticketing options for member events to be streamlined with a focus on ease of access.						

APPENDIX 1: GUIDELINES FOR ORGANISING FUNCTIONS

1. The SOPYC has general daily food and beverage services available for members' enjoyment seven days a week. Throughout the year, the club conducts a variety of functions and events for members. These "club functions" include the Commodore's Ball, Prize Nights and Melbourne Cup. The third aspect of functions held at the club include "external" events such as weddings, New Year Day, business seminars and trade events.
2. Members may also arrange private functions within the rules and policies of the club. This information is available through the Food and Beverage Manager or the Club Portal. All functions and events have specific policies attached to their conduct and pricing.

In addition to these activities the Club hosts regattas, and functions arranged by committees, sections, fleets and divisions

The following guidelines are aimed at assisting members to arrange a function.

Before setting a date for your planned event arrange a meeting with the Food and Beverage Manager to ascertain if your desired date is reserved by another function. The Food & Beverage Manager will help arrange the function and guide you through the tasks required make your event a success.

3. Elements to take into account when planning your function are:
 - Liquor Licence requirements noting that under the Liquor Licencing Act any function outside the Licensed area, where the provision of alcohol is required, an Extended Trading Permit (ETP) is required and processing period is 4 weeks before the event. Examples of areas where ETP's are required are Centreboard clubhouse, western hardstand for BBQ's etc. If no ETP is in place, no alcohol may be served.
 - A function budget needs to be prepared. Sources of funding, VIP costs (Flag Officers and attendance by volunteers), entertainment, decorations etc. need to be considered and priced within the "ticket" price of the event. Food and beverage costs are then considered and prices will be determined by the style of food, number of courses etc. Club policies on pricing may have an impact of the ticket price.
 - Set up of the room, equipment that is provided and furniture to be advised by FB Manager. Any additional equipment that may be required to be advised – audio visual requirements, stages, lecterns, lighting etc.
 - Once date and venue booked, advise the club marketing staff so that advertising posters may be prepared, advertisements placed in Coffee Pointers and Soundings (if suitable), and event details to be forwarded to all Flag officers for further promotion at all results announcements.
 - Booking information given for receptionist to take bookings and a cut-off date for bookings advised.
 - Closer to the event, work in conjunction with the FB Manager to ensure all details are covered. To include printing of menus, table or furniture layout, event running schedules and scripts, final numbers and the charging to members accounts for tickets if required.
 - It is preferred that all club events where a per person charge is in place, be issued tickets to be handed into staff on arrival, making it clear that all who attend have purchased a ticket.

4. The definition of club function is:

“a function for members and guests conducted annually and designated on the Club Functions Calendar as a boating or social activity that is conducted in a prescribed room, has a specific price attached to the event and ticket costs are charged to a member’s account; or a specific function conducted by the Functions Committee.

Exceptions to the rule are Opening Days, occasional public holiday events and the Ladies Lunch which have over bar sales and may have VIP costs. These exceptions are nonetheless Club Functions.”

The functions designated as “Club Functions” are:

20 Year Dinner	Ladies Lunch
Australia Day	Melbourne Cup
Centreboards Prize Night	Mess Night
Christmas Day	Mother’s Day
Commodore’s Ball	New Members Cocktail Party (twice yearly)
Concert on the Swan	Power Kindred Clubs Night
Father’s Day	Power Pre Season Cocktail Party
Geraldton Race briefing night and Presentation Dinner	Power Prize Night
Keelboats Prize Night	Power Yacht Opening Day
Kids Christmas Party	Sailing Opening Day
	State Heat Dinner

APPENDIX 2: PLANNING AND REVIEW TIMELINE

1. Purpose:

The purpose of this process is to ensure:

- That a clear timeline is set for the planning and review process; and
- a handover process is established.

1.1. Planning Process:

The House Operational Plan planning timeline is a twelve month process as follows:

- **Implementation:** Once the initial plan is established a cyclic process begins with implementation in September each year.
- **Data collection:** During the implementation period (September to August) performance data is collected as per the goal statements.
- **Review:** The House Committee reviews the plan and performance data and decisions are made to amend the plan ready for the next cycle. Part of the review process is **consultation** with stakeholders.
- **Approval:** Management Committee approves the new plan.
- **Handover:** The new Vice Commodore (chair of House Committee) is briefed by the past Vice Commodore about the old and new plans.
- **Implementation:** The new House Committee is briefed and the plan is implemented.

1.2. Timeline:

- **September:** New plan implemented.
- **September to September:** Data collected
- **June/July:** Data aggregated and reviewed. Stakeholder consulted for feedback. Decisions made to amend the plan.
- **August:** Management Committee approval. Handover to new Vice Commodore.
- **September:** New House Committee briefed and plan implemented.

APPENDIX 3: STANDARDS OF SERVICE

The membership of South of Perth Yacht Club reflects the political, social and economic demographics of Western Australia. Together with members that range in age from eight years old to eighty plus years old the Club needs to develop service standards that reflect the desires and expectations of the members that use SoPYC for their boating and social activities.

In order to accommodate such a diverse membership, the club's food and beverage service standards need to mirror the diversity of the community. The Club believes that bistro style food and beverage is the appropriate standard of food service.

The Club will endeavor to fulfil members' expectations and desires by:

- Providing a high quality service to members and guests in a casual, relaxed environment; and
- Offer food and beverage of a consistently good standard which is value for money; and
- Food and beverage will be in keeping with a bistro style of service - relaxed and casual; and remain in keeping with current food styles providing a variety of food choices and price points which will change monthly and be complimented by seasonal daily and weekly specials.

The Club will communicate its policies and decisions to members and staff in a timely fashion using weekly newsletters, Soundings, and when appropriate, social media and the member portal.

The Club's food and beverage staff will be:

- Trained to an appropriate skill level that meets the promise of our service standards; and
- Provide a warm, friendly, respectful and well-informed standard of service that underpins an enjoyable experience for members; and
- Service issues and complaints will be dealt with by experienced, supervisory staff in a prompt, courteous and respectful manner at the time the issue arises.

APPENDIX 4: COMMUNICATIONS WITH THE MEMBERSHIP

1. **The Purpose of House is** “... focused on delivering an enjoyable membership experience which meets or exceeds expectations.”
2. **Two way communication between the membership and the committee is essential to achieve this purpose.**
 - **House Committee members** will attend operational committee meetings from time to time by invitation to communicate the aim of the House Operational Plan and consequent initiatives to be taken by House.
 - **Member Committee representatives** are invited to attend House if they need more information, have a particular initiative in mind which requires House support or if they have a suggestion or concern to express.