



R.A.N. Ski Club Strategy

2022 - 27

Dated 6 March 2022

VISION

The Vision is what the membership wants the Club to achieve:

To foster skiing and other alpine activities among currently serving and ex-serving members of the Royal Australian Navy, their families and supporters.

MISSION

The Mission is how the membership wants the club to achieve the Vision:

By providing an attractive, affordable and friendly environment, the RAN Ski Club will serve the alpine leisure needs of its members and their guests.

VALUES

The Club particularly values members and guests who are willing to co-operate in a communal environment.

While supportive of the RAN's values, the RAN Ski Club seeks in its members and guests:

- **Friendliness**
- **Good Humour**
- **Co-operation**
- **Camaraderie**
- **Contribution**
- **Participation**
- **Resourcefulness, and**
- **Selflessness**

These values are core to our 'self help' operating methodology for lodge management.

OPERATING PRINCIPLES

These Operating Principles support the Mission and Vision of the Club:

- **We are first of all a club, but must conduct our activities according to business principles.**
- **We treat our members, their families and guests as the key to the present and future health of the Club.**
- **We seek to provide affordable attractive alpine accommodation for members and their guests.**
- **We employ efficient and effective governance and management practices to achieve the Club business strategy.**
- **We manage our financial position to facilitate exploitation of opportunities to the ongoing benefit of members.**

CRITICAL SUCCESS FACTORS

To successfully undertake the Club's Mission the following governance factors are critical:

- **An efficient and effective management (Board and Sub-committee) structure**
- **An efficient and effective lodge management system**
- **An efficient and effective lodge maintenance system**
- **An efficient and effective Club administration system**
- **Good financial management**
- **Effective risk management**
- **Providing the product/s the membership is willing to pay for**
- **Compliance with the Corporations laws /statutory requirements etc**
- **Compliance with WH&S requirements / fire regulations etc**
- **Effective insurance cover**
- **Ability to grow "valued" membership**
- **Maintain the "self-help" culture of the Club**
- **Ability to attract volunteers to manage, advise, and maintain Club amenities**
- **Build good strategic and working relations with the RAN**

BUSINESS STRATEGY

Achieve the Club Mission by:

undertaking progressive redevelopment of the Club's accommodation;

careful management of costs and revenue:

increasing occupancy rates; and,

expanding club membership with a particular focus on attraction and retention of Navy members and their families.

OBJECTIVES and TASKS

The following Governance, Financial, Marketing/Membership and Facilities Objectives and Tasks support our Mission and Vision:

GOVERNANCE

Objective:

Ensure the Club's governance, management, and operational practices are consistent with its agreed strategic direction and comply with the relevant requirements of the Corporations Law other statutory obligations and Lodge Lease conditions.

Tasks:

Gov1. Undertake a 3 yearly review and update of this Strategy.

Gov2. Undertake a five yearly review of the Constitution and progressive review of By Laws.

Gov3. Develop and maintain a succession plan for potential Board / Sub-committee by encouraging participation of members in Club Committees.

Gov4. Maintain strategic alliances to assist in constraining costs and enhancing revenue: (ADCU, Navy Health, RANCCF, RAN Sports Council, SLOPES, RAN Skiing Association etc)

Gov5. Identify and implement an efficient and effective, integrated accommodation enquiry, booking and payment system with interfaces to Club financial and membership records.

Gov6. Maintain a complete record of formal correspondence with members and external entities.

Gov7. Maintain cyber protection of Club systems through suppliers.

Gov 8. Review and amend By Laws and Lodge operating procedures to ensure continued compliance with Statutory obligations and lease conditions.

FINANCIAL

Objective:

Ensure the Club remains solvent and is able to achieve its business strategy.

Tasks:

Fin1. Manage Club debt to facilitate commencement of Thredbo Lodge redevelopment in 2024 and ensure the Club is able to meet future Lease renewals and Lodge redevelopment plans.

Fin2. Monitor the financial performance of the Club and adjust budgets as necessary.

Fin3. Conduct an annual review of subscription, membership fees and accommodation rates, ensuring consistency with the Operating Principles of the Club.

Fin4. Prepare, audit and promulgate the Annual Accounts.

Fin5. Maintain adequate insurance cover against asset loss, damage and public liability.

MEMBERSHIP/MARKETING

Objective:

Increase membership and occupancy

Tasks:

MM1. Analyse current membership trends and implement initiatives to encourage increased Club membership.

MM2. Maximise summer and winter bed occupancy rates through innovative marketing initiatives, consistent with the Club's Mission.

MM3. Review and amend Club membership terms and conditions to ensure they remain consistent with the Club's Vision and Mission.

MM4. Develop and implement a Communications Plan to ensure effective Communication with Club Members.

MM5. Develop a Marketing plan to recruit current and past serving Navy members and their families.

FACILITIES

Objective:

Preserve and enhance Lodge Accommodation.

Tasks:

Fac1. Operate the lodges to meet members' accommodation expectations and manage business costs.

Fac2. Maintain lodge facilities in good order and condition.

Fac3. Undertake redevelopment of the Thredbo Lodge accommodation wing commensurate with the Club's financial position

Fac4. Progressively enhance the Buller Lodge commensurate with the Club's financial position.

Fac5. Develop concepts for future development of Buller in 2034 and subsequently, the Thredbo communal facilities wing.

Strategic Business Risks and Treatments

Strategic Risks (those which would result in failure of the club)	Treatment (refers to management tasks)
Failure to control business costs results in insolvency	Fin 1,2,4. Gov 1,4,6.
Failure to generate sufficient revenue results in insolvency	Fac 1,3,4,5. MM 1,2,3,4. Fin3. Gov 1,2,4
Destruction, degradation or loss of lodges results in insolvency	Fac 2. Fin5. Gov 2,
Resignation of Directors results in degradation of governance leading to insolvency	Gov 3.
Injury of volunteer workers, members, contractors or public arising from Club activity results in compensation claims leading to insolvency	Fin 5.
Failure of administrative support contract or inadequate governance results in insolvency.	Fin 4. Gov 1,5,6. Fac 1,2
Fraud that results in large scale resignation by Club members or embezzlement of funds, causing insolvency.	Fin 4. Gov 2, 6.

Succesive poor seasons result in large scale resignation of members or inadequate winter accommodation revenue causing insolvency	MM2, 5
Pandemic which constrains or precludes operation of Club Lodges	Gov 2, 8
Destruction of Club facility due natural disaster equipment failure or accident.	Fin 5, Fac 2
Cyber-attack on club booking system results in breach of member's privacy protection	Gov 7, Fin 5
NB. An event that credibly results in club failure	

SWOT ANALYSIS

Strengths

These are the Club's prominent internal strength:

- **Proud club history**
- **Sizeable membership base**
- **Ethical and valued members**
- **Enthusiastic and capable volunteers, regional sub-committee members and board**
- **Current workable organisational structure**
- **Sound financial position**
- **Three well located lodges, and**
- **Proven contract outsourcing of the booking operations.**
- **Reputation as a 'good citizen' by Resort community and authorities.**

Weaknesses

These are the Club's prominent internal weaknesses that need addressing:

- **Reluctance of RAN personnel to join**
- **Moderate membership turnover**
- **Paucity of serving members on sub-committees**
- **Lack of specialist advisers and practitioners - IT, insurance, legal, building maintenance etc, leading to additional cost when needed**
- **Lower than desirable bed occupancy rate**
- **Unfavourable demographics of the membership base, and**
- **Lack of an integrated administration system**

Opportunities

These are some opportunities the Club can leverage:

- **Making board and committee membership and volunteer work attractive**
- **Retaining and expanding the membership base within Navy**
- **Broadening the associate membership base**
- **Year round operations of Thredbo and possibly Buller**
- **Redevelopment of Thredbo**
- **Increase revenue by providing complementary services to Lodge accommodation.**

Threats

These are some threats the Club may endure or need to counter:

- **Poor snow during season**
- **Climate Change**
- **Bushfires**
- **Pandemic**
- **Competition from rival lodge operators and other forms of accommodation e.g. private apartments, hotels etc.**
- **Possible changes to National Park / Government regulations**
- **Distortion of the membership base such that it fails to achieve the Club's founders' original aim as expressed in the Vision**
- **Loss of revenue from some of the above**
- **Increasing business costs.**