



South of Perth Yacht Club

**Strategic Plan
2015 -2020**

Endorsed January 2016



Summary of the Strategic Plan – 2015-2020

Situation

SoPYC's "world" is shifting and changing. There are enormous opportunities for the Club as well as enormous challenges on many levels.

We must recognise and acknowledge that the community at large is changing and so is the Club. Our members derive value from the club in a wide variety of equally valid ways.

Volunteer time is under ever greater pressure and more and more of the Club's activities are falling to paid staff.

In the face of all this, the core values of the Club remain constant. So too does the reasonable expectation of members of transparency and input to the management and conduct of their Club.

The Strategic Plan is designed to acknowledge the ongoing value that members seek, while adapting to the changing environment in which we must deliver that value. It also seeks to establish a framework for the sustainable future of the Club. This is a plan about the people of our club – not simply the "things" of the club.

Core Purpose

"Many Passions – One Club."

"The South of Perth Yacht Club is for members to pursue their interest in all forms of yachting and related activities safely, as part of a vibrant, participative community of like-minded people."

Mission Statement

By 2020 SoPYC will:

- ☞ Be acknowledged as one of the most **innovative** clubs in all forms of yachting and related activities;
- ☞ Be at **capacity**;
- ☞ Be successful at all levels of **competitive** sailing and boating activities(sail and power);
- ☞ Have an **inclusive** atmosphere and a culture of **cohesion** and positive engagement;



- Be **professionally managed**, both as a club and as a business; and,
- Have **high quality infrastructure** and assets.

Core Values

SoPYC's future direction will be driven by and remain consistent with a set of core values that define it:

- Excellence;
- Equality ;
- Empathy;
- Honesty;
- Accountability; and,
- Transparency.

Strategic Result Areas (SRAs)

There are five key elements of the Club's operation as a working whole that are the focus of our efforts going forward.

- Membership;
- On-water Participation;
- Asset Performance;
- In-House Delivery; and,
- Financial Performance

Execution

Delivery of the Plan and its intended outcomes will be achieved through harnessing the energy and expertise of members in the existing committee and sub-committee structure, while redefining the focus of key committees within that structure. The four major sub-committees of the Club (Regatta, House, Finance and Planning) will consciously take on a strategic focus, delegating day-to-day operational issues to section committees and the professional staff.

The relationship between professional staff and volunteers will be clearly defined and understood to allow ease of information flow and implementation of policy.

Overall responsibility for delivery of the Strategic Plan and its subsidiary actions rests ultimately with the Management Committee which is in turn accountable to the members.



Introduction and Context

The 2015 – 2020 Strategic Plan for SoPYC is the result of a six-month long process of discussion, consultation and analysis, undertaken by the Management Committee of the Club. This document represents the results of that process and the framework for the direction of the Club over the coming five years.

The Plan is not proscriptive – it does not specify every future decision or activity of the Club. Rather, the purpose of the Plan is to provide three things:

1. An understanding of the driving values and ethos of the Club that SoPYC is and wishes to become;
2. A Vision for the medium and long term shape of the Club and its activities; and,
3. A framework and governance structures within which the the club's management can make decisions on a short and long term basis.

The Plan is a “strategic” document – not an “operational” one. That is to say, its purpose is to set the big picture direction and tone of the Club's future. Specific operational decisions – i.e. those concerned with day-to-day functioning of the Club remain at Committee, sub-committee and of course, professional staff level. The role of the Strategic Plan is to provide context and direction to that operational level. Decisions on priorities, activity, expenditure and effort at every level will need to be made in terms of their “fit” with the framework provided by the Plan.

This structured approach to the management of our Club's affairs will in turn provide a level of consistency, cohesion, direction and accountability.

What is important in understanding the intent and the operation of the Plan is that it is a framework for our future. In meeting its intent, we, as members, must be prepared to challenge the status quo, while never losing sight of our values. Our history and traditions are important and vital, but must not be used as reasons to not move forward. Previous practice and “we've always done it that way” are not, of themselves, sufficient reason not to do something new.

This Plan represents a challenge to us all. Our Club is ready for this and will be the better for taking it on.



Detailed Strategic Plan for South of Perth Yacht Club

2015-2020

Situation

SoPYC's "world" is shifting and changing. Our membership base is solid and is changing in nature. There are enormous opportunities for the Club as well as enormous challenges on many levels. With a view to defining our future direction, the following are important considerations:

- We recognise that SoPYC is part of the wider community and must both reflect and respond to the changes that have occurred and continue to occur in this broader context.
- We recognise that this means that while members have always sought value from membership, that value evolves with the changing times and the nature of engagement that is sought by members with the club is changing.
- Specifically, we recognise that the majority of members are now relatively time-poor in comparison to previous periods in the Club's history and this has implications for, amongst other things, the balance of volunteer versus paid staff input that is expected.
- Core values and expectations endure. Principal amongst these is the attachment to a like-minded, welcoming community with whom mutual interests in yachting and related activities can be pursued in harmony.
- Just as important is the need for club members to have visibility of, and influence over, the governance and strategic direction of the organisation.
- SoPYC's activities and services must continue to be provided in an affordable, cost effective manner to ensure the broadest possible participation and engagement with the Club.

This plan seeks to honour the ongoing value members seek while recognizing the changing circumstances in which we operate.



Structure of the Plan

The plan is consists of a series of logically connected elements as illustrated in Figure 1.



Figure 1. Strategic Plan Structure

The '**Statement of Core Purpose**' seeks to encapsulate the reason for SoPYC's existence in a single clear sentence... 'The Why'.

The **Mission Statement** explains what this means specifically in terms of what the club needs to achieve by 2020 against critical measures of success...'The What'.

Values express the way we behave as we participate in the activities of the club...they are 'The How'.

In order to be sure we are serving our purpose and on track to fulfill our mission, we need to monitor our progress in **Strategic Result Areas** (SRAs). We track our progress using **Key Performance Indicators** (KPIs).

When there is a gap between our current performance and our desired 2020 state as measured by our KPIs, we need to develop strategies to close the gap over the 5 years. These strategies give rise to shorter term action plans.

In this way we can use the plan to ensure that all our efforts are aligned with our purpose and mission and thus most likely to deliver on our members' needs.



It is evident that if we do not embrace the targets and strategies embodied in this plan the prospects for the club are a steady decline in membership, asset quality and amenity for members. This will be accelerated where other clubs embrace change and innovate to meet the evolving needs of members.

Finally, it must be understood that any plan must remain as a “living document” if it is to be truly effective in orchestrating change to the benefit of the organisation. Almost inevitably, the environment in which it being implemented will be dynamic – sometimes as a result of its implementation. This plan is no different. The Club community and its leadership, therefore must be prepared to adjust over time to meet changing circumstances and new opportunities and challenges. The implementation structures outlined herein reflect this philosophy.

Statement of Core Purpose

“The South of Perth Yacht Club is for members to pursue their interest in all forms of yachting and related activities safely, as part of a vibrant, participative community of like-minded people.”


This Core Purpose is encapsulated in a simple statement ...

“Many Passions – One Club.”

This simple expression of the Club’s driving ethos recognises the incredible variety of activity within the club and the many ways in which members derive value and enjoyment from it. It recognises that regardless of the manner in which members derive their enjoyment of the club, they are equally passionate about it and its future. It invokes a culture of mutual respect for those varied experiences of the Club and recognises that all are able to be accommodated within the body of a single, inclusive and encouraging organisation.

Mission Statement

By 2020 SoPYC will:

-  Be acknowledged by members, other yachtsmen and the community at large as one of the most **innovative** clubs in all forms of yachting and related activities in Perth.



- Be at **capacity** and have a waiting list for all classes of membership
- Be successful at all levels of **competitive** sailing and boating activities (both sail and power), supported by best practice coaching from professional staff and well trained volunteers
- Be recognised internally and externally for its welcoming and **inclusive** atmosphere and its culture of **cohesion** and positive engagement
- Be **professionally managed**, both as a club and as a business, with sufficient resources and appropriate governance, structures and practices to ensure delivery against defined targets without overload or burnout of volunteers or staff.
- Have **high quality infrastructure** and assets built and maintained to standards which ensure their ongoing utility, amenity and value

Values

SoPYC's future direction will be driven by and remain consistent with a set of core values that define it:

➤ Excellence

- We are committed to excellence in all our endeavours.
- We demonstrate professionalism in all of our dealings.

➤ Equality

- We treat all members with equal respect and recognise our mutual dependence on one another for success.
- We value everyone's contribution, celebrating each other's achievements in a spirit of teamwork

➤ Empathy

- We seek first to understand each other in a spirit of tolerance and acceptance rather than criticism and blame

➤ Honesty

- We are truthful in our dealings with each other, even when it is personally challenging for us



Accountability

- We do what we say we will do, following through on all our commitments

Transparency

- We are even handed and transparent in all our dealings.
- We ensure all deliberations affecting members are communicated clearly and fully.

Strategic Result Areas (SRAs) and associated Key Performance Indicators (KPIs)

There are five key elements of the Club's operation as a working whole that are the focus of our efforts going forward. These SRA's have in common a single key outcome – the improvement of the member experience of our Club at every level. The simple statements below capture the end-point that is identified in each area, and the measurable against which we will determine our success:

Membership

SoPYC aims to have a waiting list for all classes of membership and seeks to have maximum participation of members in club activities. It recognises the need to challenge existing structural constraints to membership numbers.

KPIs:

- Number of Members by Category

On-Water Participation

SoPYC recognises that a vibrant community of participants in all on-water activities lies at the heart of a sustainable club and seeks to promote high levels of engagement by members in the full spectrum of yachting activities.

KPIs:

- Fleet Sizes (across all competition classes and vessel types and including organised recreational cruising)



- Participation Levels (across all competition classes and vessel types and including organised recreational cruising)
- Coaching Delivery Levels (in all categories)

Asset Performance

SoPYC has a very substantial asset base and has a responsibility to manage it so as to preserve its value and functionality for the long term benefit of members. The asset base of the club should be an enduring source of pride and engagement to members.

KPIs:

- Measures to ensure implementation of a formal Asset Management Plan

In House Delivery

The food and beverage services provided by SoPYC are an important part of the amenity enjoyed by members and a large component in the engagement of members with their Club. F&B also generates a substantial amount of revenue, which in turn subsidizes the broader activities of the Club. With this in mind, SoPYC is conscious of the need to maximize performance of these services. More than any other area, it is also the component of the Club which relies on the engagement and performance of paid staff on a day-to-day basis in their interaction with members and guests.

KPIs:

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

Financial Performance

SoPYC aspires to achieve and maintain a level of financial security and stability that enables it to make well considered strategic investments in a timely manner for the benefit of members. It is committed to doing so while maintaining a fee and cost structure which is recognized as delivering value for money.

KPIs:

- Profitability
- Interest Cover



Relationship of SRAs/KPIs to Mission:

The table below provides a cross-reference of Strategic Result Areas (and associated performance measures) to elements of the Mission

Mission Element	SRA	Financial		Membership	On Water Participation			Asset Perf			In house Delivery		
	KPI	Profit	Int Cover	No. Members by Category	Fleet Size	Participn Level	Coaching Delivery				Fin Perf	Cust Sat	Staff Eng
Innovative		X	X	XX	X	XX	X	X	X	X	XX	XX	X
Full Capacity		X	X	XX	XX	XX	XX				XX		
Competitive Success				XX	XX	XX	XX						
Inclusive and Cohesive				XX	XX	XX	X				X	XX	XX
Professionally Managed and Well Resourced		XX	XX	XX	X	X	XX	X	X	X	XX	XX	XX
High Quality Infrastructure				XX	X	X	X	XX	XX	XX	XX	XX	X

XX indicates KPI is a strong indicator of performance against Mission Element

X indicates KPI is an indicator of performance against Mission Element

Figure 2: Relationship of SRAs and KPIs to Mission



Targets

Each of the performance indicators for the Club must have meaningful, measurable targets to enable us to track the progress of our plan and the initiatives it generates and to adjust them where needed. These are summarized below as starting points for a more detailed series of investigations and initiatives to be developed by the major Committees of the Club (Regatta, House and Finance). The innovative culture highlighted in the Mission Statement of the Club will be evident in our willingness to critically question the *status quo*, maintain what works and improve it if possible and embrace new initiatives where they move the Club forward. Innovation is about attitude, rather than simply a list of “big actions”.

Central to these initiatives will be to identify those areas of activity or new events etc. that better meet the wants and needs of (and therefore provide value to) our members. The fact that certain elements of the Club calendar have “always been there” is not sufficient reason to retain them if they no longer meet the needs of members. Likewise structures, practices and systems used by the Club over many years must be open to review, informed debate and (if it makes sense for the betterment of members’ experience) modified or replaced.

The key target of the plan is to improve member experience of the club at every “touch point” and in so doing, increase the value they receive received from their membership.

Membership

The core of our Club is its members. The past two years have seen solid growth in membership numbers, but we must consolidate this growth and build on it to maintain the critical mass of members that will bring vibrancy, and activity both from a participation perspective as well as long term sustainability.

The targets below reflect the need to grow the “base” of the club through juniors and their families as well as the natural limitations on Ordinary membership, due to the capacity of our marina and dry boat storage facilities. These numbers reflect a starting point for debate, fine tuning and planning. The Membership committee will be charged with working with appropriate sub-sections of the club to garner accurate statistics, a clear picture of what drives membership and engagement and then developing a plan to re-calibrate these draft targets and achieve them.

Target Categories	2015	2020
Junior Sailing	91	200
Disabled	0	50
Crew – Keelboats	350	500



Target Categories	2015	2020
Social	320	450
Ordinary / Family	1000	1100
Centre boards / ASSOC	200	300
Grand Sponsors	30	60

On water participation

The Club is, at its heart, a water-based sporting organisation. Growth of our core activity is central to the long term future of the Club. The targets below do not assume any specific fleet mix, nor style of racing or competitive activity. It will fall to regatta committee to establish a program of validating the data provided, and then to engage with members through its existing sub-committees (sail, power, centreboard, off-shore and cruising) to assess suitable targets in detail and proposals to reach and/or exceed them in a manner that increases the value and enjoyment of members.

Target Categories	2015 (Nominated / Average Starters)				2020			
	Saturday (Sail)	Sunday (C'Board)	Mid-Week (sail)	Power	Saturday (Sail)	Sunday (C'Board)	Mid-Week (sail)	Power
Fleet Numbers	134	121	94	58	134	198	???	80
Average Participation	65	61	31	35	94	138	???	55
Vessels Receiving Coaching (Average)	7	32	0	?? (ad hoc by section)	15	70	???	TBD
Coaching Hours Delivered (Average)	??	??	27	?? (ad hoc by section)	??	??	40	TBD

Annex A provides a detailed breakdown of participation on-water by division/class/type. The challenge in growth of on-water participation lies not only in growing raw numbers but in re-engaging those boat owners whose vessels remain un-used or under-used. The numbers provided do not give a clear indication of boats involved in recreational cruising and efforts will be made to capture these statistics in order to best manage growth in that element of the Club's activities also.



Asset Performance

The physical assets of the Club are considerable and greatly varied, from support and start boats, to boat maintenance facilities to jetties to buildings. In order to ensure best return on those assets in terms of function, aesthetic and cost of ownership, a structured plan for managing them is required.

Record Existing

Using a combination of updating existing records and new specialist input on areas such as services, develop an asset management register that identifies what the club owns, its condition, repairs in short medium and long term, replacement cycles and budget costs.

The register is to include both terrestrial and water based assets.

It is to be updated as works occur and to be reviewed annually.

Monitoring Improvements

Keep a log of works undertaken, and faults reported. A target is that faults reported should reduce over a period of 5 years as backlog maintenance is captured and attended to. As reported faults reduce then a method of measurement of functionality is created.

Qualitative Assessment

On a bi-annual basis, a small committee should review the overall presentation of the facility in comparison to other Australian and International Yacht Clubs. A measurement criteria will be created to ensure, as far as possible, an objective comparison.

Planned Maintenance

Develop a programme of planned maintenance that, with a knowledge of the condition of different components, will include programmed replacement.

Develop a checklist of approvals and processes for different works.

Value for Money

Using the knowledge gained for condition assessments, plan works sufficiently far in advance so that best value for money can be achieved through consideration of current use patterns, potential future use patterns and life cycle costing.



Improving the facilities for Members and Guests

Using the asset management register as tool, tackle projects in a priority order that addresses safety, asset functionality and presentation. By tackling these three criteria the aim is to improve SoPYC's facilities to better serve the members and function guests and make SoPYC the club and venue of choice.

Responding to Unplanned Maintenance

Despite all best efforts, there will always be unplanned maintenance. Through planned maintenance the number of callouts for unplanned matters should reduce, but where it does occur then exploration of implementing a time frame for action may help to reduce member frustration.

Engaging the Right Help

We need to seek professional input to help determine appropriate policies and procedures for procurement and engagement of contractors. This will include determining a dollar value at which point the club moves from using willing members and their best rates to tendering processes.



In House Delivery

If our Club is to deliver value to our members "off water", it must do so on all levels – financial as well as the quality of the experience. Our goal must be that every engagement with the Club is a positive one for all members.

While financial targets are easy to set, and can be derived from the on-going operational needs of the Club as it grows, satisfaction with performance is more difficult. Setting baselines of performance is a key step. Specific targets for this measure cannot be set until the current baseline is established. An essential first step in the Plan, therefore is for surveys of performance to be conducted for that purpose. Once baselines are established, measures can be put in place to improve on the baseline and meaningful targets for improvement can be established.



Target Categories	2015	2020
Contribution of House earnings to Total Club revenue	50%	50%
Gross Sales at Club Functions	\$245,548	\$300,000
Net Earnings from Club Functions	\$35,929	\$40,000
Gross Sales at Private Functions	\$2,060,073	\$2,300,000
Net Earnings from Private Functions	357,734	\$400,000
Gross Bar Sales	\$1,488,185	\$1,700,000
Net Earnings from bar Sales Total	209,624	240,000
Sales Margins All Areas	66%	66%
Customer Satisfaction Rating (Members): Overall Service	TBD	TBD
Customer Satisfaction Rating (Members): Facilities	TBD	TBD
Customer Satisfaction Rating (External Clients)	TBD	TBD
Staff Engagement Rating	TBD	TBD

- Financial Performance**

Financial Performance of the Club is not, of itself a driver of the Club's direction. However, it is essential that the management of the Club's finances be prudent, transparent, sustainable and disciplined.



The targets laid out below, then are designed to provide a set of prudential “limits” that will ensure the ongoing health of the Club and a framework within which the many and sometimes competing demands for Club funds can be managed.

Target	2015	2020
Profitability	EBDA* = Fees	EBDA = Fees
Interest Cover (EBITDA**/Interest)	> 7	> or = 4

* EBDA = Earnings Before Depreciation and Amortization, i.e. the earnings received by the club without making any allowance for the loss of value of assets as they age.

**EBITDA = Earnings Before Interest Tax Depreciation and Amortization, i.e. the earnings received by the club without subtracting the cost of interest payments, taxation payments, depreciation or amortization.



Strategies

In each of the core Strategic Result Areas (SRA's) there are a number of initial areas of potential focus, with a view to meeting the targets laid out above.



Membership

Accountable Committee: Membership, Sponsorship, Marketing and Publications, Functions

- Expand Member Benefits
- Broaden the Offering
 - Offer alternatives to competition
 - Disabled Yachting
 - Women's Yachting
 - Explore innovative social events
- Develop an Integrated Media Strategy: 'Make Sailing Live'
 - Design our media content management for multiple distribution channels using single content source
 - Develop specific marketing messages and value propositions for target markets and demographics
- Develop and Enhance Positive School and other external Engagement
- Match social events to member needs and preferences



On Water participation

Accountable Committee: Regatta, Training & Development

- Review the nature, scope, duration and timing of events across all categories of yachts with a view to supporting maximum participation across the membership base.



Asset Performance

Accountable Committees: Works & Finance

- Compile a comprehensive asset management register for all land and water based assets
- Develop a monitoring and maintenance regime to preserve asset integrity and deliver value for money to club members
- Establish appropriate scopes for work by external providers and club volunteers



In House Delivery

Accountable Committee: House

- 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



Financial Performance

Accountable Committee: Finance

- No specific strategies are targeted purely at financial performance. Financial performance within targets is an outworking of successfully implementing all other strategies.
- Publish financial performance information quarterly to help make club finances and the relationship between fees and services charges more accessible to members.



Supporting Strategies

Accountable Committee: Management

- Enhance level of engagement between MC and membership



Execution – Delivering on the Plan


Under each of the broad strategies described above are a number of actions which will be carried out in the shorter term and which will be reviewed annually.

In general the first activities will be focused on researching base line information on how the club is performing now and exploring potential initiatives to drive improvement towards the 2020 targets.

As the process matures the focus will move to enacting the tasks identified to bring long lasting benefit.


While an over-arching strategy is vital, so too is a clear structure for its development and delivery. It's important that every layer of the Club's structure has a clear understanding of its role in the overall scheme. In some instances, this will involve a shift in focus for committees at the "upper" level of the club's structure.

Overall responsibility for this will lie with the Management Committee on behalf of the membership.

-  The **Management Committee** will integrate and coordinate the work as it is delegated to appropriate committees and sub-committees and to professional staff and volunteers. It is the role of Management to provide policy direction and guidance for the Club, to ensure appropriate governance, risk management and planning for the growth and sustainability of the Club. The Management Committee is the oversight body to which the General Manager reports in his role as chief executive of the Club.

Sub-ordinate to Management are House, Regatta, Finance and Planning Committees.

These can be considered the "Strategic Level" Committees of the Club

-  **House** and **Regatta** Committees will take on a higher level responsibility than has been the practice in recent years. Specifically, House and Regatta committees will act as forums for coordination across the major Management portfolios that are represented on them. That is:

- a. **House:** Membership; Functions; Sponsorship; Publications & Marketing. Non-Management Committee representatives of sections on House will be responsible for bringing a broader view of the Club to the table. Operational




“day to day” matters can be dealt with via direct communication with the appropriate professional staff (General Manager and F&B Manager). The committee is the forum that will allow coordination across these key “member-facing” portfolios to enable the delivery of a number of the key strategic result areas – specifically related to membership growth and engagement. Those members of the committee that represent various sections of the Club (e.g. Power, Sail etc.) are charged with a responsibility to bring their section’s perspectives as background, but to work at a “higher” level with an all-of-club perspective to help achieve those goals. Day-to-day operational concerns regarding management of the off-water functioning of the club should be addressed on a one-off basis directly their Section Vice Captains should address catering, function and other “House” matters directly through the professional staff Management team (i.e. GM and F&B Manager) and not in Committee;


- b. **Regatta:** The newly established structure of the Regatta Committee reflects the recommendations of the *Future of Sailing* working group which was established in 2013. The changed structure of the Committee also reflects a move from detailed operational matters to strategic planning for the on-water activities of the Club. Its structure includes three members of the Management Committee (two Rear Commodores plus Training & Development Chair), plus three appointed members whose role is to provide continuity and “corporate memory” beyond the normal cycle of the club. Section representatives should think and contribute in terms of all-of-club, rather than specific sectional interests.


The Regatta Committee should focus on the “what” of the Club’s on-water activity – not the detailed “How”. For example: is the Club delivering the types and variety of events that members want for the future? Does the current event mix reflect current member preferences? What has been put in place to ensure that those preferences have been captured and can be acted on?

Important “infrastructure and support” issues such as risk management, safety, regatta management and member engagement and participation growth should also be a part of its brief.

-  **Planning Committee** will take on a coordination role across the multiple and disparate projects being taken on by various sub-groups within the Club. The focus of this committee, chaired by the Commodore is necessarily long-term.



 **Finance Committee** is tasked with financial management, monitoring and reporting. It also has responsibility for forward financial planning and risk management. It also facilitates and oversees the audit of the Club's affairs. It advises the Management Committee on compliance and financial management policy and has responsibility for setting and monitoring budgets for the club at all levels. In the context of the Strategic Plan it will monitor performance against the established KPI's and make recommendations to Management on how those measures can be maintained.

 **Section Committees' (Sailing, Centreboard, Power, Cruising, Ocean Racing)** roles do not change. They can be regarded as the "Operational Level" of the Club. Their function is to deal with the day-to-day operational needs of the members that they directly represent. Section Captains should deal directly with the Sailing Development Manager on matters of on-water event management. Section Vice-Captains should address "House" issues (catering, functions etc.) directly through the General Manager or F&B Manager as they arise.

Some of the task of coordination will be delegated to a "project Coordination Team" which will report directly to the Management Committee. It will be established as a standing working group, with a member of the Management Committee as its Chairman and with direct reporting via that Chairman to the Management Committee.

Appendix B provides a simple Functional Hierarchy to delineate the level at which respective committees will work toward improving the Club's operation and performance.

Appendix C delineates the level and nature of tasks to be adopted by each level of the Committee structure.



Appendix A – On-water Participation Statistics: 2014/15 Seasons

Fleet Size and Participation 2014 / 2015 season

Saturday								
Keelboats	Available	Nominated	Average	No of nominees starting in races				
	Yachts	Yachts	Starters	0%	0 to 25%	25 to 75%	75 to 100%	100%
Div 1	41	20	8	2	8	6	4	0
Div 2	51	16	10	3	4	2	5	2
Div 4	39	12	5	2	3	3	4	0
Div 5	35	16	8	1	7	4	4	0
H28	17	11	7	0	4	2	3	2
S80	12	6	3	1	2	1	1	1
SS22	25	13	7	0	5	3	5	0
SS27	20	13	10	0	1	6	4	2
Viper	8	7	4	0	7	0	0	0
Power		58	35		15	26	15	2



eg. Div 1,

- 2 nominated yachts did not start any races at all
- 8 nominated yacht started up to 25% of races
- 6 nominated yachts started between 25 and 75% of races
- 4 nominated yachts started over 75% of races
- No nominated yachts started in every race

Fleet Size and Participation 2014 / 2015 season

Sunday								
Centreboard	Available	Nominated	Average	No of nominees starting in races				
	Yachts	Yachts	Starters	0%	0 to 25%	25 to 75%	75 to 100%	100%
125	12	10	5	0	6	1	3	0
420	10	5	2	2	3	0	0	0
F15	36	28	18	1	9	3	15	0
Laser	total all lasers = 60	17	9	2	6	5	2	2
Laser 4.7		6	2	2	1	2	1	0
Laser Radial		19	8	2	8	6	3	0
Moth	11	7	3	0	3	2	2	0
Opti G	total all optis = 30	14	9	0	4	6	3	1
Opti S		8	2	0	7	1	0	0
Pelican	13	7	5	1	2	2	2	0



eg. 125, all nominated yachts started at least one race
6 nominated yachts started up to 25% of races
1 nominated yacht started between 25 and 75% of races
3 nominated yachts started over 75% of races
No nominated yachts started in every race

Wednesday Afternoon Summer			
	Available	Nominated	Average
	Yachts	Yachts	Starters
A Fleet	?	23	8.4
B Fleet	?	29	11
C Fleet	?	42	11.3

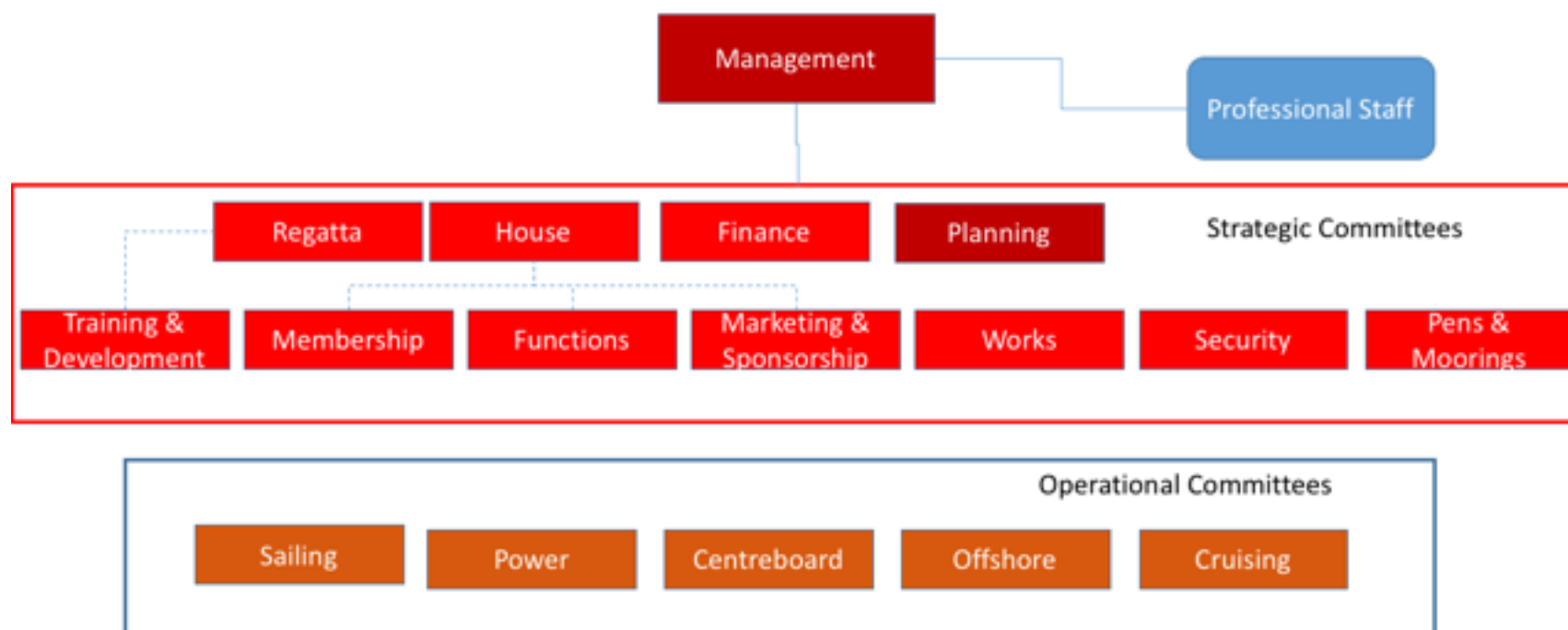
Wednesday Afternoon Winter			
	Available	Nominated	Average
	Yachts	Yachts	Starters
A Fleet	?	15	7.6
B Fleet	?	18	9.1
C Fleet	?	21	8.9



Wednesday Twilights			
	Available	Nominated	Average
	Yachts	Yachts	Starters
A Fleet	?	18	6.1
B Fleet	?	26	5.7
C Fleet	?	30	2.9



Appendix B – Functional Relationship Diagram: SoPYC Committees and Subcommittees





Appendix C: Functional Responsibilities of the Committee Structure – SoPYC

MANAGEMENT COMMITTEE				DIRECT OVERSIGHT OF ALL STRATEGY & PLANNING
	STRATEGIC COMMITTEE	STRATEGIC COMMITTEE	STRATEGIC COMMITTEE	STRATEGY & PLANNING activities managed as per suggestion below
MANAGEMENT COMMITTEE	REGATTA	HOUSE	FINANCE	LONG TERM PLANNING 6 MTHLY THINK TANK OF MANAGEMENT & STRATEGIC COMMITTEES
OPERATIONAL DELIVERY				ANNUAL/ MEDIUM TERM PLANNING ACTIVITIES
MEMBER LEVEL	CAPTAINS supported by FLEET CHAIRS	VICE CAPTAINS and FUNCTIONAL COMMITTEE CHAIRS (A,B,C,E)	TREASURER supported by FINANCE COMMITTEE	MANAGEMENT COMMITTEE STRATEGIC COMMITTEES
PROFESSIONAL LEVEL	GM & OWG STAFF	GM, FB MANAGER & STAFF	GM, ACCOUNTANT, AUDITORS	GM, ASSET MANAGER supported by the WORKS COMMITTEE
ORGANISATIONAL COMMITTEES				
A MEMBERSHIP	Crew, Cbrd, Senior, Junior	Social	Budgets, Fin.Management	Short/Near Term Planning jointly by Functional and Strategic Committees collaboration
B SECURITY	Jetties, Boat Storage	Buildings, Grounds, Facilities	Budgets, Fin.Management	Short/Near Term Planning jointly by Functional and Strategic Committee collaboration
C FUNCTIONS	????	Club Events (eg Com.Ball)	Budgets, Fin.Management	Short/Near Term Planning jointly by Functional and Strategic Committee collaboration
D TRAINING / DEVELOPMENT	All OnWater		Budgets, Fin.Management	Short/Near Term Planning jointly by Functional and Strategic Committee collaboration
E MARKETING / SPONSORSHIP	All OnWater Events/Opportunities Grand Sponsors	All OnShore Events/Opportunities Club Level Corporate	Budgets, Fin.Management	Short/Near Term Planning jointly by Functional and Strategic Committee collaboration
F PENS / MOORINGS	All OnWater / HardStanding		Budgets, Fin.Management	Short/Near Term Planning jointly by Functional and Strategic Committee collaboration
G WORKS (MAINTENANCE)	All OnWater / Boat Storage	All OnShore	Budgets, Fin.Management	Short/Near Term Planning jointly by Functional and Strategic Committee collaboration