



Royal SA Yacht Squadron

Strategic Plan 2022 - 2027

Summary

Background

Established in 1869, The Royal South Australian Yacht Squadron (The Squadron) has successfully pursued its goals for over 150 years. It has enjoyed a long history as a premier yachting and sailing club within the state.

RSAYS Inc. must continue to embrace change, in response to the altering values, interests and needs of the broader society, as these are reflected in the aspirations and needs of its boating community.

The 2022-2027 strategic plan is underpinned by a desire to foster necessary changes whilst continuing to promote Seamanship and Fellowship within a diverse membership, and the South Australian boating community more widely. The overarching aim of the plan is to ensure the long-term viability of the club.

Two broad objectives drive planned initiatives:

- I. To ensure every aspect of RSAYS Inc. administration is conducted with a strong emphasis on responsible financial control, good governance practices, and effective member engagement activities.
- II. To guide RSAYS Inc. in maintaining and providing outstanding boating facilities and services while promoting an inclusive, vibrant, developmental, and safe environment for all participants.

The 2022-2027 plan is built upon five core areas of activity:

1. **Member Engagement, Growth & Retention** – diversity, effective volunteerism and enablement, Member fulfilment and satisfaction.
2. **Boating Activity** – racing, women’s sailing & participation, youth development, the Squadron Sailing Academy and cruising.
3. **Administration & Operations** – effective operational governance, financial management, quality improvement, I.T., and safe environments.
4. **Facilities & Infrastructure** – maintenance and improvements, marinas and the Squadron Pool, buildings and grounds, and I.T.
5. **Social & Hospitality Facilities & Services** – food and beverage, external functions, Member House & Social activity.

ORGANISATIONAL GUIDING PRINCIPLES

The Squadron is a community club created to meet the interests and needs of members, and the wider community, who share a common interest and bond in yachting and sailing, boating and related boat berthing, maintenance, networking, and social activity.

Overall Vision of the Squadron (what we really, really, really want to be)

The Squadron is recognised as a respected, hospitable destination club, providing a safe, vibrant, modern, informative, and friendly environment that supports superior experiences in yachting, boating, training and development, and hospitality, for all. RSAYS Inc. operates to fulfil this vision.

RSAYS Inc. Mission Statement (the reason for our existence)

RSAYS Inc. (in partnership with RSAYS Ltd.) provides an environment that supports and grows safe, enthusiastic participation, development, and enjoyment in boating and social activity, for both members and the community, by maintaining high quality infrastructure, facilities, and services, within a continuous quality improvement context.

RSAYS Inc. Values (beliefs that we expect members and the organisation to uphold)

Seamanship and Fellowship continue to be the overarching core values of RSAYS Inc. These core values will be expressed in all our activity through attention to the principles of:

- Respect
- Inclusivity and collaboration
- Equity
- Diversity
- Growth and development
- Quality and ongoing Improvement

The RSAYS Inc., Strategic Plan is a 'living document' (i.e., it will be continually monitored and updated as required). Accordingly, activity in each core area will be actively reviewed on a regular basis, in terms of not only priorities and progress towards desired outcomes, but also ongoing relevance.

The following pages summarise the focus of activity in each core area and list the desired outcomes for the 2022-2027 time frame.

1. MEMBER ENGAGEMENT, GROWTH & RETENTION

RSAYS Inc. member engagement, growth, and retention relies on meeting the needs and aspirations of a diverse community of yachting, boating and sailing enthusiasts. In addition to providing desired yachting and boating programs and activities, it includes providing meaningful opportunities for volunteerism by members. Increasing the focus on diversity among the membership base aims to contribute to growth, including increased attention given to developing female participation in all aspects of the Club's activities, including leadership and governance.

Desired outcomes: Member Engagement, Growth and Retention

- New member registrations increase by 10% per annually (cumulative - 50% over 5 years)
- Opportunities for a Social Membership category are developed
- Current levels of membership are maintained and movement into Senior Membership categories by 10% annually is supported.
- Representation of members from diverse backgrounds in the membership community is increased by 5% annually.
- RSAYS Inc. committees are appropriately populated, operating effectively and adequately supported by the staff.
- Member satisfaction with club operations and volunteer engagement activities is maintained at high levels across membership categories.
- The Squadron culture and environments are appropriate and responsive to membership needs and support enjoyment and safety

2. BOATING ACTIVITY

Organised boating activity is core business of our club. To ensure the long-term viability of our club it is essential that the Squadron continues to provide a safe, developmental, exciting, and inclusive range of activities and services. The desired outcomes of these activities must comply with regulations and conditions of the Marine Group of Transport SA, as set out in the Recreational Boating Safety Handbook, together with any other statutory requirements. They also need to comply with Australian Sailing requirements where these are applicable.

Desired outcomes: Boating Activity

- A comprehensive RSAYS inc. racing program is implemented each season in line with member interests and appropriate racing standards
- Increase participation in Off-Shore Racing by 10% over 5 years
- Squadron Sailing Academy (SSA) is consolidated as a training and development entity of RSAYS Inc., with a documented program plan
- SSA contributes \$15,000.00 pa to RSAYS Inc. operations budget, to be reinvested in SSA program development
- Participation in weekend racing increased by 15% over 5 years
- Participation in Twilight racing (Wednesdays) increased to a fleet of 30, and in Sternchasers (Fridays) increased to a fleet of 15, regular competitors
- Participation of females actively involved in racing increased by 25% over 5 years
- Participation of membership involved in cruising increased by 15% over 5 years; with focus on increasing female participation
- The number of youth (7-18) sailing each season is increased by 25% over 5 years
- The SSA introduces at least 20 newcomers to sailing at the Squadron each year, contributing to a 10% pa increase in membership over 5 years
- The interest in historical vessels is actively promoted to membership and the wider community, through activity such as the Wooden Boat Festival and Squadron Quarterly articles etc.
- A program of events supporting model boat racing at the Squadron is implemented by the 2023 season

RSAYS Inc. entities working collaboratively to achieve the desired outcomes for boating activity include:

- I. Members of the paid staff team* - Key paid personnel involved include the General Manager, Boating Officer and Member Services Staff
- II. The Squadron Sailing Academy (SSA)* - SSA is a formal training and development entity at RSAYS Inc. approved to operate as an Australian Sailing Discover Sailing Centre. The SSA supports a mix of informal 'in-house' mentoring activity and formally accredited programs. Accredited programs are to be delivered by qualified Instructors.
- III. RSAYS Inc. Committees* - Four RSAYS volunteer committees are actively involved in achieving the boating activity desired outcomes, these are the Racing Committee, the Cruising Committee, the Combined Training and Development Committee and the SheSails@RSAYS Advisory Committee.

3. ADMINISTRATION, OPERATIONS AND GOVERNANCE

Effective administration, operations and governance are critical to the Squadron's viability, ensuring it operates in observance and compliance with all necessary legal and constitutional requirements in its operations and activities.

Desired outcomes: Administration, Operations and Governance

- High quality services are delivered to members, sponsors, and the wider community
- Staffing levels are appropriate to operational needs, and staff have adequate/necessary skills to fulfil operational requirements of the staffing team,
- Staff satisfaction and retention is high
- Effective governance and leadership
- Effective financial control, budgeting, and management
- Safe and compliant workplace and environment, both on and off the water
- Volunteer engagement, development, and management is effective: resulting in increased operational effectiveness of committees, as well as volunteer member satisfaction and retention.
- Robust, functionally appropriate IT systems supporting effective operational control, data collection, collation and management and organisational efficiencies

4. FACILITIES AND INFRASTRUCTURE

RSAYS Inc. maintains and manages the facilities and infrastructure of both the on water (Marinas and the Pool) and land-based structures (buildings, hardstands, grounds and storage) as well as various vessels and vehicles (transport and marine equipment).

4.1 Marinas and the Pool

Well maintained marinas are essential to attracting boat owning members, and their levels of continuous occupancy generate considerable income for the Club. Good maintenance is part of RSAYS Inc. responsibility to RSAYS Ltd., as well as being vital for the safety of Members and their vessels and to maintain the value of their assets.

4.1.1 Desired outcomes: Marinas and the Pool

- Marina management and maintenance undertaken to required standards for integrity, safety and compliance
- Increase and maintained marina occupancy to minimum 80% over 5 years
- Squadron pool managed to required EPA standards

4.2 Building, Hardstands, Grounds and Storage

Proper maintenance of the Squadron infrastructure and grounds assets is essential to providing an attractive and safe environment that members and visitors will enjoy being part of; including being an attractive place to entertain visitors and guests.

4.2.1. Desired Outcomes: Buildings, Hardstands Grounds & Storage

- Effective Clubhouse, Quarterdeck, and amenities management
- RSAYS Inc. grounds and gardens are manicured and maintained to required standards
- Yachting Service Centre leases and lessees managed according to agreements
- Hardstand maintenance and management undertaken to satisfactory standards, with minimum of 80% usage of hardstands

- Effective Eastern Dingy Shed maintenance and future management implemented by 2023
- Slipway maintenance and management maintains WH&S compliance, and is attentive to modernisation opportunities
- Effective fuel tank facilities maintenance and management implemented by 2023

4.3 Transport and Marine Equipment

The Squadron invests in various transport and marine equipment to support delivery of its operational activity and programs. Transport equipment includes the tractors, Renault Van and Ford Courier utility. Marine equipment includes the Squadron Putt Putt, the Pacer, Laser and J24 fleets of vessels, the two rescue vessels and their trailers, the race management vessel (Macro and air dock). Effective management and maintenance of this equipment is essential to providing continuous, safe and reliable service

4.3.1 Desired outcomes: Transport and Marine Equipment

- An additional Race Committee vessel fit for purpose is acquired by 2025
- The J24 fleet is refurbished to required standards by the start of 2022/23 sailing season
- Maintenance plans are managed to ensure Pacer, Laser and J24 fleets are maintained to required standards
- The orientation protocol for use of the launch and retrieval tractors is promoted, and compliance of members is monitored
- A maintenance schedule for all Transport equipment is compiled and implemented

5. SOCIAL AND HOSPITALITY FACILITIES & SERVICES

The RSAYS Inc. hospitality facilities and services are seen as an important aspect of Squadron life. They promote the fellowship side of our core goals and strengthen our position as a destination club, offering activity other than boating. The seasonal nature of sailing brings with it its own set of difficulties in maintaining efficiencies, and quality services at a reasonable cost. RSAYS management will continually refine its approach to service delivery in the hospitality area, as it seeks to grow social and hospitality activity, whilst meeting members needs and those of the community, within budget, and at a reasonable cost.

5.1 Desired outcomes: Social & Hospitality Facilities & Services

- A management strategy is developed for best and most efficient use of club hospitality services and facilities covering the next 5 years.
- Hospitality services break even or better each financial year.
- Hospitality services and facilities comply with current WH&S and health regulations and reflect contemporary dietary needs and expectations of members and patrons from the wider community.



FIVE YEAR FACILITIES MASTER PLAN 2020 – 2025

Submitted by the RSAYS Infrastructure Advisory Panel (July 2020)
Endorsed by the RSAYS Management Committee (September 2020)
Endorsed by RSAYS Limited (October 2020)



Avenue of Trees
RSAYS Foundation Project
COMPLETED

Memorial Wall and Club House
Gardens upgraded
COMPLETED

Dusty car park near boat ramp to be sealed.
Drainage upgrade to divert dirty water from the
existing car park entering the pool.
Work to commence April \$200k
Funded by DPTI

Re-roof Dinghy Shed
Cost \$14k
COMPLETED

Yachting Service Centre
Cost \$230k – Income \$38k PA
Development application
submitted to Council
3/5 TENANTS READY

Jimmy's Bar Upgrade
RSAYS Foundation Project
\$20k – COMPLETED

Security Fence to protect boats
50% RSAYS & 50% DPTI
Our share \$6,000 – COMPLETED

Mast Crane Wharf beyond repair.
To be removed at minimal cost to RSAYS

Repair and modify
Etchells Slip for Sports Boats
Cost \$50k
REPAIRS IN PROGRESS

Wave Breaker Refurbishment.
STAGE 1 COMPLETED
STAGE 2 IN PLANNING

Refurbish or replace Marina Stage 1 & 2
Cost \$3 million plus
PLANNING IS ADVANCED – WAITING ON
CONSULTANTS TO VISIT & RATIFY PLAN

Northern Bank
Garden Development
RSAYS Foundation
COMPLETED

New walkway to an improved
pontoon area
Cost \$50k – Income \$7
COSTING UNDERWAY

Old asbestos Junior Shed to make way for
Junior dinghy storage area.
COST UNDER NEGOTIATION

Reorganise Hardstand Area
Cost \$2.5k – Income \$5.10k PA
PLANNING UNDERWAY

New Boat Sheds
Cost \$50k Income \$25k PA
FEASIBILITY STUDY REQUIRED