



## North East Windsport Club Inc Strategic Plan 2018-2020



ABN 79 471 655 960



## North East Windsport Club Inc

### *Club Contacts (as at July 2017):*

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Club Website:	<a href="http://www.newc.com.au">www.newc.com.au</a>
Club Facebook page	<a href="https://www.facebook.com/search/top/?q=Sailing%20North%20East">https://www.facebook.com/search/top/?q=Sailing%20North%20East</a>



## Vision & Mission Statement

“To be a strong, inclusive & respected community focused club that promotes sailing and other wind sports.”

## Club Objectives

- 1 To increase participation and membership..
- 2 To ensure effective governance and representation.
- 3 To target communications and promotions.
- 4 To build the club's capacity.

## Introduction

The development of the North East Windsport Club Strategic Plan (NEWC Strategic Plan) was led by the 2016/2017 NEWC Committee, in consultation with Club members. The process has included a review in June 2017, undertaken by the committee and was preceded by ongoing monitoring of progress by the committee at each committee meeting across the three seasons. Progress reports have been provided to members and the draft of this reviewed plan was circulated to members for comment and was presented to the 2016/2017 annual general meeting. This plan is the second strategic plan that has been developed for NEWC since its formation.

As part of the development of the first NEWC strategic, in 2014, the Centre (Wangaratta) through the Centre Active Recreation Network program (CARN), facilitated a planning session for the NEWC Committee during which the SWOT analysis was developed. CARN has continued to provide advice, guidance and resources into 2015. Yachting Victoria also supported the Club to further develop its plan and conducted a planning workshop in March 2015. This session attracted the participation of many club members and harnessed their input into the identification of the club's four strategic objectives and the actions needed to enact them. The NEWC Strategic Plan was also developed in the context of the Hume Regional Plan 2010-2020, the Rural City of Wangaratta 2030 Vision and the Wangaratta Airport Usage Guidelines. In 2015, the Committee undertook additional work to consolidate the plan's content and to develop the final product. At the time of finalisation, the strategic action plan articulated strategies to be undertaken between 2017 and 2020.

The aim of the NEWC Strategic Plan 2017-2020 is to look ahead and to articulate a strategic vision up to 1 July 2020 that is shared by all club members. Similar to the 2014-2017 NEWC strategic plan, the current plan communicates the Club's key strategic objectives and presents key actions that will be taken to work towards these objectives. The importance of the Club's partnerships with local communities and their organisations, such as schools, local and state governments, peak bodies, such as Sailing Australia and the Australian Blokart Association, and other health promoting partners, such as Good Sports Victoria, cannot be under-estimated, and will continue to be the underpinning of the club's sustainability and operational values. The heart of NEWC is its members.



## Club Background

The North East Windsport Club Inc. is the new name of the previous Mokoan Yacht Club Inc.

Mokoan Yacht Club was founded in the 1975 after the creation of Lake Mokoan. The clubhouse was opened on 8th March 1981.

At the 2010 AGM, the Mokoan Yacht Club was renamed the North East Windsport Club Inc (NEWC). Following the decommissioning of the lake, the club vacated the Mokoan site in September 2010, and focused on regaining a presence in the North East.

In November 2010, NEWC leased a location within the Rural City of Wangaratta, adjacent to the Wangaratta Airport in Brian Higgins Drive. The site, known as the NEWC HQ, was developed as a facility from which a range of wind sports operates. In order to continue some water sailing, NEWC held water sailing and social events across the Northeast water bodies, especially at those venues that did not have a sailing club presence, such as Lake Buffalo and Lake Eildon. On the site, the club commenced holding land-based wind sport, in particular the sport of Blokart sailing.

Early in 2011, the club purchased a modified container to be its meeting and storage facility and it was delivered to the site on 30th April 2011. The club held its first AGM in the NEWC meeting and storage facility on the 4th June, 2011.



Twelve months later in October 2012, the club initiated its Annual Anniversary Regatta, and successfully ran the Victorian Blokart Championships, both which were hosted at the NEWC facility. The championships were raced on the airstrip and taxiways at the adjacent Wangaratta Airport. NEWC again hosted the Victorian Blokart Championships in 2013 and 2015.

NEWC has continued to participate in and support the national and State Blokart championships and the work



of the Australian Blokart Association. The club's own championship series has also been conducted, including the club's water sailing series and social sailing.

In 2014, through a series of fundraisers and working bees, the club added a further container to the NEWC precinct to act as storage for the club Blokarts and associated equipment. 2015 saw the club expand its fleet of Blokarts with the addition of a further Blokart that included a shadow [sidecar] attached, assisting with the training of beginning and novice sailors. The club again hosted the Victorian State Championship on the adjacent Wangaratta Airport, with sailors from four States attending, making the event second only to the National Championship. Further works were undertaken on the sailing site, with over 200 trees planted.

In 2016, the club again hosted its annual Anniversary Regatta on the taxiways and runway at Wangaratta Airport, and visited the waterways of North East Victoria; notably the highly popular "Nug Nug" weekend at Lake Buffalo.

Early in 2017, many members made the journey to compete in the Blokart National titles in South Australia. The club also actively pursued finding a larger alternative Blokart sailing site within the proximity of the Brian Higgins Drive site and beyond.



## Volunteer Committee

At the time of developing the plan, the volunteer 2014/2015 committee consisted of the following:

Commodore	Liz Hillenaar	0457 528 903	liz.hillenaar@gmail.com
Vice Commodore	David Salau	0408 387 582	dsa137@gmail.com
Secretary	Scilla Taylor	03 5721 3679	scilla@a1.com.au
Treasurer/Web master	Mike Hillenaar	0466 723 293	mike.hillenaar@gmail.com
Race Officer	Michael Reid	03 5766 2237	winery@auldstone.com.au
Committee Member	Jess Hevey	0416 986 118	jesshevey@hotmail.com
Committee Member	Greg Oakes	03 5725 3268	belaradah@gmail.com
Committee Member	Simon Bridgland	0438 770 413	bridglandsimon@y7mail.com

In subsequent years, this committee structure will remain, but the incumbents are likely to change over the period of the plan. The committee also reserves the right to co-opt members as needed, and will work with other volunteer members who will fulfil newly-established roles that result from the implementation of the strategic plan.

## Club Membership

### *Paying Membership*

As at January 2017, the distribution of NEWC's paying membership was described according to the Club's membership categories.

<i>Senior members (not part of a family membership)</i>	<i>Family members (including adults and children)</i>	<i>Remote members (living more than 80 Km from the club)</i>	<i>Social members</i>	<i>Total</i>
4	19	7	5	35

In 2017, the most popular form of membership was family membership. Remote membership remained stable since the club's inception in 2010. NEWC has maintained the interest and support of remote members, as evidenced through their participation in the club's major sailing and social events. Overall, club membership continues to slightly increase each year, with family and remote memberships being relatively popular.

Promotion of club membership across all categories has remained relatively unchanged. The participation of members across all age groups has remained fairly stable but may be a reflection of the inadequacy of the data collection process at the time (Appendix 3). Member participation in all aspects of the club's operations continues to be a priority for NEWC, as well as developing and providing more flexible membership options into the future. The active participation of young people and women sailors will continue to be encouraged and increased participation of people with disabilities will be promoted and supported by targeted purchasing of resources.

### *Visitors*

Visitor participation in the club's events has been encouraged since the club opened in 2010. The club has promoted "Try Sailing Days" in support of Yachting Victoria's state-wide program and has welcomed unplanned visitors "off the street" and friends and associates of members. Social events have also been open to persons interested in joining the club and through hosting major events, such as the Victorian Blokart Championships, and has attracted new visitors from across Victoria and interstate. These efforts will continue to be developed into the future, some of which are identified in the Strategic Action Plan 2018-2020 section.



## Marketing and Promotional Evaluation

NEWC implemented a number of marketing and promotional activities, prior to developing this plan. These included:

- Word of Mouth/Personal Invitation
- School and Interest Group visits to the club
- Advertising (local paper, school newsletters, flyers)
- Public Relations/Editorial
- Community and Commercial Radio
- Social Media
- Website
- Use any tools offered by the State Sporting Association Yachting Victoria
- Displays at community events

The club's promotional approach has been further developed through increased attention to effective communication with all members and the community. Strategies to be undertaken are described in the Strategic Action Plan section.

## Sustainability

The club's financial position is relatively stable and strong (Appendices 4 and 5), and will continue to be supported by persistent fund-raising and vigilant financial management. During the first three years of operation, interest and membership fees were the dominant sources of the club's revenue. However, into the future, minor and major capital grant applications will become increasingly relevant and important, and will continue to be lodged with local and state government authorities. It has been estimated that the club owns assets amounting to \$45,688 (Appendix 5), as at January 2015. It is intended to continue to grow the club's asset base through a collection of strategies that includes the purchase of additional Blokarts and development of the club facilities. However, as insurance and maintenance costs have been significant sources of the club's expenses, asset purchasing will continue to be balanced with consideration of these longer-term overheads. Environmentally considerate alternatives for water usage and power generation will be pursued, in addition to landscaping projects that are compatible with local ecosystems and climatic conditions. The club's fundraising will also continue to promote social and competitive events and members will continue to be called upon to assist with community fundraising activities.

"Membership and participation" has been identified as one of the club's four objectives, and this is considered to be a critical aspect of maintaining and enhancing the club's viability. A focus on attracting new, young members and families, and increasing the participation of women in all sailing events, are priorities. Retention of current members is a further priority and includes promoting the increased participation of inactive members.

The club's partnerships with sponsors, other sporting clubs, community groups, schools, levels of government and peak bodies, are understood to be critical to the club's prosperity and sustainability. The support, interest and participation of the club's partners help to educate the broader community about the existence of NEWC and to promote the value of land and water sailing in North-East Victoria.

Through 2017 the Club will be working cohesively towards a long-term location for NEWC, which is necessary for its sustainability, viability and growth.

## Achievements from 2014 -2017 Strategic Plan

The 2014- 2017 Strategic Plan has provided a structured framework upon which the NEWC has embarked on a process of continuous improvement. Key achievements include the following:

### Governance

- Development of a risk management plan and associated policies/ processes and formwork.
- Purchased a defibrillator as part of the club's risk management strategy and completed training in its use.



- Successfully applied for first aid training funds.
- Identification of key policies for review and development (refer Appendix 1).
- Review of governance procedures including succession planning.
- Clarification/ development of key club role statements.
- Continued affiliation with associated sporting bodies.
- Development of an investment strategy and budget process.
- Developed strong partnerships with the Australia Blokart Association and the Victorian Blokart Association.
- Played a key role in lobbying for the recognition of Blokart sailing by Australian Sailing.

#### Participation and Membership

- Conducted member survey regarding participation.
- Developed a new member induction package.
- Instituted a volunteer recognition award.
- Reviewed sailing calendar including training, social events and “discover sailing days”

#### Build Club Capability

- Development and implementation of an investment strategy.
- Purchased additional Blokart and shadow.
- Recouped funds from sale of Access Dinghies.
- Achieved Level 2 Good Sports Accreditation.
- Established processes to review needs and explore possibilities for future club relocation.
- Progressed the process for identifying a new site.
- Successful fund-raising activities.

#### Communication

- Developed and purchased promotional items – bumper stickers, flyers, NEWC flag and banners.
- Further enhanced NEWC website to ensure greater information accessibility for members and community.
- Appointment of a volunteer promotions officer.
- Development of the NEWC Facebook page.

## 2017 SWOT Analysis – Internal – *inside the club's control*

### Assumes a move to Springhurst

<b><i>Strengths – Internal</i></b>	<b><i>Weaknesses – Internal</i></b>
Demonstrated leadership and professionalism	All abilities facilities required
Caters for all age groups and abilities	Parking availability
Low joining and participation fees	Low number of sponsors
Some sponsorship	Limited seating for players and spectators
Equipment available to members & guests	Time made for recruiting members
Undertaking Healthy Sporting Environments Program	Low volunteer numbers
Undertaking Good Sports Program	Dusty track
Good relations with neighbouring sailing clubs	Lack of storage
Disability friendly – All abilities are welcomed	Cost of weed & track maintenance
Large block for expansion (for sailing area)	No landline emergency communication
Racing not essential for participation (also a social club)	
Friendly & Inviting	
Encourage involvement	
Only inland land sailing club in Victoria – a unique sport	
Activities readily mobile (the sport is adaptable and transportable to varying sites)	
Venue containing kitchen for catering of events or increased revenue	
Integration of land and water sailing	
Local community support	
Eligibility for Council grants	
Social media developments	
Completion of 2015-2017 strategic plan actions	
Agreed contractual arrangements will be in place for the venue.	
Good Sports accreditation level 2.	
Expand activities/events offered to members	

<i><b>Opportunities - Internal</b></i>	<i><b>Threats – Internal</b></i>
Further development of communication/ relationships with media, local government, tourism websites and information centres.	Establishment of the new track.
Promotion through State & Federal Yachting & Blokart sailing organisations	Loss of members
Running schools clinics	Depreciation of equipment
Increase sponsors	Lack of succession planning for membership
Develop relationships with other sailing clubs, schools, and sporting clubs.	Tenure of site
Holding corporate functions	
Promotion to local residents	

## 2017 SWOT Analysis – External – *outside the club's control*

<b><i>Strengths – External</i></b>	<b><i>Weaknesses – External</i></b>
Easy access to Springhurst and neighbouring tourist attractions, such as Chiltern and Rutherglen and Hume freeway. En-route to the Vic/NSW border.	Remoteness from a major population centre, particularly Wangaratta.
Proximity to Albury Wodonga	
Plenty of space	Little or no public awareness of the sport
Environmentally friendly with minimum impact	Expense of insurances, especially public liability, and other operational costs.
Site very suitable	Weather-dependent
Supportive committee of management.	
Favourable climate	
Catering and club house facilities	
Location to schools	

<b><i>Opportunities - External</i></b>	<b><i>Threats – External</i></b>
Increased awareness of the club's activities via the media, local government, tourism websites and information centres.	Legal liability
Funding from government bodies & other sources	Accreditation requirements
	Complaints about dust from other clubs sharing the grounds and from residents.
	Permit applications are refused.



# STRATEGIC ACTION PLAN 2018-2020

1 = high  
priority  
2 = medium  
priority  
3 = low priority

The NEWC Strategic Action Plan 2018-2020 identifies four objectives and identifies key actions to be led by the Committee across this timeframe. Members will also be sought and members may be co-opted as needed onto the committee of its working groups.

## North East Wind Sport Club - Strategic Action Plan 2018 – 2020

### *Club Objective 1 – To increase participation and membership* – (Greg O and Mike H leads, as at 1/07/2017)

No.	Description	Strategy / Action	Who (lead)	Priority	When (start)*	Resources Req'd	Comments / considerations
1	Seasonal program	Develop a seasonal program that includes: <ul style="list-style-type: none"> <li>• Club championship series.</li> <li>• Water sailing championship series.</li> <li>• WACO series.</li> <li>• Blokart sailing champion series.</li> <li>• At least four water sailing events that include camping and other activities for families.</li> <li>• At least two Try Sailing events.</li> </ul>	Designated committee member	1	2018 2019 2020	Time Members Communications Travel	

		<ul style="list-style-type: none"> <li>• NEWC Anniversary Regatta.</li> <li>• Home and away sailing with other sailing clubs, such as the VBA.</li> <li>• Sailing events that are scheduled at other clubs, such as Albury and Yarrawonga Yacht clubs.</li> <li>• Regional, state/national Blokart sailing events.</li> </ul>					
2	Supplementary calendar	Develop a calendar of other club promotional events that supplements the seasonal program, and includes: <ul style="list-style-type: none"> <li>• Social events.</li> <li>• Working bees.</li> <li>• Committee meetings.</li> <li>• Annual General Meeting.</li> <li>• Fund-raising</li> </ul>		1	2018 2019 2020	Time Members Communications Travel	
3	Training for partners	Develop a strategy to promote Blokart sailing in other regional sailing clubs.	Designated committee member	2	2019 2020	Time Members Communications Travel Blokarts	

4	Training new members and friends	Develop a training program for new members.	Designated committee member	2	2019		Rollover
		Support new members with a mentoring buddy.	Designated committee member	2	2019	Buddy Coordinator Position description	Rollover
5	Flexible venue usage	Identify potential additional usage of the club's facilities and resources.	Designated committee member	3	2018 2019 2020		Rollover
6	Volunteers	Harness ongoing volunteer support from club's members, friends and community members.	Designated committee member	3	2018 2019 2020		Rollover
		Maintain the Commodore's Club Member award.	Commodore	1	2018 2019 2020		Rollover
7	Reciprocal Rights	Send letters to like-minded clubs offering reciprocal rights at our club.	Commodore	1	2018 2019 2020	Letter & Brochure	

\*refers to calendar year

## North East Wind Sport Club - Strategic Action Plan 2018 – 2020

**Club Objective 2 – To ensure effective governance and representation** – (Scilla T and David S leads, as at 01/07/2017)

No.	Description	Strategy / Action	Who (lead)	Priority	When (start)*	Resources Req'd	Progress as at
1	Risk Management and Safety Plan	Review the NEWC risk management strategy.  Develop a risk minimisation checklist to be completed prior to all external events that includes scanning of local medical and emergency services.	Designated committee member	1	2018	Time Members Budget Reference websites	
2	Policy reviews	Develop and implement a review schedule for the club's policies.	Secretary	3	2019	Time, Members, IT, Current policies, Members' input, Reference websites, Policies from other clubs.	
3	New policies	Identify and develop new policies.		1			

4	Strategic partnerships	Develop the club's relationships with key stakeholders to support its key functions, egs Australian sailing, Australian Blokart Association, regional sailing and sporting clubs and schools.	Designated committee member	1	2018		Rollover
5	Sponsorship	Pursue corporate and business affiliations that support the Club's viability and promotion.	Designated committee member	2	2018 2019 2020	Time  IT, including phone	Rollover
6	Financial	Review and implement the club's investment strategy.	Treasurer	1	2018	Time ,Committee members, IT, Specialist expertise	
		Include the investment strategy as a standing item on the committee meeting agenda.	Treasurer	1	2018	Time ,Committee members, IT, Specialist expertise	Rollover
		Develop an annual budget to support implementation of the strategic plan.	Treasurer	1	2018 2019 2010	Time ,Committee members, IT, Specialist expertise	Rollover
		Develop and implement a fundraising program that supports the annual budget	Treasurer	1	2018 2019 2020	Time ,Committee members, IT, Specialist expertise	

		Develop and implement a grant application program that supports the annual budget.	Treasurer	1	2018 2019 2020	Time ,Committee members, IT, Specialist expertise	
		Present the annual budget for review at each committee meeting.	Treasurer	1	2018 2019 2020	Time ,Committee members, IT, Specialist expertise	
		Undertake an audit report for adoption by the AGM.		2	2018 2019 2020	Time ,Committee members, IT, Specialist expertise	Rollover
7	Succession Planning	Develop a strategy to promote succession of the governance structure.	Designated committee member	2	2018	Time, Members, IT, Specialist expertise, Reference websites	Rollover
		<p>Include as a standing item on the Committee meeting agenda. (Interfaces with membership priority)</p> <p>Develop an approach to skill-up club members and co-opted committee members to assume portfolios or responsibilities to support the club's business and its operations.</p>		2	2018	<p>Time</p> <p>Members</p> <p>External expertise</p> <p>Budget</p>	Rollover



8	Constitution	Identify proposed amendments to the constitution for presentation to each AGM.	Designated committee member	3	2018 2019 2020	Time, Members', input, Consumer Affairs information, Reference websites, IT	Rollover
		Complete a comprehensive annual review for presentation to the AGM each year.	Designated committee member	3	2018 2019 2020		Rollover
9	Strategic Planning	Monitor progress of the plan's implementation as a standing item at each committee meeting.	Commodore	1	2018 2019 2020		Rollover

\*Refers to calendar year

## North East Wind Sport Club - Strategic Action Plan 2018 – 2020

### *Club Objective 3 – To target communications and promotion – (Mike R and Greg O leads, as at 01/07/2017)*

No.	Description	Strategy / Action	Who (lead)	Priority	When (start)*	Resources Req'd	Comments / considerations
1	Social media	Ensure postings on the club's public Facebook site in lieu of, and following, all Club functions.	Designated Committee member	1	2018		
		Ensure regular postings on the Club's internal Facebook page advising Club members and friends of club activities and other Club business.	Designated Committee member	1	2018		
		Maintain the club's website.	Designated committee member	1	2018 2019 2020		Rollover
2	Information and record-keeping	Develop an approach to translate data into the cloud.		1	2018		
3	Flexible formats	Produce hard copy information that is also available on-line, for those members and interested parties who do not have computer access.		1	2018 2019 2020		

4	Newsletter/Bulletin	Establish and maintain a regular club newsletter or bulletin.		2	2018 2019 2020		Rollover
5	Local promotions	Schedule water sailing events as much as possible in areas where local activities are planned, such as festivals.		2	2018 2019 2020		
6	Exceptional and emergency communications	Review and implement the club's phone tree for each season.  Update the emergency contact list every six months.	Designated committee member	1  1	2018 2019 2020  2018 2019 2020		
7	Induction pack	Evaluate the effectiveness of the Club's induction pack for new members.	Designated committee member	2	2019		
8	Local media	Establish mechanisms to place press releases and advertisements in local papers.	Secretary	1	2018 2019 2020		Rollover
		Further develop local media liaison.	Secretary	1	2018 2019 2020		Rollover

		Establish regular advertisements or notices about the club and its events, in local school newsletters	Secretary	3	2019		Rollover
		Contribute to established newsletters that promote details of community sporting events, such as Sports North East newsletter.	Secretary	3	2019		Rollover
9	Good Sports Accreditation	Promote the club's level 2 Good Sports accreditation.		1	2018 2019 2020		
10	Promotions officer	Consider the establishment of a promotions officer/co-ordinator.		1	2018		

\*refers to calendar year

## North East Wind Sport Club - Strategic Action Plan 2018 – 2020

### *Club Objective 4 – To Build the Club's capability* – (All committee members leads, as at 01/07/2017)

No.	Description	Strategy / Action	Who (lead)	Priority	When (start)*	Resources Req'd	Comments / considerations
1	Establish the club's new premises	All contractual requirements to be completed.	Designated committee member	1	2018	Documents Budget Time	
		Complete the Club's physical relocation to the new site.	Designated committee member	1	2018	Budget item Applications and Council permits Time	
		Upgrade the club's land sailing surface.	Designated committee member	1		Budget item Applications and Council permits Time	
		Install green and sustainable systems, such as water supply, septic system and solar power.	Designated committee member	1	2018	Budget item Applications and Council permits Time	
		Secure ongoing catering arrangements with the local community.	Designated Committee member	1	2018	Time Members	
2	Local community promotion	Develop and implement a public relations approach with the local community, including provision of incentives to join our club, hosting a community dinner, and		1	2018 2019 2020	Time Members Budget	

		communications, such as letter box drops.					
3	Community group support.	Actively liaise with local committees of management.		1	2018 2019 2020	Time Members	
4	Accessibility	Ensure that the new club premises provides access to people of all abilities.	Designated committee member	2	2019	Budget	
5	Sun Smart	Purchase adequate shading of the new premises to ensure compliance with Sun Smart safety standards.	Designated committee member	1	2018	Budget	
6	Rescue capability	Further develop resources and procedures to ensure effective rescue capacity to support water sailing.	Designated committee member	1	2018	Budget	
7	Wind sport activities	Develop a suite of other wind sport activities that is supported by effective promotion.		1	2018 2019 2020	Members' skills Equipment Budget	
8	Other social engagement activities	Develop a suite of social activities for down-times when there is no wind.		2	2018 2019 2020	Members' skills Equipment Budget	
9	Volunteer support	Approach members or organisations to assist with the club's promotion.		2	2018 2019 2020		

\*refers to calendar year



## IMPLEMENTATION

The implementation of the Plan will be led by the club's committee. Participation and contributions of club members, will be sought, and working bees and sub-committees are likely to be needed. The committee may co-opt members onto the committee as needed, to assist with targeted projects.

Progress with the plan's implementation will be monitored by the NEWC committee, with nominated standing items being covered on committee meeting agendas.

Reports to the general membership will also be made by the NEWC committee in the form of briefings during events and social gatherings, email Facebook and other written communications.

## EVALUATION AND COMMUNICATION

The success and effectiveness of the plan's implementation will be monitored by the committee. A communication strategy will support the evaluation and will consist of the presentation of reports to committee meetings from the lead designated committee members. Feedback from the general membership will also be sought through informal conversation, comment on draft materials, surveys, feedback provided at events and social gatherings. A planning forum will be considered by the NEWC committee each financial year. A progress report will be presented to the membership at the Annual General Meeting, during which additional feedback will be invited.

## REVIEW

The NEWC Strategic Plan will be reviewed at the end of the 2019/2020 financial year and will be led by the NEWC Committee.

## SUMMARY

During 2014 to 2017, the Committee has completed a significant amount of work to position the club to for the future. The club is also now positioned to apply for additional funding and to harness support and recognition in the sailing community. The NEWC Strategic Plan 2018-2020 intends to build on this foundation work and to guide the NEWC Committee and its members as we launch into the next phase of the club's history. The inherent strengths, however, of the club are its members, our collective enjoyment of sailing and the efforts that we make together to keep the club prospering.

## Appendix 1: List of North East Windsport Inc. Policies, as at July 2017

Smoke-free environment

Sun Smart

Healthy Eating

Gambling and Sport

Responsible Alcohol Management

Child Safe Code of Conduct

Medical Emergency Response Plan

Access & Equity

Grievances and Complaints

Health and Safety

Risk Management

Social Media

Sponsorship

Volunteer Participation

Welcoming

Safe Transport

Financial Management

## Appendix 2: Partnerships



### **Local Government**

Wangaratta Rural City Council  
Benalla Rural City Council  
Alpine Shire Council  
Moirra Shire Council  
Indigo Shire Council  
Wodonga City Council  
Towong Shire Council  
Mansfield Shire Council  
Albury City council (NSW)

### **Government Agencies**

Australian Sports Foundation  
Marine Safety Victoria  
Sport and Recreation Victoria  
VicHealth  
Sports Medicine Australia

### **Co-users of the facilities**

Wangaratta Archery Club  
National Sport Aviation Centre  
Victorian Jet Aerosport Association  
Wangaratta Aero Modellers  
Gliding Clubs  
Canard Club

### **Sponsors & Supporters**

Auldstone Winery  
Elders Insurance  
Bunnings Warehouse  
Edge FM  
Aussie Karting  
Local major businesses

### **Organisations**

The Centre Active Recreation Network  
Myrtleford Fishing Club  
Gliding Club of Victoria  
Victorian Blokart Association  
Melbourne BloKart Club  
Albury Wodonga Yacht Club  
Yarrowonga Yacht Club

### **Media**

#### **Newspaper**

- North East Newspapers, incorporating Wangaratta Chronicle
- Border Mail

#### **Radio**

- Oak 101.3FM Community Radio 03 5722 1569
- Edge 102.1FM & 3NE 1566AM  
Community File 03 5722 1566  
csa@edgefm.com.au
- ABC Murray Goulburn

#### **Social Media**

- Facebook
- Twitter

### **Website**

- Via Sporting Pulse, provided by Yachting Australia. Club to explore the advantages of a more direct domain name and more appealing format

### **Service providers**

- Suppliers of equipment

### **Sporting Associations**

- Yachting Victoria
- Australian Blokart Association

### **Regional Sports Assembly**

- The Centre (Wangaratta) – Centre Active Recreation Network
- Good Sports Program
- Healthy Sporting Environments Program
- All Abilities Program

### **Other Community Contacts**

- Local Schools
- Registered Training Organisations
- Local Residents
- Local Business
- Welfare Groups

## Appendix 3: Club Membership

### *Paying Membership 2013-2017*

<i>Year</i>	<i>Senior members (not part of a family membership)</i>	<i>Family members (including adults and children)</i>	<i>Remote members (living more than 80 Km from the club)</i>	<i>Social members</i>	<i>Total</i>
2013	1	12	6	0	19
2014	1	14	6	1	22
2015	3	11	6	2	22
2016	2	23	2	1	28
2017	4	19	7	5	35

## Appendix 4: Financial Trends Summary

### Income

Income	2011-12		2012-13		2013-14		2014-15		2015-16		2016-17	
	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%
<i>Bank Interest</i>	6,607	67	6,307	39	6,065	50	5,898	44	5,950	25	2814	32
<i>Catering</i>	1,025	10	1,408	9	1,185	10	884	7	2,121	9	39	0
<i>Equipment hire</i>	-	-	40	0	200	2	100	1	150	1	100	1
<i>Grants</i>	-	-	2,190	14	-	-	-	-	-	-	-	-
<i>Grape picking</i>	-	-	817	5	-	-	800	6	870	4	-	-
<i>Cleaning</i>	681	7	580	4	1,015	8	-	-	1,085	5	-	-
<i>Membership</i>	1,530	16	2,084	13	1,950	16	1,925	14	2,420	10	2,730	31
<i>Sausage sizzle</i>	-	-	865	5	913	7	2,358	18	1,042	4	1,890	21
<i>State Titles/Regatta</i>	-	-	1,680	11	880	7	755	6	1,325	5	1,350	15
<i>Sale of Access Dinghies</i>	-	-	-	-	-	-	-	-	8,500	35	-	-
<i>Donations</i>	-	-	-	-	-	-	-	-	647		-	-
	<b>9,843</b>	<b>100</b>	<b>15,971</b>	<b>100</b>	<b>12,208</b>	<b>100</b>	<b>13,409</b>	<b>100</b>	<b>24,108</b>	<b>100</b>	<b>8,923</b>	<b>100</b>



## Expenses

<b>Expenses</b>	<b>2011-12</b>		<b>2012-13</b>		<b>2013-14</b>		<b>2014-15</b>		<b>2015-16</b>		<b>2016-17</b>	
	<b>\$</b>	<b>%</b>	<b>\$</b>	<b>%</b>	<b>\$</b>	<b>%</b>	<b>\$</b>	<b>%</b>	<b>\$</b>	<b>%</b>	<b>\$</b>	<b>%</b>
<b>Affiliation</b>	760	4	770	6	730	10	990	8	1,081	7	1,232	13
<b>Advertising</b>	100	0	-	-	369	5	-	-	150	1	145	2
<b>Asset purchases</b>	13,966	67	3,235	26	-	-	5770	47	7,211	44	2,382	25
<b>Bank fees</b>	39	0	34	0	25	0	40	0	31	0	4	0
<b>Incorporation registration</b>	42	0	43	0	50	1	51	0	54	0	230	2
<b>Insurance</b>	1,196	6	1,470	12	1,407	20	1498	12	1,472	9	1,702	18
<b>Catering</b>	855	4	1,170	10	350	5	1426	12	1,520	9	652	7
<b>Utilities (PO box)</b>	93	0	99	1	112	2	115	1	2,101	13	268	3
<b>Rent</b>	500	2	500	4	500	7	500	4	500	3	-	-
<b>Maintenance</b>	1,591	8	2,456	20	1,418	20	1499	12	1,113	7	1,034	11
<b>Regattas</b>	-	0	1,067	9	759	11	-	-	-	-	719	7
<b>Website Hosting and Domain name</b>									460	3	245	2
<b>Other</b>	1,650	8	1,454	12	1,290	18	439	4	584	4	987	10
	<b>20,792</b>	<b>100</b>	<b>12,298</b>	<b>100</b>	<b>7,010</b>	<b>100</b>	<b>12,329</b>	<b>100</b>	<b>16,277</b>	<b>100</b>	<b>9,600</b>	<b>100</b>

## Appendix 5: Asset Register (as at 06/2017)

<i>Item</i>	<i>Purchased</i>	<i>Value \$ June '14</i>	<i>Dep'n Rate %</i>	<i>WDV \$ June '17</i>
Container #1	Nov-2013	15,000	4	13,292
Container #2	2015	NA	4	4,055
Honour Boards	1980	2,000	1	1921
Trophy Cabinet	2005	500	2	461
Metal Cupboards(2)	2005	200	2	184
Filing Cabinet	2005	100	2	92
Kitchen Cabinet	2014	1,000	5	808
Blokarts (2)	2012	4,000	5	3230
Sails(4)	2012	2,000	10	1260
Sails(2)	2013	1,000	10	630
Blokart (1) and Shadow	2016	2800	5	2660
Sails (1)	2016	650	10	585
Shade Shelter Walls	2016	130	20	103
Shade Shelter	2012	150	20	48
Fridge	2000	200	10	126
Microwave	2010	200	10	126
Sundry Tools	varies	200	2	182
Racing Markers & Flags	2005	200	5	161
Starter	2012	200	10	126
BBQ	2011	200	10	126
Flag Pole	2005	200	2	184
Cutlery/Crockery	2005	200	4	169
Defibrillator	2017	1980	10	1980
Tables / Chairs	2012	250	5	213
WorkBench	2005	150	4	132
<b>Total</b>		<b>33910</b>		<b>32,854</b>