

**St Helier Yacht Club**

**Future Planning**

**Strategy**

**6<sup>th</sup> JULY 2010**

**For the year 2010 / 2011**

# **EXECUTIVE COMMITTEE**

## **Mission Statement**

**To provide leadership, representation and strategic direction in the general management of the Club in accordance with the Constitution of the Club and wishes of its members**

## **Policy & Plans**

*Continuous improvement in standards in all areas and in particular to promote and encourage all forms of yachting, boating and associated sports and activities*

*Maintain the ethos of an inclusive, active and social yacht club and forswear any form of discrimination.*

*To ensure that the Executive's fiduciary duties and responsibilities, for the long term future of the club are properly managed.*

*To support and authorise where appropriate the plans of sub-committees and the Hon. Treasurer*

*To ensure compliance with the management points raised by the Club's auditors*

*To arrange to interview and encourage new members, and to ensure that a proper standard of etiquette and behaviour is maintained both in the Club and on the water*

*To maintain a positive, productive relationship with local and international authorities, in the furtherance of the aims and reputation of the Club*

*To ensure open governance of the Club and its affairs, encouraging members to participate in the direction and management of the Club and to promote good communication to its members and the wider world*

*To ensure that the Club meets its obligations under the terms of the lease and other legal requirements that it is subject to especially the following:*

- *Licensing Laws*
- *Health & Safety legislation*
- *Child Protection policies and procedures in accordance with RYA guidelines concerning the Club and its activities.*

## Goals for the coming year and the future

- To establish greater contact and encourage constructive dialogue with all our members.
- To enhance the Web site. To introduce a periodic email advising members of upcoming activities and relevant news for Members information. To update and increase the number of members addresses on the email list, currently circa 800.
- To establish an employment sub committee, to review all current salaries and employment contracts for the better control and administration of the club. And to ensure that all employment matters and appraisals are dealt with in a professional and timely manner in full recognition of employees' rights and current legislation.
- To consider the management and promotion of the club's RYA training centre, and put in place a sustainable and active training centre, if necessary in consultation and cooperation with other organisations
- To develop the youth sailing section with direct representation on the Executive and to support that section within the agreed budget.
- To raise the profile of the Club within the Island by greater and regular media publications and events.
- To catalogue the history and records of the Club
- To ensure that the management of the Club is properly and adequately resourced, and that all staff is treated fairly and supported by the Executive, sub committees and members.
- To acquire the necessary resources to develop the Club's water-based activities in line with the Club's stated aims and the increased requirements of Health & Safety.
- To support and promote the Club's RYA training programme and youth section
- To ensure that the Child Protection Policy and Health and Safety policy are updated and training provided where necessary.
- To produce in accordance with the auditors recommendations a Business Risk Assessment

# **TREASURER**

## **Mission Statement**

To be responsible for the Club's finances To report to the Executive Committee during the year and to the members at the AGM

## **Policy and Plans**

Submit an annual budget based on sub-committee plans for approval by the Executive Committee. Make recommendations for the annual subscription and annual donations for approval by the Executive Committee and the members at the AGM.

Monitor actual results against budget and report to the Executive Committee.

Delegate administration of the Club's bank accounts, nominal ledger and records to the Club Manager, subject to review by the Treasurer Ensure adequate procedures are in place and that they are documented. Treasurer to be one of two signatories on the Club's bank account unless absent from Jersey

Prepare Annual Accounts and Annual Report. Liaise with the Club's auditors.

Maintain the Club's bank accounts at Lloyds Bank Plc.

Liaise with sub-committees on any matters concerning the Club's finances.

Review adequacy of the Club's accounting policies, especially depreciation.

To be responsible for the Club's insurance policies

## **Goals for the coming year and future**

The Club is a "not for profit" organisation for the benefit of its members dedicated to all forms of yachting, boating and associated activities. Any expenditure in pursuance of these objectives is valid, subject to the Club having the necessary resources in hand to fund such expenditure. As well as sailing and social committee expenditure, the principal expenses relate to Club house costs and administration costs. The principal sources of income are membership subscriptions and the franchise fee for the operation of the bar and galley. The primary goal therefore is to maintain and, if possible, enhance the income from these sources. The Club has an attractive formula of relatively low subscriptions and the provision of a reasonably priced bar and galley services with approximately 3,600 members. To meet this goal, the current formula should be maintained, and the Club should aim to recruit 100 new members per annum. (Only 63 in 2008) The number of membership applications should be monitored as a key indicator.

Most of the Club's reserves have been expended on the re-development of the premises and the anticipated £50,000 expenditure on the interior of the Club house. Mindful of the Club's

obligations under the lease (under which the rent is subject to RPI increases and there is a full repair and maintenance liability) the annual budget should seek to build up the Club's reserves, by generating a surplus of income over expenditure and without seeking any material increase in the membership subscriptions. The Club should avoid any kind of borrowing whether from third parties (e.g. the bank) or from members.

Establish exact cost of the re-development before proceeding with the planned expenditure on the Club house interior (£50,000 approved at AGM).

## **HOUSE COMMITTEE**

### **Mission Statement**

To be responsible for all aspects of the development and maintenance of buildings and assets of the club, and the management of the relationship with the catering franchisee

### **Policy & Plans**

To maintain and improve the fabric and structure on the club as required under the terms of the lease for the comfort and safe enjoyment of all the buildings and their facilities by members and guests.

To undertake a survey of the building to anticipate the ongoing and future requirements for its maintenance and its fittings. To establish an annual fund to spread the burden of the anticipated expenses over a period.

To liaise with the catering franchisee to ensure compliance with the service level agreement contract, and review the quality and appropriateness and prices of the food and drinks provided and to ensure that qualification, presentation and number of staff are sufficient for the demands of the club.

To ensure compliance with the Tenant's Covenants under the lease and to liaise with the Landlord's insurers to ensure that all their requirements are met.

To liaise with the Treasurer with details of any plans affecting the finances of the Club; and, in conjunction with the Treasurer, to prepare an annual budget of anticipated income and expenditure for approval by the Executive Committee.

### **Goals for the Coming year & Future**

To bring forward a plan for the refurbishment of the Club House Bar and Dining Room, together with a time frame, budget and finance options as well as ensuring the granting of any required consents by our landlord or other States Authorities for the development.

To continue to liaise with the Franchisee.

To maintain a written and photographic inventory of Club assets.

# **SAILING COMMITTEE**

## **Mission Statement**

By working closely with other Clubs, Associations, sponsors and other organisations, both locally and off-Island, provide a varied, fair, competitive, safe and enjoyable sailing programme to cater and appeal to the various interests of members.

## **Policy & Plans**

To cooperate closely with other sailing clubs and organisations locally, within the Channel Islands and on the adjoining coasts of France and England in the promotion of sailing and boating events for the mutual benefit and participation of members.

To ensure fair, competitive and safe racing through the professional administration and management of races.

To ensure that officers of the day and race officials are trained and briefed to the required standards and that they are provided with the adequate resources to manage races effectively.

To develop income streams outside of the Club's membership funds to enhance the overall quality and enjoyment of sailing events.

To actively develop sailing and racing within Jersey by encouraging and promoting initiatives which bring about the introduction of new crew and skippers to the local fleet.

To organise shore based events for the training, development and encouragement of sailors.

To ensure that the Club's sailing activities and sponsors gain exposure within the Club and within the media.

To be responsible for the equipment and assets of the Club entrusted to the Sailing Committee.

To liaise with the Treasurer with details of any plans affecting the finances of the Club; and, in conjunctions with the Treasurer, to prepare an annual budget of anticipated income and expenditure for approval by the Executive Committee.

## **Goals for the coming year & future**

To develop a resource of suitably qualified and experienced volunteers to help out with the organisation and management of the Club's water based activities. To coordinate with the Social Committee to arrange post sailing social events

To publicise the sailing and social events for the benefit of members and sponsors

To encourage sponsors of races and activities and provide them with a service level agreement appropriate for the circumstances.

To keep the website and sailing notice boards within the Club continuously updated.

To Investigate additional means of revenue generation to enhance the Club's sailing events

To encourage Members and Volunteers to gain RIB qualifications to assist in Race Management etc

To ensure that events which the Club supports such as the Joint Regatta, Tour Des Ports and the Guernsey to Jersey race run smoothly and within the allocated budget.

## **SOCIAL COMMITTEE**

### **Mission Statement**

To be responsible for the organisation and running of social events and receptions for the Members and their guests

### **Policy and Plans**

To plan and produce a calendar of events for the coming year and place it on the website and notice boards for Members and their guests

To produce posters containing all relevant details of events and to liaise with the Franchisee to obtain the best menu and prices

To book DJ's, musicians and other entertainers

To obtain the necessary licences for events

To purchase decorations at the best prices and decorate the Clubroom for functions, Christmas and New Year

To liaise with the Treasurer with details of any plans affecting the finances of the Club; and, in conjunctions with the Treasurer, to prepare an annual budget of anticipated income and expenditure for approval by the Executive Committee.

### **Goals for the year & future**

To maintain a full social calendar catering for all sections of the Membership

To promote the use of the new Westward Room/Training Centre

To listen to members and consider suggestions for other events

To liaise with sailing, motor boating and ribs with regard to their social requirements

## **RYA TRAINING CENTRE COMMITTEE**

### **Mission Statement**

To ensure the continued accreditation of the club by the RYA and to provide an extensive range of shore and water based RYA courses together with other relevant marine qualifications.

### **Constitution**

To comprise 3 persons nominated by the Executive Committee, one to be a Flag Officer and two others (not necessarily from the Executive Committee) to act as a Board of Governors to ensure the provision of training and to appoint a Principal to comply with RYA regulations.

### **Policy and Plans**

To liaise with the Treasurer with details of any plans affecting the finances of the Club; and, in conjunctions with the Treasurer, to prepare an annual budget of anticipated income and expenditure for approval by the Executive Committee.

### **Goals for the year & future**

To vet instructors and trainers and encourage them to enhance their own training and to monitor quality and feedback from courses held.

To investigate further opportunities and courses to benefit the membership

To appoint a Principal for the coming year

## **RIB / Day Boat Committee**

### **Mission statement**

To provide boating events, training and social functions for members who participate and support Rib and small motorboat sailing and to encourage new members

### **Policy and Plans**

To liaise with the Treasurer with details of any plans affecting the finances of the Club; and, in conjunctions with the Treasurer, to prepare an annual budget of anticipated income and expenditure for approval by the Executive Committee.

## **Goals for the coming year and the future**

Create a Committee, and allocate responsibility for the tasks of that committee, meet at regular intervals and decide on a plan of activities for the year, promote and manage the events.

Report to the executive and maintain proper records

Produce a plan for 2010.

## **Youth Sailing**

### **Mission Statement**

Provide affordable opportunities for young members to participate and develop skills in a range of water-based activities, in a safe and enjoyable environment. Support shore-based training and social events for young members, and encourage the transition from junior membership to full membership of the club

### **Policy and Plans**

To liaise with the Treasurer with details of any plans affecting the finances of the Club; and, in conjunction with the Treasurer, to prepare an annual budget of anticipated income and expenditure for approval by the Executive Committee.

### **Goals for the year & future**

Run a programme of dinghy sailing training, facilitated by St Aubin's Fort Watersport Centre, together with a range of other activities such as kayaking and power boating.

Ensure all staff are suitably vetted and police record checked, and receive Child Protection training.

Manage the programme of activities and events within an agreed annual budget

Work with other sub committees to ensure the new training and function facilities and proposed new RIB will be fit for purpose for the Youth Sailing Programme.

Secure allocated time from club office for administrative support.

Provide some training for staff to develop their technical skills to deliver the Youth programme

## **General matters for consideration**

The appointment of a media coordinator to promote the club, its vision and events and news