



The Voice of the Marine Industry

The BIAV is the peak body for the marine sector, and represents an industry worth \$4.5 Billion dollars to the Victorian economy and provides more than 17,700 jobs. BIAV represents its members and supports the 200,000 registered boat owners, 400,000 marine license holders, and 900,000 boating participants in Victoria each year.



STRATEGIC PLAN

2018 - 2021

Vision

A thriving boating industry

Mission

As a not-for-profit, member-based organisation:

- To promote safe, sustainable boating and facilities through industry leadership;
- To develop and promote professional standards and services for its members and the boating community
- To develop membership through optimal service and support.



	OBJECTIVE	STRATEGIES	MEASURE BY DEC 2021
MEMBERSHIP	Membership servicing and support recognised as BIAV's core business.	Implement regular member visits, approaches to potential new members, incentive programs, and other membership promotions.	Membership growth and an increase of over 3-5% per year.
		Review current membership benefits, adding new relevant membership benefits to meet current and potential new member needs.	Membership benefits greatly valued and satisfaction levels high, reflected by annual survey results of over 3.5/5.
		Be in contact with members to ensure delivery of services and benefits that meet their needs.	Members likely to recommend BIAV, reflected by annual survey results of over 3.5/5.
		Conduct a suite of member meetings and other activities to support members and inform them of BIAV practices.	Engaged members and 15% growth in attendance at BIAV GMs and other activities.
		Develop an industry statistics gathering model that meets the needs of members.	Industry statistics gathering model in place and at similar level to what is offered in WA and NSW.
		Review the membership model, including establishing a 'Boat Owners Club'.	Optimal membership model in place including 'Boat Owners Club' with 10,000 members.
ADVOCACY	Advocacy efforts influence positive outcomes for the industry and for boaters.	Lobby for return of Government boating fees to boating infrastructure.	Optimal return of boating fees to boating infrastructure including hypothecation.
		Further develop relations with key state government ministers and departments through regular meetings and communication.	Excellent relations with key state government ministers and departments including quarterly meetings being entrenched.
		Engage and work with relevant Industry stakeholders and work collaboratively on key issues and projects.	Excellent stakeholder relations extending to various agencies and local governments.
		Seek and apply for grants for projects that can roll out to benefit the industry.	Maximum grant and funding acquisition for BIAV and members and at least one program funded per year.
		Identify all major advocacy issues relevant to the boating industry and the requirements in terms of addressing them.	Positive outcomes realised in regard to advocacy issues reflected by annual survey results of over 3.5/5.
GOVERNANCE	Quality leadership, management and financial performance.	Develop and then monitor a prudent yet progressive annual budgeting program.	Strong financial management, reporting and results (growth) including a minimum reserves position of \$200k.
		Explore alternative revenue streams and other investment options to further strengthen the financial position.	Diversified revenue streams further strengthening BIAV and MBS at 75% of total revenue.
		Develop and drive an updated Constitution and build relations with other state and national boating industry associations.	Sound constitutional framework and effective national MOU in place.
		Develop a full suite of governance documents and conduct regular and productive Board and committee meetings.	Respected board, committee and divisional structure in place, reflected by annual survey results of over 3.5/5.
		Utilise targeted social media, publications, newsletters and other communications to effectively communicate to members and the boating community.	Optimal communications to members and stakeholders reflected by annual survey results of over 3.5/5.
		Implement the BIAV Strategic Plan and communicate it effectively to members.	Member 'buy in' to BIAV direction and activities reflected by 15% attendance growth at BIAV meetings and activities.

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BOAT SHOWS	To implement a successful Melbourne Boat Show and other boat show options initiated.	Professionally plan and manage the Melbourne Boat Show, with exhibitor input.	MBS exhibitor satisfaction levels high and total exhibitors reaching 130 across 20 Bays.
		Ensure MBS is successfully promoted using all possible tools and tactics to ensure increased visitor numbers.	MBS attendance levels growth reaching 25,000 visitors per year.
		Develop and implement a successful financial model for the MBS.	MBS successful financial model and the 2018 result being replicated each year with 20% variance.
		Implement target market specific activities to enhance the MBS visitor experience.	Overall Boat Show event quality and growth as reflected in the visitor survey.
		Develop and present a proposal for an On-Water boat show.	Preferred On-Water (big boat) boat show concept developed and twice conducted.
		Develop and present a proposal for a Pop-Up boat show concept.	Preferred Pop-Up boat show concept developed and twice conducted.
EDUCATION	Effectively support a robust marine industry skills sector.	Research need for marine related apprenticeships and advocate for apprenticeship viability in areas of need.	Suite of all required courses for marine apprenticeships in place akin to what is offered in NZ.
		Engage with the appropriate TAFE providers to deliver relevant courses to the industry.	Excellent relations with all course providers and TAFE involvement with boat show and other immersions.
		Explore all course options and opportunities including that of becoming a Registered Training Organisation.	Two successful courses in place and revenue generated.
		Consider all education needs with regard to boating public and safety.	Liaise with TSV, Coast Guard and other authorities to ensure adequate public boating education.
		Review careers in the industry and promote through the education system and to the public.	Methods to make marine industry roles attractive, reflected by 15% apprenticeship growth.
		Coordinate boating industry employment pathways for industry employers, course providers and employees.	BIAV situated as an effective conduit between course providers, potential employers and likely apprentices.
PARTICIPATION	Deliver on evidence based initiatives to make boating more popular.	Develop and deliver campaigns for increased participation in boating i.e. LBWAB.	Effective campaign to attract new boaters reflected by registrations and licences growing to 210k and 420k respectively.
		Develop activities that could be enacted at a variety of locations that effectively attract people to enter or re-enter boating.	Successful 'calls to action' attracting people to introductory activities.
		Optimise all boat shows as promotional tools for boating so as to attract people to enter or re-enter boating.	Boat Shows acting as tools to attract new boaters reflected by registrations and licences growing to 210k and 420k respectively.
		Establish a Boat Owners Club and embark on campaigns to attract members.	'Boat Owner's Club' model successfully implemented with 10,000 members.
		Develop communications to consistently and regularly promote BIAV messaging and branding and especially for the 60 Year celebrations in 2020.	Strong branding and usage of BIAV's chosen message.

