

# **SSCBC STRATEGIC PLAN 2019-2024**

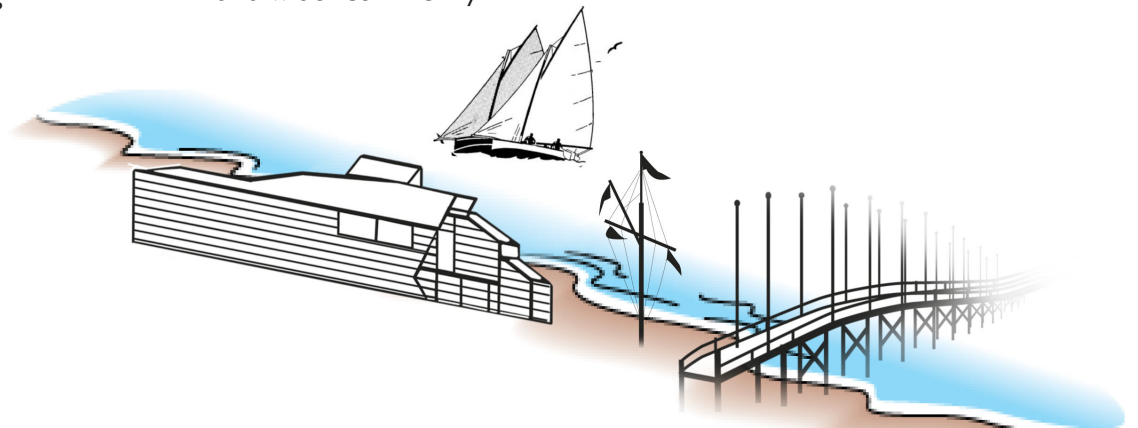


## ● ***We Aspire to***

- Become a beacon for sailing competition and development involving men and women, boys and girls
- Stand alongside the great sailing clubs in Australia
- Preserve and promote our historic Couta Boat fleet as an enduring Australian icon
- Deliver outstanding junior and youth development programs, reaching out to young sailors at all levels
- Provide outstanding facilities, food and beverage services and other services for all our members
- Enhance our tradition as a family club with a strong sense of social responsibility
- Encourage and foster volunteer involvement in all our Club activities
- Be well governed, well managed and fiscally responsible, dedicating surplus funds to enhancing our services to all members
- Foster successful partnerships with our sponsors and supporters
- Actively expand our Community Engagement Program
- Progressively improve our members' ratings of all the services, facilities and activities provided by the Club

## ● ***Our Values are that***

- We remain a family sailing club
- We foster a friendly and welcoming culture among all members, through sailing and social activities
- We respect the heritage of the Couta Boats
- We encourage and support all our young sailors – whatever their aspirations and abilities
- We make an active and significant contribution to the local and wider community



# **SSCBC STRATEGIC PLAN: KEY INITIATIVES 2019-2024**



## **Club Racing**

- Deliver an active, safe, fair and engaging racing program for Couta boats, junior, youth and adult sailors
- Support and encourage sailing members involvement in regattas held at SSCBC or at other clubs
- Ensure the volunteer race management group is well organised, well trained and well equipped
- Ensure racing is well supported by the necessary equipment and staffing

## **Couta Boats & Heritage**

- Work with and support the Couta Boat Association
- Promote our Couta boats as a key differentiator for the Club
- Support and encourage innovative ways to overcome the limiting factors to the growth and participation in Couta boat sailing
- Support and encourage adult and youth participation in sailing Couta boats through events and use of *Ripple*
- Promote and celebrate Couta boats around the Clubhouse
- Provide for and involve the cruiser fleet in key Club events

## **Sailing Operations**

- Implement sail training and development pathways for novices to advanced sailors
- Support and encourage the "She Sails" programs
- Become a centre of excellence for foiling dinghy sailing, a Waszp's Nest
- Support and encourage youth participation in sailing, playing a lead role in the development of match racing
- Conduct major sailing regattas and events at the Club
- Support and encourage the continued expansion of our sail training facilities
- Promote competitive and recreational sailing, leading by example as a Club

## **Social**

- Provide year-round food and beverage facilities and offerings that exceed our members' expectations
- Provide an active program of social, dining and networking events for members and their guests
- Involve casual and full-time staff that reflect and emphasise our commitment to family involvement and engagement with the Club
- Conduct and deliver our food and beverage services in a financially positive and sustainable manner

## **Social Responsibility**

- Implement an active Community Engagement Program, with particular focus on local community organisations
- Provide training programs for casual and full time staff and volunteers, particularly in the sailing, training and food and beverage activities of the Club
- Conduct all our activities with respect for the environment, the safety and health of our members and their guests

## **Club Governance & Management**

- Govern and manage the Club according to best practice for clubs
- Employ a team that has skills and personalities to manage the Club's facilities and operations in a manner that exceeds members' expectations
- Involve volunteers to support management in the delivery of the Club's facilities and services to members
- Communicate with members on the structure, roles and responsibilities and people involved in the governance and management of the Club
- Provide regular formal opportunities for members to provide feedback to management and Committee members on the Club's operations and initiatives
- Encourage the involvement of members in the governance of the Club to ensure appropriate succession planning for Committee and Sub Committee roles

## **Membership & Services**

- Continue to enhance the "value proposition" for our members, in all our activities and services
- Undertake further member surveys to monitor member satisfaction with our facilities and services and to identify areas for improvement or enhancement
- Curtail the growth in membership to ensure that the "value proposition" for members is enhanced
- Promote expectations regarding Member Conduct
- Continually improve electronic and hard copy communications with members
- Utilise membership software programs for efficient and productive communication with members

## **Club Infrastructure**

- Work within an evolving Masterplan for the clubhouse and its environs
- Implement the clubhouse redevelopment proposal to overcome existing functional shortcomings in the clubhouse and its surrounds
- Devise and implement 3 to 5 year repair and replacement plans for major Club infrastructure and equipment
- Fund the clubhouse redevelopment proposal in a financially responsible manner

