

Toyota LandCruiser Club of Victoria (TLCCV)

Strategic Plan

2015-2016

The TLCCV aspires

- to be the Club of choice for people with 4WD vehicles who have a passion for 4WDing, the Australian bush and the Australian outback;
- to welcome visitors and new members from diverse backgrounds;
- to value our members and to invest in their skills;
- to offer 4WD activities in a vibrant, friendly, educational and family oriented atmosphere; and
- to be a valued and responsible contributor to the community.

These aspirations will be achieved by adopting strategies and actions relating to the Club's Membership, Training, Activities, Marketing, Governance and Property, as described in the following Plan, and by reviewing this Plan annually.

Category: Membership

Aspirations: the TLCCV will strive:

- to sustain a viable membership profile which is inclusive and diverse, targeting people who use 4WD, low range vehicles with appropriate ground clearance;
- to offer a a diverse range of trips and trip length;
- to offer a training program that will improve members' skill levels in all matters relating to 4wding;
- to offer member services which are viewed as being good value and meeting the needs of its members.

Strategy	Dependencies	Timeframe	Measure of Success	Responsible Person
M 1: Undertake a membership drive to reach and maintain 550 members to help ensure the sustainability of the Club.	Marketing strategy & plans completed		Target level attained	Committee, Marketing dept.
M 2: Develop an orientation pack to introduce visitors to the Club and services and review ways in which visitors may be introduced to the Club's services and offerings.	Marketing strategy & plans completed	Aug 2015	Orientation pack completed	Marketing and Meeter and Greeters
M 3: Capture member exit interview quantitative data via phone calls and the use of a spreadsheet.	Spreadsheet required	May 2015	Data available for analysis	Membership
M 4: Migrate Club membership records to a modern data base system, which caters for the administrative needs of the Club.	New system	May 2015	System implemented	Webmaster
M 5: Prepare a more comprehensive set of membership statistics that summarises membership trends and profile.	New system	June 2015	Stats provided to Committee	Membership / marketing
M 6: Create a standard 'Reply' email detailing TLCCV's value proposition to potential members.	Marketing Strategy	May 2015		Membership / Marketing

Actions (ongoing)	Dependencies	Timeframe	Measure of Success	Responsible Person
M 7: Conduct a biennial members' Club survey.		Oct 2016	Survey completed	Committee
M 8: Ensure the visitor-greeter role is resourced at each general meeting, from a pool of members willing to do this role and display a sign welcoming visitors to the general meeting and directing them towards the visitor-greeter.		Ongoing	Pool of greeters established and sign displayed	Meeter/ Greeters, with support from all Sub committees
M 9: Assign a mentor to each new member to assist in their familiarisation with the Club and services.		Ongoing		Membership/ Meeter/greeters
M 10: Offer technology support to members before and after each Club meeting.		Ongoing		Webmaster
M 11: Offer a magazine subscription to retiring, long-term members so they can keep in touch.		Ongoing		Membership

Category: Training

Aspirations: the TLCCV will strive to offer training programs that will improve members' skill levels in all matters relating to 4wding and camping.

Strategy	Dependencies	Timeframe	Measure of Success	Responsible Person
T 1: Assess the options for accessing suitable training venues, including FWDV offices and the establishment of a training facility at Yarck.	Feasibility study and business case	June 2015	Feasibility study/business case completed	Committee + Training officer
T 2: Investigate the feasibility of implementing an Advanced DA course. If considered feasible, develop an associated business case.	Feasibility study and business case	June 2015	Feasibility study/business case completed	DA Coordinator and team
Actions (ongoing)				
T 3: Retain a Training Coordinator position to chair a Sub-committee to develop and implement an education – training strategy and associated annual plan for Club members.	Reporting Link into the Executive Committee	Ongoing	Annual Training Plan	Training Coordinator
T 4: Maintain the direction and energy of the current Driver Training Program and solicit the support of Club members with Club experience, trip knowledge, and outback skills.		Ongoing	To maintain team of 10 instructors including female members	DA Coordinator
T 5: Solicit possible leaders of training courses from within the Club, external parties or from other Clubs with specialist expertise.	Suitable club funding or adopt a user pays strategy for some	Ongoing	An active schedule of courses	Training Coordinator
T 6: Maintain an active Trip Leader development program where new Trip Leaders are mentored, and genuinely interested new Trip Leaders are attracted to the program. Continue with the program delivery via correspondence and evaluate the effectiveness of the correspondence program.		Ongoing	Increased pool of <i>active</i> trip leaders	Trip Coordinator
T 7: Investigate the feasibility of implementing 'refresher' DA courses for existing members.	Feasibility study	Ongoing (monthly)	An active schedule of courses	DA Coordinator

Category: Club Activities

Aspirations: the TLCCV will generate members' enthusiasm by:

- conducting monthly general meetings which are interesting, informative and valued by members,
- sustaining a pool of at least 30 active Trip Leaders who will collectively offer members a diverse range of trips and trip length,
- broadening the appeal of the Club's property at Yarck.

Strategy	Dependencies	Timeframe	Measure of Success	Responsible Person
C 1: Review General Meeting format and room layout.		May 2015		Committee
C 2: Investigate the feasibility of webcasting General Meetings. If considered feasible, develop an associated business case.		May 2015	Feasibility study/business case completed	Web Master / committee
C 3: Introduce the Club's Trip Program to new members and mentor new members to participate in the Club's trip program these activities.				DA Coordinator+ trip coordinator
C 4: Promote the awareness of each member's obligations (including temporary member) while participating on a Club trip, through the adoption of a "Statement of Obligations for Trip Participation".				DA Coordinator + Trip coordinator
C 5: Conduct a post implementation review of Cruiserkana 2015.		April 2015		Cruiserkana Coordinator/ committee

Actions				
<p>C 6: Adopt a 15-minute segment for a guest speaker, show and tell, or trip reports to be held in each monthly meeting except the AGM and establish a new “Guest Speaker Convenor” role to plan for and manage this segment.</p>	<p>Sourcing appropriate presenters</p>	<p>Ongoing</p>	<p>That it happens every month (now booked to Sept 2015)</p>	<p>Show and tell coordinator</p>
<p>C 7: Adopt a clearinghouse service where a member can register their wishes for a particular trip.</p>				<p>Trip convenor</p>

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Category: Marketing

Aspirations: the TLCCV will adopt effective strategies:

- to promote the Club and to offer a compelling value proposition to potential members,
- to market the Club's services and facilities to potential members and other stakeholders.

Strategy	Dependencies	Timeframe	Measure of Success	Responsible Person
Mkt 1: Develop an updated marketing strategy and associated marketing plans.		July 2015	Membership increases	Marketing/Committee
Mkt 2: Review TLCCV's marketing collateral.		July 2015		Marketing/Committee
Mkt 3: Review the Club's use of social media.		July 2015		Webmaster/Marketing/Committee
Mkt 4: Promote Yarck by offering a structured and guided tour of the property to Cruiserkana visitors and other external stakeholders (e.g. DEPI).				Cruiserkana
Mkt 5: Establish links with Toyota dealers, by inviting them to a Dealers' day at Yarck and preparing marketing collateral for distribution with 4wd vehicle sales.	Marketing strategy			Marketing/Committee
Mkt 6: Prepare a contingency plan to address gaps in FWDV functions that may arise with reduced levels of government funding available to the 4WD sector.				Committee/delegates

Actions (ongoing)	Dependencies	Timeframe	Measure of Success	Responsible Person
Mkt 7: Retain the Marketing Coordinator role and sub-committee to develop and implement the Marketing Strategy.	Marketing strategy update completed	Ongoing		Marketing Coordinator
Mkt 8: Encourage members to promote the Club's services and facilities to their family, friends and colleagues - word of mouth marketing.		Ongoing		Marketing Coordinator
Mkt 9: Ensure Club delegates to FWDV have a higher level of visibility and engagement with Club members.		Ongoing		TLCCV Delegates
Mkt 10: Active engagement with FWDV to assist FWDV in achieving their Mission.		Ongoing		TLCCV Delegates
Mkt 11: Recognise and promote the successes of FWDV in track access, track clearance, government liaison, 4WD policy, driver training and insurance.		Ongoing		TLCCV Delegates

Category: Governance

Aspirations: the TLCCV will adopt good governance and management practices which will:

- ensure the sustainability of the Club,
- ensure effective decision making and execution of official Club roles,
- encourage open discussion, flow of information and communication,
- engage productively with FWDV.

Strategy	Dependencies	Timeframe	Measure of Success	Responsible Person
G 1: Investigate new revenue streams				Committee
G 2: Review and revise the Club’s Bylaws and/or Rules relating to: <ul style="list-style-type: none"> - the staggering of Executive Committee appointments and Committee/sub-Committee appointments by the declaration of half the positions vacant each year, with a maximum of two consecutive terms for any member elected to a particular position - Trips, Trip Leaders, DA, Membership, Temporary membership, Hiring of Yarck to external parties. 				Committee in consultation with sub Committees
G 3: Develop an induction program for new Committee and key Sub-Committee members.				Committee/sub committees
G 4: Provide a budget planning template enabling sub-committees to submit plans and budget proposals annually.		Feb 2015		Treasurer
G 5: Provide a feasibility study and business case template enabling sub-committees to submit proposals/ ideas/ initiatives that may require capital expense.		Feb 2015		Treasurer and Committee
G 6: Develop a disaster recovery plan for the Clubs data, processes and people		May 2015		Webmaster

G 7: Review current practices for managing the Club’s capital reserves.		May 2016		Treasurer
Actions (ongoing)	Dependencies	Timeframe	Measure of Success	Responsible Person
G 8: Review membership fees annually to ensure they are compatible with the objectives of financial sustainability.		October each year		Treasurer
G 9: Adopt a rigorous process to evaluate the benefit of each initiative proposed and to consider all funding options, e.g. special levies, fee for service, funding grants and raffles.				Executive Committee
G 10: Ensure there is alignment and reporting structures between the responsibilities of the members of the Executive Committee with sub-committees and other designated roles.				President
G 11: The Executive Committee to review annually the leadership of each Club Sub-committee and determine whether to invite the incumbent to continue in the role.				President / Committee
G 12: Include succession planning and formally establish 2ICs to take over each official Club role during periods of absence of the incumbent.				Subcommittee Coordinators/ President
G 13: Update annually the PDs of all official roles.				Committee
G 14: Establish a Communications Coordinator role and Sub-committee to prepare and implement a Communication Strategy.		April 2015	Communications Strategy delivered	Communications Coordinator

Category: Club Property

Aspirations: the TLCCV will manage Club property effectively and operate in a financially responsible manner.

Strategy	Dependencies	Timeframe	Measure of Success	Responsible Person
P 1: Investigate the feasibility of using Yarck as a corporate FWDV training facility for external parties. If considered feasible, develop an associated business case.		June 2015	Feasibility study/business case completed	Yarck Management/Committee
P 2: Undertake a feasibility study for the establishment of a training venue at Yarck to offer members training opportunities in a range of subject areas including Trip Leaders, chainsaw use, mapping, winching, bush mechanics, first aid, truck set-up.		June 2015	Clear analysis of feasibility, including options and funding sources	Training Convenor/Yarck Management Committee

The following people have contributed to this document during discussions on 22nd February 2015:

- Ian Wells (Chair)
- Tony Middleditch
- John Mills
- Barbara Bryant
- Ian Ross
- Alan McMeekin
- Steve deMamiel
- Adam Takas
- Sandra Tanner
- Brian Tanner
- Matt Tilley

A written submissions was also received from Brian Stewart