

A wide-angle photograph of a marina at sunset. The sky is filled with vibrant orange and yellow clouds, with the sun low on the horizon. Numerous yachts and sailboats are docked at wooden piers. In the foreground, a large white motor yacht is docked at a pier. The water reflects the warm colors of the sunset. In the background, modern residential buildings are visible along the waterfront.

# Martha Cove Yacht Squadron Strategy

July 2021 to December 2022

## Our Purpose is;

To connect, inspire and foster community in the Martha Cove area through our shared love of boating.

Our Purpose provides direction and focus for Martha Cove Yacht Squadron. Alongside our Values they become a filter for making decisions and are the “glue” that connects us as a community as we work together to achieve our goals.

### Our values;

- We care about **Community**
- We are **inclusive**
- We build **capabilities & inspire confidence**

This document outlines our shared ambition, or strategy, for the next 18 months. Throughout the strategic planning process, our purpose and values have been top of mind.

Our strategy has been informed by input from MCYS members and further developed by the MCYS committee.



## From the Commodore

### About MCYS

We're transforming what it means to belong to a community-based Yacht Squadron. Founded in 2019 on the belief that any day on, in or near the water is a good day and the ideals of camaraderie, community and meaningful connections, we welcome all members, all types of boats and watercraft, and all people who feel a connection to the water.

Our varied membership comprises of boat owners, non-boat owners, singles and families, people with a passion for racing or cruisers under power or sail. While many of our members live at Martha Cove and the surrounding areas, others are from further afield and visit our beautiful Mornington Peninsula whenever they can.

As a new organisation, our first priority is to our members and building the infrastructure that will allow us to continue to grow in a sustainable way and to deliver the program of services and events that will advance our purpose.

### Our Strategic Priorities for – July 2021 to December 2022

We're coming off the back of a period in which we were restricted from running activities and engaging our members in ways we would have liked due to the impact of Covid-19. Therefore, our primary focus for the next 18 months is to re-engage members and ensure that Martha Cove Yacht Squadron is healthy and strong in anticipation of future growth. In order to achieve this, our strategic priorities are;

- To ensure ethical and sustainable governance and management practices
- To improve and strengthen our communication to MCYS members.
- To increase the number of members actively participating in MCYS events and activities.



# Martha Cove Yacht Squadron Strategic Plan | July 2021 to December 2022

## WHY: OUR PURPOSE

*To connect, inspire and foster community in the Martha Cove area through our shared love of boating.*

**WAY: Our Values:** *Serve our purpose and inform how we make decisions and work together*

**We care about Community**

**We are inclusive**

**We build capabilities & inspire confidence**

**DO: Our Shared Ambition:** *What we will focus on in the next 18 months to advance our Purpose*

**Ensure ethical and sustainable governance and management practices**

**Improve and strengthen our communication to MCYS members**

**Increase participation and retention of members**

### What we are going to do

Ensure ethical and sustainable governance and management practices to serve our purpose today, and well into the future.

Adopt an organisation wide approach to communications to ensure that we communicate with all members regularly to keep them informed of activities and provide a portal that facilitates connection between MCYS members.

Develop and implement a marketing plan that focuses primarily on retaining existing members and increasing the overall participation rates in MCYS events and activities. A secondary goal is to increase the number of MCYS members.

### How we are going to do it

- Develop a governance and compliance policy to ensure that we have the appropriate operating practices, procedures and processes in place.
- Ensure we have an active, well supported Committee that is equipped and able to lead MCYS into the future.
- Develop and empower sub committees to support the General Committee and share the workload.

- Appoint someone to actively manage and keep up to date the MCYS data base including boat details and member's interests.
- Review our current member's preferences for communication in order to make an informed decision about the range of communication channels we should use and identify the preferred channel/s;
- Develop a social media / communications / marketing plan to pro-actively manage MCYS's communication and branding strategy.

- Develop a calendar that includes a variety of events. This can be a combination of MCYS run events but should also include events run by other clubs that we can encourage members to be part of.
- Season launch – September 2021.
- Communications / Marketing Sub Committee to develop marketing plan and work with Events and Activities Group (EAG) to coordinate communication and implementation of events.

### How we will measure success

- The adoption of the governance and compliance policy.
- Have developed and implemented a succession plan that identifies new committee members with the specific expertise and experience to lead the club through the next strategic period.
- Have active sub committees in place proactively working together to provide recommendations and implement plans approved by the General Committee and Flag Bearers.

- The adoption and implementation of a Marketing and Communications plan.
- Agree and implement an approach to communicating with members that allows us to access 100% of our members in a timely and efficient way.

- The appointment of an Events and Activities Group (EAG)
- The implementation of relevant elements of the Marketing plan developed by Marketing / Comm's sub committee.
- Retention of existing MCYS members - other than natural attrition ie: people moving out of the area.
- Maintain membership over the strategic period.
- Successful season launch.



# MCYS Strategy July 2021 to December 2022

## WHY: OUR PURPOSE

*To connect, inspire and foster community in the Martha Cove area through our shared love of boating.*

## WAY: How we make decisions and work together

### OUR VALUES

We care about community	We are inclusive	Build capabilities & inspire confidence
We are founded on the desire to create community in a new place, bonded by our shared love of boating and life on, in and near the water.	We are an organization for all and welcome any individual, couple or family who shares our love for the Mornington Peninsula and a life on or beside the water.	We encourage everyone to have a go. We share knowledge and create events for all levels of ability. We work together to inspire confidence and bring out the best in each other in all things boating.

## DO: What we will focus on in the next 18 months to advance our Purpose

### OUR SHARED AMBITION & STRATEGIC PRIORITIES

Ensure ethical, sustainable governance and management practices.	Improve and strengthen our communication to MCYS members.	Increase participation and retention of members.
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## Strategic Priority 1:

### Ensure ethical and sustainable governance and management practices

MCYS was founded in 2019. It is run exclusively by members who volunteer their time, talents and energy.

In order to ensure ethical and sustainable operating practices so that MCYS can continue to grow, develop and serve our members, we need to be intentional about the way we operate as an organisation specifically in the area of governance, compliance and our internal policies and procedures.

#### What are we going to do?

Ensure ethical and sustainable practices to advance our purpose today, and also well into the future.

#### How are we going to do it?

1.1 Develop a governance and compliance policy to ensure that we have the appropriate operating practices, procedures and processes in place.

- Review current Governance and operating procedures to ensure we are compliant.
- Review the current structure to ensure that it is fit for purpose and sustainable.
- Put in place systems and processes that are sustainable and reduce the burden on committee members ie: automated processes.

1.2 Ensure we have an active, well supported Committee that is equipped and able to lead MCYS into the future;

- Actively seek members to join the Committee.
- Actively seek a new Commodore to fulfill the role at the end of John Hall's tenure.
- Actively seek people with the expertise and passion for the key flag bearer roles.

1.3 Develop and empower sub committees to support the General Committee and share the workload.

#### How are we going to measure success?

- The adoption of a governance and compliance policy.
- Have developed and implemented a succession plan that identifies new committee members with the specific expertise and experience to lead the club through the next strategic period.
- Have active sub committees in place proactively working together to provide recommendations and implement plans approved by the General Committee and Flag Bearers.



## Strategic Priority 2:

To improve and strengthen our communication to all MCYS members

MCYS recognise that in order to grow and meet the expectations of current and new members communication is critical.

Communicating with members in a timely, clear and consistent way is a challenge for any organisation. This becomes even more important for a new club with no physical home or central hub to gather. Added to this, MCYS is a club where a significant number of members are new to the area and don't have well established connections to other members that would facilitate the passing on of information.

We also recognise that our membership base and future members have varying preferences for communication – some being computer literate and extremely comfortable receiving communications via email or social media platforms, and others not using technology at all.

During this strategic period, we seek to be intentional about strengthening our communication to all members.

### What are we going to do?

Adopt an organisation wide approach to communications to ensure that we communicate with all members regularly to keep them informed of activities and provide a portal that facilitates connection between MCYS members.

### How are we going to do it?

- 2.1 Appoint someone to actively manage and keep up to date the MCYS database including boat details and member's interests.
- 2.2 Review our current member's preferences for communication in order to make an informed decision about the range of communication channels we should use and identify the preferred channel/s;
  - Survey members about their communication needs and preferences.
  - Where needed provide support and/or training to facilitate club members ability to use the club's preferred communication channel/s.
- 2.3 Develop a social media / communications / marketing plan to pro-actively manage MCYS's communication and branding strategy;
  - Identify MCYS members with the expertise and interest in implementing the Communications strategy.
  - Develop and implement a communications plan informed by the survey results and in line with member needs.

### How are we going to measure success?

- The adoption and implementation of a Marketing and Communication's plan.
- Agree and implement an approach to communicating with members that allows us to access 100% of our members in a timely and efficient way.



## Priority 2.1: Communication - Member Survey

There are a number of areas of club activity that we don't have a clear understanding of our member's expectations, demographics or abilities. This makes it difficult to plan, communicate with and provide activities and events that meet member's varying needs.

We will conduct a member survey to help fill in these gaps and to further inform our strategic priorities.

### **What are we going to do?**

Survey to all members prior to the AGM, with the result presented at the AGM and designed to inform the relevant strategic priorities and help us better understand our members.







## Strategic Priority 3:

### To increase participation and retention of members

We recognize that we are in the early growth stages as a club. Whilst we had a very successful launch, Covid-19 created a challenging dynamic and we saw participation at events be curtailed through government implemented restrictions.

There is no doubt that Covid-19 restrictions have had a significant impact on engagement and retention of our members. In some ways we need to relaunch the club to give it new energy and a refreshed sense of purpose.

As a matter of priority, we plan to focus on retaining existing members and improve participation at events through better understanding our members needs and expectations.

#### What are we going to do?

Develop and implement a marketing plan that focuses primarily on retaining existing members and increasing the overall participation rates in MCYS events and activities. A secondary goal is to increase the number of MCYS members.

#### How are we going to do it?

3.1 Develop a calendar that includes a variety of events. This can be a combination of MCYS run events but should also include events run by other clubs that we can encourage members to be part of, for example;

- Racing – minimum of 2 per month. These events can be run by other organisations such as ORCV
- Cruising events – minimum 1 event per month eg: Queenscliff cruise, Docklands cruise
- Social events – minimum of 3 per month – 1 x social ie: dinner at an “Icon Pub on the Peninsula”; 1 x guest speaker and 1 x other land-based activity ie: monthly walk
- Educational – minimum 1 x bi-monthly ie: guest speaker.

3.2 Season launch – September 2021

- Social sub-committee to determine date, take responsibility for planning and implementation

3.3 Communications / Marketing Sub Committee to develop marketing plan and work with Events and Activities Group (EAG) to coordinate communication and implementation of events.

#### How are we going to measure success?

- The appointment of an Events and Activities Group (EAG)
- The implementation of relevant elements of the Marketing plan develop by the Marketing /Communications Sub Committee.
- Retention of existing MCYS members - other than natural attrition ie: people moving out of the area.
- Maintain a stable base of membership over the strategic period.
- Successful season launch.



## Priority 3.1: Develop a Calendar of events

In order to provide a full calendar of events, we would ask the Events and Activities Group alongside the Marketing and Communications Sub Committees to work together to identify events that are aligned to our Purpose and member's expectations. The intent is to have a variety of events advertised and planned well in advance that give members the opportunity to participate in boating events, social events, land-based activities as well as learning opportunities.

Below is an example that could provide the framework for identifying events between July 2021 to December 2022.

### **Racing**

It is envisaged that during this strategic period we are likely to run some MCYS events, but that the majority of events on our calendar will be run by, or in conjunction with other organisations such as ORCV eg: ORCV Coastal Sprint, or MYC distant events

- Minimum of 2 on water events per month.
- Guest speakers at social events - 2 racing related speakers

### **Cruising**

- Minimum 1 overnight destination cruise every second month eg: Queenscliff, Docklands, Williamstown, Hastings, Blairgowrie, St Kilda etc.
- Minimum 1 on water day-sail or navigation challenge every second month

### **Social events**

The intent with the social events is to have a regular pattern of events that includes the first Friday of the month at a fixed venue (likely to be The Atrium, but investigating other options). To supplement this, and given that we currently don't have a permanent home, we will create "themed" events to capitalize on our ability to be flexible in terms of a venue ie:

- Minimum of 3 social events per month;
  - 1<sup>st</sup> Friday of the month - regular social drinks at the Atrium (or similar) and including a guest speaker
  - 3<sup>rd</sup> Friday of the month – casual dinner at an "Iconic Pubs and Clubs of the Peninsula" - visiting a different Pub or club each month ie: Mornington Yacht Club,, Jimmy Rum etc.
  - 4<sup>th</sup> Friday of the month – Walking group (March to December - Bay Trail Walk Safety Beach to Point Nepean); 2022 Walking the Peninsula back beaches.
  - 6 other social events during the strategic period – including MCYS Open Day, Golf Day, Picnic at Point Nepean (November 2021 to coincide with the Bay trail walk)
  - 4 x Educational events
- Ad hoc social events – throughout the year we would encourage members to instigate informal catch ups on and off the water via our Facebook Virtual Clubhouse.





## Value Proposition

A value proposition is a statement that answers the question of “Why” someone should join our organisation.

It outlines the promise we are making to members and potential members of the experience we aim to deliver.

**As a member of MCYS you will be part of a community of people who live or spend time on the Mornington Peninsula and share a love of boating and water-based activities.**

**Together we support, inspire and encourage regular active participation, learning opportunities and shared experiences that further enhance our lives and strengthen our community.**



## Assumptions

For any strategy to be effectively implemented, a number of assumptions need to be made. In a rapidly changing world, whether or not these are assumptions are correct, or even still relevant can have a significant impact on executing the strategy.

This strategy is based on the following assumptions being true for the strategic period July 2021 to December 2022.

There may be other factors, not yet known, that will impact the effective execution of our strategy.

### What we believe to be true

- Australia's Covid-19 vaccination rollout will be successful, and we will be able to meet face to face, and conduct business, racing, sailing activities in a more or less "normal" way.
- That for the strategic period (July 2021 to December 2022), we will not have a physical home base that is exclusive for MCYS to use.
- That we will continue to utilise venues owned by others to meet as a club on a regular basis, at pre-arranged times and without exclusive use of eg: Atrium.
- That our member numbers are likely to remain stable during this strategic period as we recover from the impact of Covid-19 restrictions, and that we won't see growth or actively pursue growth to our member base. We anticipate there may be some natural attrition and some new people will join – but our focus needs to be on providing value so that we can retain and engage our existing members.



To connect, inspire and foster community  
in the Martha Cove area through our  
shared love of boating.

For more information about Martha Cove Yacht  
Squadron please visit [mcys.com.au](http://mcys.com.au) or contact us  
at [secretary@mcys.com.au](mailto:secretary@mcys.com.au)

Commodore, John Hall  
[Commodore@mcys.com.au](mailto:Commodore@mcys.com.au)

Vice Commodore, Gareth Davies  
[Vice.Commodore@mcys.com.au](mailto:Vice.Commodore@mcys.com.au)