

PERTH FLYING SQUADRON YACHT CLUB

STRATEGIC PLAN 2024 -2027

“BETWEEN CITY & SEA”



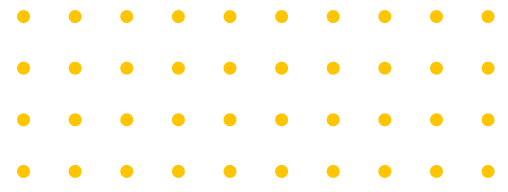
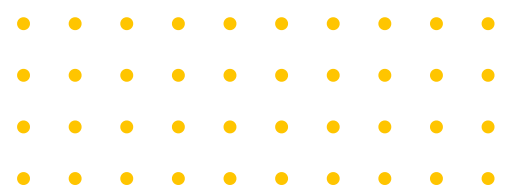


Table Of Content



01 Message from the Commodore

04 Our Vision

05 Our Mission

06 Our Values

07 Environmental Scan

08 SWOT Analysis

07 Priorities & Targets

10 Pathway - Membership, Competitions & Participation

11 Pathway - Infrastructure & Facilities

12 Pathway - Governance, Leadership & Community Engagement



Message from the Commodore

On behalf of our Members, Committee and Staff, I am delighted to present and endorse our Strategic Plan for 2024-2027. The Perth Flying Squadron Yacht Club has an historic past celebrating our 125th year in 2022 and continues to grow in participation and popularity with our keen focus on the improvement and expansion of our facilities, activities and amenities we provide to our Members and our Guests.

Regardless of our individual passion for the water and regardless of our individual chosen vessel or whether you simply want to enjoy our hospitality, our shared desire to enjoy all that the Club and our stunning Perth waters have to offer, unites our Members and Guests. Although the shapes and designs of the yachts have changed since our inception on the banks of Barrack Street in Perth, we continue to encourage the competition, comradery, racing and social activity within our sailing community. The expansion of our water-based activities and participation at the Club now includes day and night power time trialling and social events, accreditation, invitational events, navigational days, educational sessions and our newly formed Angling Section which will further enhance the family environment, enjoyment, participation and competition at the Club.

Our sailing activities and programs, in conjunction with Australian Sailing and other clubs, provides opportunities for all age groups, families, level of experience and available time. Some of these activities and events include juniors, sail training, support vessels, school events, keelboat racing and crewing, interclub regattas, day and nighttime events and of course our regular Twilight sailing on Wednesday, and racing and competition on Friday and Sunday. We actively encourage new members and guests to be part of our Discover Sailing junior and keelboat training and events, raft ups on the Swan River, convoys to Rottnest Island, social cruises to Rockingham and Carnac Island and beyond and for all members and guests to join in with our flagship sailing events - the Glenys and Wally Pickford and Parmelia Races each sailing calendar year.

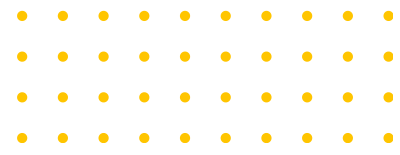
Our power section includes over 200 water-based vessels, more than 100 hardstand vessels as well as Members who use our convenient triple bay launch and retrieval ramps and adjacent fuel facilities. The power section also has an array of opportunities to participate and compete including time trials such as our daytime Cork Evans time trial and our Rob Brown nighttime trial events, convoys to Rottnest to help Members navigate Rotto waters, social raft ups, checkpoint or just social boating in or out of the pen.

For all our Members and Guests, we are fortunate to have a magnificent Clubhouse, function, bar and restaurant and alfresco areas to enjoy our panoramic views over our marina and the Swan River. Our bar and restaurant facility, "Rimondos on the River" is now renowned as one of the best places to enjoy a drink, taste fantastic food and host your event, overlooking our resident dolphins in the marina and complete with jetty facilities for visiting boats and ample parking for those that visit by land.

We have deliberately created several different membership categories to encourage everyone from Children, Families, Social, Sailing, Crew, Power, Angling and other water-based activities to be part of our Club and Community in arguably the most safe and relaxed environment on the Swan River. We also appreciate and encourage all the Volunteers that help make the PFSYC the friendly and successful Community it is today.

All our Members and Guests are fortunate to be able to experience the hidden gem that is Perth Flying Squadron Yacht Club and on behalf of myself, the committee, staff and our members, this Strategic Plan provides the framework so our history is preserved and our future successful.





Our Vision

To preserve our history and continue to be an inclusive, diverse, and family friendly Yacht Club, a leader in facilitating and promoting engagement, participation, competition and service to our Members and the local community whilst always striving to provide world class facilities with responsible financial management.



Our Mission

To promote, encourage and support sailing, power, and water-based activities, competition and social interaction at the Club between our Members and members of the Community.



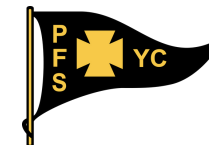
Sailing

Develop and increase participation and competition in the sport of sailing throughout the Club and the local Community.



Power Boating

Develop and increase participation and competition in the sport of power boating throughout the Club and the local Community.



Juniors

Develop on-water sports, games, competition, and programs to increase junior participation throughout the Club and the local Community.



Service Delivery

Provide quality services and facilities to our Members and guests.



Culture

Foster a friendly, diverse and inclusive Club culture.

Our Values



Trust and Integrity

We will make ethical and honest decisions for the benefit of the Club and its Members and be transparent in all our dealings.



Passionate & Committed

We will work with a can-do attitude and be committed to quality outcomes for our Members and guests.



Respectful and Considerate

We will respect people from all walks of life and be considerate of the needs of our Members, guests, the community and environment.



Progressive Yet Mindful of our History and Traditions

We will continue to be progressive in our thinking to ensure we prosper and grow, whilst honouring our rich maritime heritage.



Family Friendly

We will Foster a friendly Club atmosphere for our Members and guests.



Environmental Scan

External Factors Govt/Political

- Engage key stakeholders to promote sport of sailing and power boating: YWA, AS, CoN, DBCA, WA sport etc.
- Engage AS, CoN to ensure prioritisation of service to the Club.

External Economic

- Boat ownership is increasing.
- Costs of compliance for yacht clubs are rising (and risk is increasing).
 - Global and domestic financial outlook.
- Club financial sustainability during volatile economic context.

External Change of Social Dynamics

- Overcome perception sailing & power boating is not an easily accessible sport.
- Opportunity to promote membership growth in western suburbs.
 - Increasing age gaps – causing segmentation in Membership.

External Changes Driven by Technology

- Optimise automation and digital technology to offset compliance and cost of operations
- Improve membership experience at Club through improved technology systems and better integration
- Use of social media platforms to engage Members and promote the Club efficiently

External Changes Driven by Environment

- Promote green Club operations, policies and procedures, eg plastic free environment
 - Unstable weather patterns
 - Pursue a “Clean Marina”

External Driven by Law

- Increased risk, liability and cost for WHS, equipment, marina and marina safety
 - Increased governance, compliance and liability
- Compliance with Fair Work Act and meet the Club's obligation to provide a safe workplace
 - Compliance of tenure with CoN and DBCA
- Risks associated with ageing sailing and power boating demographic

SWOT Analysis

Internal Strengths

- Location: Only international Sailing Course on Swan River, deep water berths, city views, foreshore access, protected access to marina, halfway between Elizabeth Quay and heads;
- Family friendly relaxed Club on the Swan;
 - Quality Food and Beverage offerings;
 - Club footprint with room to grow;
 - Value for money;
- On-water assets, noting varied conditions;
 - Club Management;
 - Heritage / Reputation;
- Positive shift in Club morale and participation;

External Opportunities

- Market reputation and heritage;
 - Accessing Grants;
- Diversify – expand competitive offerings;
- Leverage strength in women and girls in sailing and power boating (SheSails program);
 - Promote Power boating racing;
- Strengthen engagement with AS and other Clubs and groups to assist Sub-Committees achieve their targets;
 - Increase hosting events.

Internal Weaknesses

- Ageing Marina, infrastructure and associated maintenance costs;
 - Old Club House;
 - Attracting new Members;
- Shortage of crews and support for racing;
 - Membership type profile;
 - Ageing membership;
- Race Management (noting current shift to increased volunteer base);
 - Compliance;
 - Sub-Committee culture, structure and representation;
- Providing clear sailing and power boating pathways for Junior, Women, Social Members and community;
 - Junior sailing
- Limitation of number of Members;
- Limited classes of training boats.

External Threats

- Change in consumption of boating;
- Social change on family involvement in children commitment on weekends;
- Increased consumption of computer gaming and social media by younger demographic;
 - Declining sailing trends in both yacht ownership & participation;
 - Economic climate;
 - Legal (WHS, Governance & Executive Liability);
 - Executive/Committee qualifications & experience;
 - Compliance;

Priorities & Targets

Priorities

- Increase the number of competitions and Member participation in all on-water activities
- Develop pathways for Training Centre participants to membership, on-water activity and volunteering
- Increase sponsorship to support and increase competition & interaction with other Clubs
- Develop viable plan for the replacement of the ageing marina and infrastructure
- Upgrade Clubhouse facilities and Member amenities
- Upgrade marketing, competition and communication capability and service delivery through technology
- Provide resources & support to Regatta to assist Regatta in achieving their targets
- Continue to promote a culture that encourages increased social interaction

Targets

- Continuous growth in the number of competitions with a reduction in the average age over the next 5 years
- Transition of Social Members to Sailing and Power Boating Members, vessel ownership and participation
- Develop an Infrastructure and capital investment plan for the replacement of the current marina by 2026
- Increased % of Training Centre participants transitioning to membership, introduced to crewing on sail and power boats, OTB activity and on-water or on-shore volunteering
- Develop an Infrastructure and capital investment plan for the replacement of the Club House by 2027
- Effective engagement and representation with Local, State and Federal Government. Active engagement with Club Patron and local Members
- Upgrade website and increase social media usage to engage Members and increase the Member user experience

1. Pathway - Membership, Competitions & Participation

By 2024

Develop and implement a Participation and Competitions Committee

Terms of Reference to achieve targets

- Explore opportunities for collaboration with other Clubs;
- Explore opportunities and strategies to enhance and increase the number of, and participation of current Club events and competitions;
- Explore and evaluate opportunities to introduce new alternate events, competitions and participation at the Club, including, but not limited to:
 - Sailing;
 - Power;
 - Angling;
 - Diving;
 - Juniors;
 - SUP;
 - Windsurfing;
 - Foiling;
 - E-Sailing;
 - Classic Boats.
- Allocate resources for the successful implementation of programs with emphasis on core Regatta & Power competitions.



2. Pathway - Infrastructure & Facilities

By 2024

Develop and implement a Development Committee

Terms of Reference to achieve targets

- Complete hardstand development by 2025;
 - Develop an Infrastructure and capital investment plan with a coordinated and staged construction to prevent business disruption for the replacement of the current marina by 2026;
 - Develop an Infrastructure and capital investment plan with a coordinated and staged construction to prevent business disruption for the replacement of the Club House by 2027
-

3. Pathway - Governance, Leadership & Community Engagement

By 2024

Executives and General Committee to develop and implement strategies and policies to achieve targets

Terms of Reference to achieve targets

- All Sub-Committees to have agreed Terms of Reference and prioritised yearly operational plans.
 - Have balanced and skilled representation on all Sub-Committees consistent with good governance as well as Member and societal expectations.
 - All Members of all Sub-Committee to be re-elected annually by General Committee to align experience and skills requirements and appropriate Member representation
 - Update planning processes and implement annual Strategic Plan review to keep plans relevant and actionable.
 - Profile of the Club to be lifted through vibrant relationship with local community, schools and universities.
 - Encourage new Sub-Committee Members to ensure new ideas, expertise & succession planning.
-