



**SAILING FOR ALL,
SAILING FOR LIFE**

Sorrento Sailing Couta Boat Club Strategy

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OUR STRATEGY



VISION

We are a passionate sailing club that fosters growth in our heritage Couta Boat fleet, Off The Beach sailing and volunteering at Sorrento

WE ENGAGE ALL MEMBERS OF OUR CLUB ON AND OFF THE WATER...

TO FOSTER GROWTH OF OUR SAILING PARTICIPATION BY...

THAT IS ENABLED BY...

FAMILIES

FRIENDS

COMMUNITIES

ATTRACTING NEW SSCBC SAILORS		AND	ENGAGING OUR EXISTING SSCBC SAILORS	
Entry Programs	Social Initiatives		Sailing Experience	Guidance and Development
Marketing and Visibility	Accessibility		Sailing Community	Sailing Communications

SSCBC VOLUNTEERS			
Our Volunteers lead our sailing, social and Member engagement activities, and are valued, celebrated, supported and recognised for giving their time and skills			
GOVERNANCE AND LEADERSHIP	FACILITIES AND STAFF	FINANCIAL SUSTAINABILITY	OUR NETWORKS
Our Club is governed to ensure we sustain our community of passionate sailors and Members	Our Club facilities and staff connect our community and celebrate our rich sailing history, in and around our lounge and dining rooms	Our Club is fiscally responsible, making decisions that ensure our financial sustainability and ability to reinvest into sailing and Member engagement	



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SAILING AT SSCBC

OVERVIEW

SSCBC is a Club that is passionate about its sailing and sailing community.

We welcome all sailors to our Club to enjoy the world class facilities and pristine waterways which we are so fortunate to use.

We are focused on growing our sailing participation by:

- 1) Attracting new SSCBC sailors, and
- 2) Engaging our existing sailing community

We do this by ensuring all sailors are offered a high quality sailing experience from the moment they arrive at our Club.

We aim to equip our sailors with the knowledge and skills to be confident, safe, respectful and independent on the water, so that they can truly embrace the joy of sailing.

Ultimately, our Club adopts a 'sailing for all, sailing for life' philosophy that guides our decisions to achieve our strategic objectives.

NEW SSCBC SAILORS		EXISTING SAILOR ENGAGEMENT	
STRATEGIC INITIATIVE	ACTIVITIES	STRATEGIC INITIATIVE	ACTIVITIES
Entry Programs <i>To create entry opportunities for new SSCBC sailors to introduce, guide and teach</i>	<ul style="list-style-type: none"> Develop and offer quality entry programs for all ages, abilities and interests that align with our strategic objectives (including Cara na Mara, Stripy Squad, Ripple program, marquee days) 	Sailing Experience <i>To deliver a high quality sailing experience on the water</i>	<ul style="list-style-type: none"> Offer a quality sailing product on the water, this includes sailing format, race officiating, equipment and safety
Social Initiatives <i>To connect our sailing and social Member cohorts (and break down existing cliques)</i>	<ul style="list-style-type: none"> Introduce social groups (i.e., launch cruising fleet, book club, wine club, gardening club) Introduce active groups (i.e., swimming, walking, running) Align social events to sailing objectives (i.e., BBQs, lunches, cruises) 	Sailing Community <i>To have a sailing community that leads from the front to enable a culture that is inclusive and celebrates its sailing Members</i>	<ul style="list-style-type: none"> Introduce class leaders to foster class community and culture Reignite and celebrate sailing rituals (including Calcutta, Catch a Fish, briefings and presentations)
Marketing and Visibility <i>To be seen and known as a positive contributor in our local and broader community, attracting people to participate in sailing at our Club</i>	<ul style="list-style-type: none"> Host marquee sailing days (Lady Skippers, NextGen) Undertake 'adventure sailing' (i.e., Melbourne, Queenscliff, Geelong, Mornington racing) Increase local visibility (posters, partnerships) Host major sailing events at our Club to increase presence in the national/international sailing community 	Guidance and Development <i>To build the skills and knowledge of our sailors so they are confident, respectful and independent on the water</i>	<ul style="list-style-type: none"> Foster the Youth Transition pathways at our Club Foster the Adult Transition at our Club (e.g., 2k Teams match racing, Jubilee program) Offer guidance opportunities through initiatives such as The Wooden Boatshop Series Coaching and Couta Conversations Team Sorrento
Accessibility <i>To reduce the barriers to enter sailing and our community</i>	<ul style="list-style-type: none"> Strive for gender diversity in our fleets and those participating in sailing Increase accessibility for lower socio-economic and people with a disability 	Sailing Communications <i>To connect and keep our Members informed online and at our Club</i>	<ul style="list-style-type: none"> Enhance Club communications (eTidings, sailing notice board) to align with strategic objectives



VOLUNTEERING AT SSCBC

OVERVIEW

Our volunteers are the backbone to our SSCBC community. They are involved in all aspects of our Club activities.

At SSCBC we empower an active community of volunteers that can contribute in one or more ways, and are supported by our Club operational staff.

All Members are welcome and encouraged to volunteer and contribute to our Club, either on the water, around our Club, or in the local community. Our management team supports our volunteers to deliver Member engagement activities.

All existing and new Members are aware of how they can contribute their time and skills in a voluntary capacity and are provided with the training and/or resources required to perform duties in a safe and friendly environment.

The safety of our volunteers is paramount. Whether on or off the water, we minimise risk by ensuring access to appropriate equipment, training and resources and have effective safety procedures to address any incidents.

NEW SSCBC VOLUNTEERS		EXISTING VOLUNTEER ENGAGEMENT	
STRATEGIC INITIATIVE	ACTIVITIES	STRATEGIC INITIATIVE	ACTIVITIES
Information Sessions <i>To inform new and existing Members about volunteering opportunities at SSCBC</i>	<ul style="list-style-type: none"> Develop and run regular information sessions that enable Members to meet current volunteers and learn about opportunities, training, pathways, culture and behaviour 	Clubhouse and surroundings <i>The “Club volunteers” are an integral part of our Club, providing a valuable contribution to the maintenance and operations of our Club facilities</i>	<ul style="list-style-type: none"> Tribes are established to assist with Club facilities maintenance and heritage Working Bees are held regularly Tribes are self-managing, and organise events as required, in addition to the Club Working Bee(s)
Social Initiatives <i>To connect our new volunteers with our current volunteer tribes</i>	<ul style="list-style-type: none"> Introduce ‘social volunteer tribes’ to prospective new volunteers (i.e., book club, wine club, gardening) Introduce ‘active volunteer tribes’ to prospective new volunteers (i.e., swimming, walking, cycling, yoga, SUP, running) 	Connection <i>Our Members are empowered to set up and lead activities to connect our Members in a social setting</i>	<ul style="list-style-type: none"> Volunteers lead and support fitness and social initiatives (e.g. walking and swimming groups) with support from staff as required Special Interest Groups are publicised to all Members, monitored and measured as to effectiveness and impact
Marketing and Visibility <i>Volunteering is promoted regularly through the website, social media, regular communications and at Club events</i>	<ul style="list-style-type: none"> Volunteers are thanked at all major sailing events Include informative tab on website, where Members can “opt in” Develop a professional flyer on volunteering opportunities Uniforms and merchandise are given to volunteers to make them easily recognisable 	Education and Training <i>Our Sailing volunteers are skilled and empowered to lead and support sailing activities at our Club</i>	<ul style="list-style-type: none"> Sailing volunteers receive training, coaching and support, and the opportunity to practise on water Key racing and regatta roles are identified, with a pipeline of skilled and emerging volunteers to run events Networking/mentoring opportunities are provided with other Clubs Couta Boat sailors/crews regularly participate in Race Management
Conversion and Induction <i>To reduce the barriers to volunteer, understand aspirations and skills volunteers bring to the Club</i>	<ul style="list-style-type: none"> Implement a basic questionnaire for new volunteers to understand skills, availability, aspiration, experience & accreditations Conduct orientation for new volunteers (e.g. Roster System) 	Recognition <i>SSCBC volunteers are recognised and celebrated for the contribution they make to the success of the Club</i>	<ul style="list-style-type: none"> Volunteers are given SSCBC branded merchandise Volunteers are recognised at all sailing presentations Develop and host an annual volunteer thank you and recognition event



FACILITIES AND STAFF

OVERVIEW

Members are proud of our Club, and their experience is one of our highest priorities. The facilities and experiences are inclusive of the Club, our surroundings, and extend to support on water sailing, motor boating, beaching, swimming and all other activities.

Our Members are able to connect and dine in the Members' lounge or dining areas. The food and beverage offering meets the needs of our Members, and support their activities at our Club.

Our facilities and staff embody the community we are, and are focused on delivering operational activities that enable our strategic objectives.

SSCBC has a rich history that is respected and celebrated at our Club; it is visible in our hallways and around our Clubhouse.

Our facilities and equipment are maintained to allow our sailing community to participate in a way that suits them best, now and into the future.

STRATEGIC INITIATIVE

On water facilities

To ensure our on water facilities support all sailing and other activities on the water

Members' Lounge, Dining and gathering spaces

To offer our Members' lounge, dining and outdoor (i.e., Lavendar Hill, western lawn and Couta's) gathering spaces that meet their needs and supports connection, social events and celebration of our Members and Club

Facilities safety, reliability and compliance

To offer our Members facilities that are environmentally conscious and maintained to meet the needs and expectations of our Members while ensuring safety

Staff

Our staff represent our Club and community of Members; they are focused on delivering outcomes that enhance the experience of our Members and support our strategic ambitions

SSCBC Heritage

Our SSCBC heritage is proudly on display, so that it is appreciated and respected by our Members and guests

ACTIVITIES

- Maintain and ensure all boats, moorings, jettys etc. are safe and compliant to meet the needs of on water activities
- Facilities support the delivery of high quality sailing activities

- Maintain the lounge, dining and outdoor space facilities to meet the needs of our Members (e.g. regular Member survey to gather sentiment)
- Ensure appropriate range, and regular review (e.g. driven by F&B knowledge on the Committees), of F&B offerings to cater to Member cohorts
- Leverage unique facilities to provide Members a function/events offering (with consideration to regular Member usage)
- F&B surpluses to be reinvested to support our strategic ambition

- Ensure ongoing security and access to the Club for Members
- Ensuring all Club assets are protected and maintained in a timely and monitored manner with the introduction of an appropriate IT system(s)
- Continual review of facilities to ensure fit-for-purpose

- Review staff onboarding and regular L&D opportunities
- Recruitment, training and retention of high calibre team to ensure succession planning for key management position in conjunction with the Nominations Committee
- Ensure our staff are interacting with local stakeholders (neighbours, Shire Council) to ensure compliance, compatibility and sustainability in conjunction with the General Committee
- Celebrate staff who actively contribute to enhancing the Member experience
- Establish clear protocols and procedures to ensure staff can work in a safe and respectful workplace (e.g. incident reporting)

- Review of SSCBC heritage; memorabilia is visible and celebrated around the Club
- Provide more opportunities (i.e. channels, at onboarding) for Members to learn about our history



GOVERNANCE AND LEADERSHIP

OVERVIEW

Our Club is governed and managed in accordance with best practice.

The General Committee leads and makes decisions in line with the strategic direction of the Club, working closely with Management and sub-committees to improve the 'value proposition' for our Members in all activities and services.

Our governance decisions support the sustainability of our Club. This is reflected in sustainable leadership, led by the Nominations Committee, that can manage through the challenges and successes.

Our Members offer skills/interests that make them valuable contributors to our committees. We actively seek and foster our Members' contribution in this way.

We are recognised as a 'good neighbour', with a positive community presence and ensuring our Members and Club protect, sustain and respect our environment and waterways

STRATEGIC INITIATIVE

Governance

To ensure our governance structures (General Committee and Sub-Committees) allows for effective and sustainable leadership of our Club, in line with our constitution, to manage risks

Community partnerships

To foster community partnerships that align to our strategic objectives and values, thus harnessing benefits for SSCBC and our local and broader community

Safety and Competency

To ensure our Members and staff are equipped with the knowledge, tools and confidence to be safe around our Club, and participating in Club activities

Sustainability

Our Club and Members protect, sustain and respect our environment and waterways

ACTIVITIES

- Conduct annual planning that aligns to our strategic ambition/plan
- Succession planning to ensure continuity of Club leadership in line with the Nominations Committee
- Ignite and engage Sub-Committees that are made up of Members with the skills/interest

- Develop a strategic partnership model that aligns to our strategy, and draws value for both SSCBC and the partner
- Review current non-for-profit partnerships (i.e., relevance and Member benefits)

- Club safety and OH&S programs are accessible and maintained for our Members and staff
- Best safety policies that are realistic and actionable for all Members and guests
- Implement a maintenance and compliance IT System to provide assurance and visibility regarding the protection of people, assets and the surrounds

- Governance decisions that protect, sustain and respect our environment and waterways (including waste recycling stated, single use plastic and marine environment awareness programs)
- Enhance facilities to encourage sustainable activities (e.g. drinking fountains, bike racks)



FINANCIAL SUSTAINABILITY

OVERVIEW

The financial sustainability of our Club will ensure SSCBC prospers now and into the future.

We govern to ensure we are fiscally responsible, allowing us to support our sailing objectives, grow the Club and pay down any debt in an appropriate timeframe.

Our Finance Committee guide and ensure our decision making is best practice.

There are opportunities for our Members to financially contribute or donate to our Club, including the SSCBC Sailing Foundation and any other fundraising activities.

STRATEGIC INITIATIVE

Fiscally responsible

To manage our financial position responsibly, striving for cash positive position through appropriate budgeting, projections and reporting

Ease of Participation

To facilitate ownerships of Couta Boats and Off the Beach boats through creative financial solutions for our Members

Sailing Foundation

To allow Members to make financial donations to support our Vision to foster growth in sailing and sailing activities at SSCBC

Donation Opportunities

To provide Members the opportunity to make financial donations to our Club through meaningful donation opportunities

ACTIVITIES

- Manage the Club's finances toward paying off the development debt
- Ensure rigorous budgeting, reporting and cash flow management to deliver accountability and sustainability
- Ensure protection, monitoring and appropriate evaluation on all Club assets
- Recognise and monitor F&B and function activities as a large and variable component of the Club's finances. To ensure appropriately skilled people are engaged in Club Committees to monitor
- A Finance Sub-Committee to assist the General Committee oversee and ensure financial sustainability

- Look to establish financial solutions (e.g. syndicated ownership, mooring costs etc.) that foster growth in our Couta Boat and Off the Beach fleets
- To support strategic initiatives that drive participation in our sailing (e.g. the Ripple program)
- To seek to reduce the ongoing costs to continue sailing at SSCBC (e.g. boat insurance, mooring fees, maintenance)

- Determine the strategic intent and plan of the Sailing Foundation, including key milestones
- Conduct Foundation launch planning and execution
- Increase awareness and accessibility of the Sailing Foundation to all Members

- Develop and implement donation strategic plan that is considerate of Members' contribution
- Ensure donations are recognised and celebrated in the most suitable way for our Member(s)