

MANA CRUISING CLUB INCORPORATED

STRATEGIC PLAN 2017 – 2022



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This Strategic Plan has been developed by the Committee of the Mana Cruising Club Inc. in order to provide a disciplined and structured approach to the management of the club.

While the plan covers the next 5 years, it is intended that this be a living document that will be reviewed, refined and updated annually, or upon a major issue affecting the strategies outlined herein arises, to ensure relevance.

The plan will be presented at each AGM and Members are to be encouraged to read and understand where the club is heading.

Introduction

The Mana Cruising Club membership and activities largely relate to boating activities centred on club membership. These core activities are largely unchanged over the decades and the club increasingly finds itself with a static, aging membership amid a fast growing surrounding community which is a significant membership catchment.

It can be argued that MCC membership is effectively falling relative to our region's population growth, therefore this document seeks to assist with the following:

1. Identify the services, events and facilities the surrounding Community needs and wants to ensure interaction with a local Maritime focused Club
2. Decide on which of these community needs can be goals for the MCC to satisfy
3. Plan on how to develop the club and environs to facilitate meeting these needs
4. Prepare a 1 and 5 year strategy which will culminate into measurable action plans for the committee and staff to ensure the goals identified are achieved thus ensuring the survival, growth and continued success of the MCC for current and future member benefits.

Background/History

The club was formed in 1959 by a group of dedicated boaties, who recognised the need for a base to maintain and repair their vessels as well as a venue for socialising. Minutes of the second meeting of the committee record "But we must remember that we are building not only for ourselves but also future generations - and our long term planning must be on a sufficient scale to cater for the undoubted growth of the club".

That foresight has seen the club develop to its current state where we have a modern travel lift, extensive hardstanding facilities, and trailer boat launching ramp and parking as well as a clubhouse that contains a fully equipped restaurant, wardroom and function room.

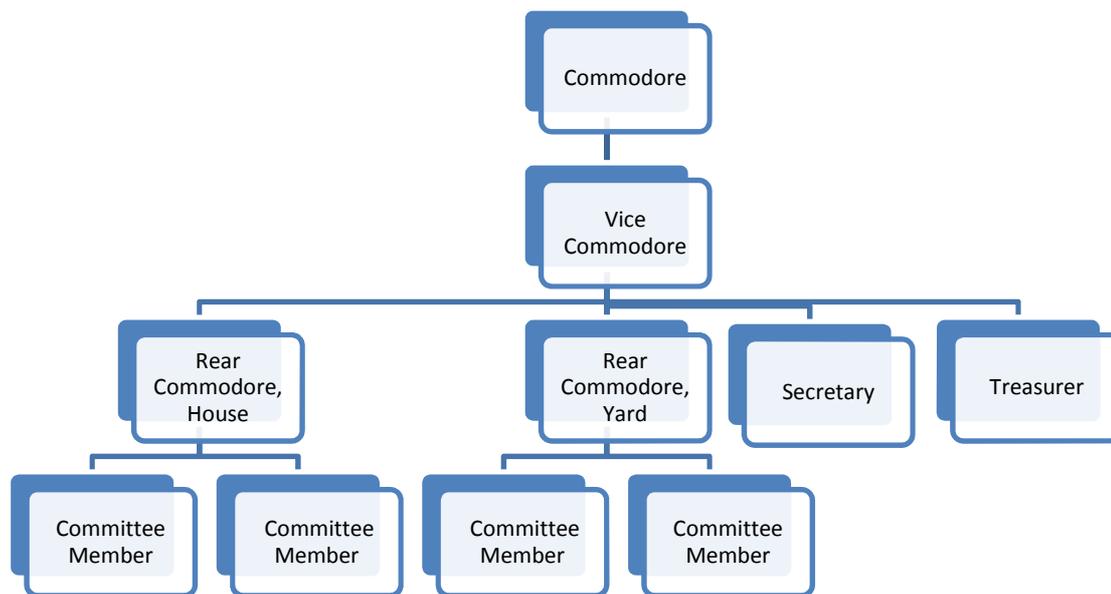
This history reinforces the need to not only manage the club for today, but to continue planning for the future to ensure that the club continues to thrive and survive and remains a friendly, family based community club for all while fostering safe boating and water activities.

Earlier this year an in depth survey of the membership was undertaken, and outcomes from that have been used to formulate this plan and provide a baseline to measure results.

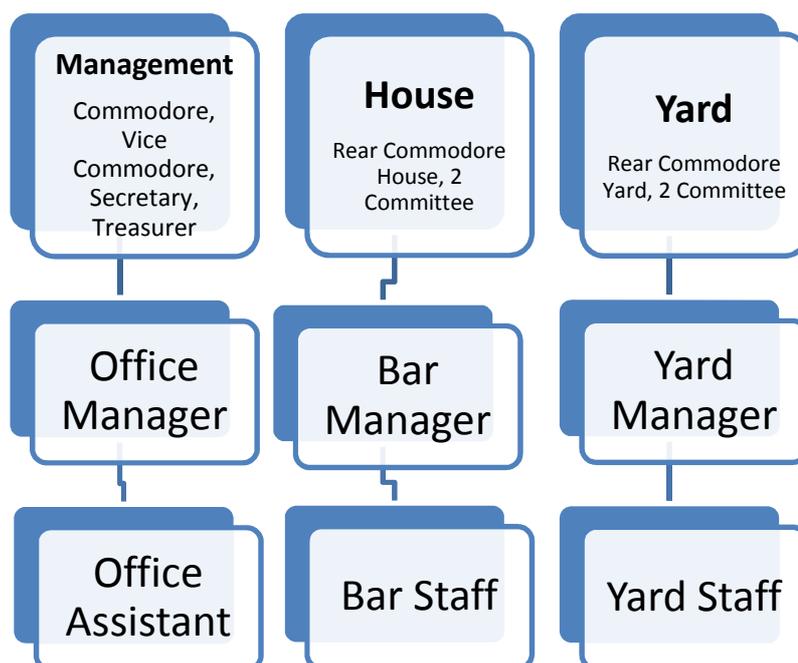
Management and Staff Organisational Structure

The club is managed by the committee, which is split into three sub committees, House, Yard and Management. The staff report directly to the chairs of the sub committees.

The structure is:



The 3 sub committees oversee each area of our operations:



Whilst an alternative and preferred structure would see the overall management of the club being undertaken by a Club Manager, it is considered that the resultant wage bill would be prohibitive for now, but also that at this time the committee accepts the need to have more of a hands on role in daily management. However this ultimate aim will form part of our strategy, for ongoing review.

Organisational Vision and Mission Statement

“A friendly, family based community club for all, fostering safe boating and water activities.

OUR VISION

“A Welcome Landing”

OUR MISSION

To promote the growth and development of the Club, ensuring its long term financial viability for the benefit and enjoyment of all present and future members and visitors.

OUR CORE VALUES

Friendly, respectful, inclusive, professional

SWOT Analysis

Strengths

Large membership base
Good name in the community
Our location and outlook
Financial Position
Diverse income streams (travel lift, hardstand, wardroom, function room)

Opportunities

Increase community participation in club events
Expand restaurant operations
Work in with other local clubs to provide education/entertainment
Attract new quality members
Promote club as a venue of choice for popularity/affordability
Increase member use of facilities

Weaknesses

Lack of a single focus point for operational management (i.e. no General Manager)
Ageing membership
Low level of participation in club activities
Physical limitations on expansion, especially for trailer craft
Mixing travel lift and trailer craft operations in the yard (H&S)
Seen as elitist by some
Not known by some

Threats

Staff non-performance in upholding standards/policies/H&S requirements
Non-compliance with legislative requirements resulting in fines/loss of licence
Lack of documented systems & procedures
Declining use of facilities by members
Declining membership

Strategic Objectives

To market and promote the unique features and benefits of the Club effectively to both current and future members with the objectives of:

- maintaining and/or increasing membership
- increase member use of club facilities
- increase member participation in club activities

To provide quality facilities delivered through welcoming, friendly personnel, namely

- The wardroom, restaurant and function room with a full range of food and beverages and operated within local authority and other regulatory constraints
- an office to provide support to the committee, members and visitors of the highest standard and ensuring the club complies with its licences and regulatory obligations
- The travel lift and hardstand facility to provide repair and maintenance facilities to members and visitors of the highest standard within local authority and other regulatory constraints

To proactively manage all the Clubs financial affairs, ensuring the Club functions correctly and sustainably within the terms of its constitution.

To continue to maintain, develop and upgrade the clubs assets to a high standard

To constantly promote the overall participation in on water activities

To develop and promote a club culture which values the Club's proud history and traditions, and provides a friendly, welcoming, supportive environment for all members and visitors to enable their participation in activities and enjoyment of our facilities.

To achieve the above the following has been put in place:

Goals for the next 12 Months

Each of the sub committees has set their own goals for the next 12 months – see the Annexure:

Goals for the next 5 Years

Review Strategic plan annually to refine and update annual strategies

To have the yard layout worked out to most effectively cater for members and visitors whilst meeting environmental and health and safety obligations

To have highly qualified and trained staff delivering excellent service in top class surroundings

ANNEXURE

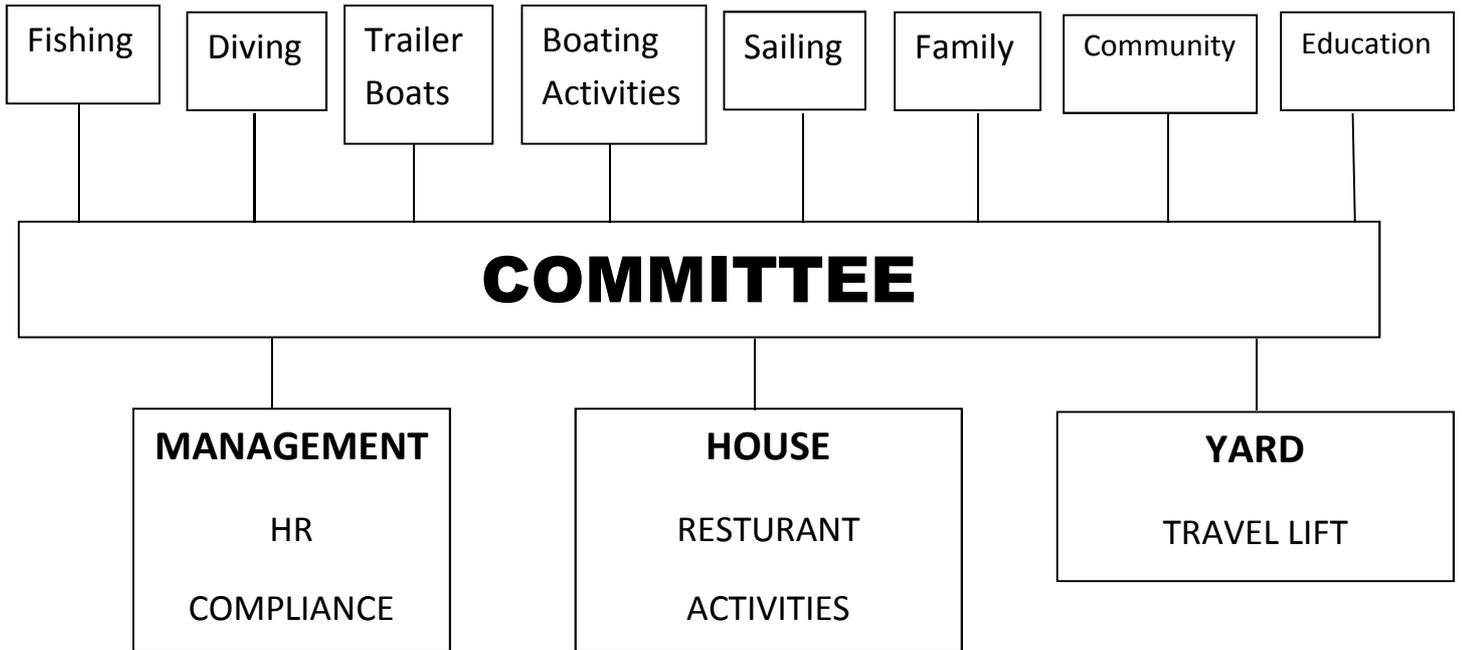
STRATEGY FOR THE MANAGEMENT SUB COMMITTEE

Objective:

Provide a structure where the Mana Cruising Club will survive and thrive

Strategy:

1. Maintain and enhance the values and beliefs of the culture of the Mana Cruising Club
 - a. GOAL: 75% of the 2017 focus group agree the culture and growth has improved in 2107/2018
2. To have clear and concise MCC processes and procedures documented. Ensure responsibilities are taken for each area of compliance, by the right person with the right training/upskilling available
 - a. GOAL: 100% processes and procedures are documented & MCC is 100% compliant
3. Enhance the profile of the Mana Cruising Club as a responsible community organisation and a club to join
 - a. GOAL: Mana Cruising Club will hold two community events annually & achieve 5% growth in membership
4. Form as per the following chart to enhance the flow of information between the members and the committee.
 - a. GOAL Form a minimum of 4 groups by October 2018.



VALUES= FRIENDLY, RESPECTFUL, INCLUSIVE, PROFESSIONAL

STRATEGY FOR THE HOUSE SUB COMMITTEE

Objective:

To provide the best overall clubroom experience, encasing entertainment, experience, education and social fun.

Strategy:

1. Quality dining experience
 - a. GOAL: 01 October new caterer starts at the Mana Cruising Club
2. Bar well stocked and affordable service
 - a. 75% of the 2017 focus group agree bar is well stocked and prices are affordable
3. Varied entertainment, functions and events
 - a. GOAL: 2018 calendar of events will be available at Christmas and designated groups organising events & 10% increase in function/event profit dollar (\$) in 2017/2018 year
4. Member education/enlightenment
 - a. GOAL: Have a minimum of once a month boating education/knowledge sharing activity

STRATEGY FOR THE YARD SUB COMMITTEE

Objective:

To provide the best utilisation of Mana Cruising Club yard assets for the benefit of members

Strategy:

1. Yard environment – minimise costs, manage risk, maximise utilisation and return on Mana Cruising Club assets within its local authority and other regulatory constraints.
 - a. GOAL: 10% increase in profit (\$) for yard 2017/2018
2. Infrastructure planning – ensuring continuing improvement and upgrading of Mana Cruising Club facilities and assets for the benefit of both current and future Mana Cruising Club member enjoyment.
 - a. GOAL: To produce annual, 5 year and 10 year plan by 15th September 2017. Wash-down and sumps operating by July 2018
3. Health & Safety – working towards a goal of no accidents or breach of associated processes
 - a. GOAL: Zero accidents, 100% legal compliance