



WHITSUNDAY SAILING CLUB



Strategic Plan 2020 - 2025



Vision

The vision of the WSC Board is to provide a club environment that we are proud to showcase to family, friends and colleagues, we strive to foster the sport of sailing and position ourselves as a hub of Australian Sailing, hosting and supporting world class sailing events.

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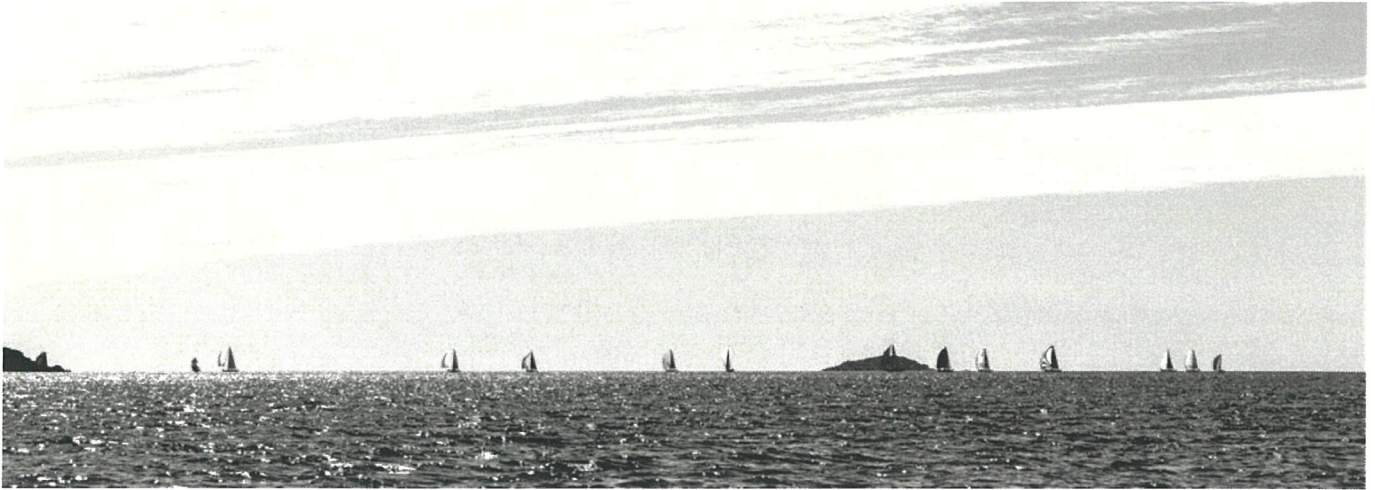
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VALUES

The core values of the WSC are the internal compass that will guide the actions of the Club.

These are attributes and behaviours that we expect all members and staff to adopt and live by every day.

VALUES	HOW WE BRING THESE TO LIFE
INCLUSIVE	Actively welcome and involve members and guests from all walks of life and encourage them to return
SPORTSMANSHIP	Promote fair play on and off the water in both competitive and recreational sailing
RESPECT	Value the diverse contribution and views of our members, volunteers, contractors, staff and stakeholders, and treat each other with civility and integrity
PROGRESSIVE	Exceed member and community expectations through constant improvement and innovation



MISSION

- Provide an enjoyable and inclusive social atmosphere and a culture of cohesion and positive engagement.
- Promote participation in sailing and yacht racing in a supportive, healthy and friendly manner whilst being successful at all levels of competitive sailing and boating activities.
- Provide well organised range of sailing, racing, and cruising events
- Remain financially viable through responsible management and good governance and be professionally managed, both as a club and as a business
- Provide a sailing precinct with a high-quality infrastructure and assets including clubhouse, facilities and marina
- Be acknowledged as an innovative club in all forms of yachting and related activities;
- Increase membership to capacity
- Engage with our local community – sailing or non-sailing and the natural environment and encourage inclusion of all water sports to use our facilities

PILLAR 1:

MEMBERSHIP

2025 DESIRED OUTCOMES	KEY INITIATIVES (2020 - 2021)
<ul style="list-style-type: none"> A stable sailing membership base of up to 400+ members with 30% of Members younger than 40 and an attrition rate < 10% 	<p>In the next 12-18 months, we will...</p> <ul style="list-style-type: none"> Continually enhance the “Value” of membership Ensure member areas are utilised according to the Constitution and By-laws Maintain local, national, and international networks and reciprocal arrangements. Maintain proactive communications to members including conducting and responding to annual surveys Regular staff training and development in high customer service standards.
<ul style="list-style-type: none"> An average sailing membership age of under 50 or less. 	<ul style="list-style-type: none"> Provide (FOC) access to boats including the Laser’s and Hobie Cats to encourage young sailors Foster and mentor Young Members Committee as the future leaders of the Club (Flag Officer to attend Young Members Committee meetings). Regular social events including encouraging social sailing. Continue to investigate and if appropriate embrace alternative on water activities (e.g. Outrigger Canoes, SUP, windsurfing, kayaking, kite etc).
<ul style="list-style-type: none"> A clear focus on junior sailing membership of 100 to increase the use of families. 	<ul style="list-style-type: none"> Encourage Learn to Sail participants to become Sailing family members Engage with On Water Team to engage with supply of boats to family sailing members
<ul style="list-style-type: none"> A social membership of 5000 increasing to 10000 by 2030 with an attrition rate of < 20% 	<ul style="list-style-type: none"> Suggested initiatives to be investigated include tidal pool, barefoot bar, external dining, external “soft” area, playground, juniors lounge and /or play area, garden bar extension and additional car parking Increase facilities for visiting sailors to encourage return and membership growth.
<ul style="list-style-type: none"> Measured and managed Member satisfaction levels with aim of achieving 90% satisfaction rating, and a survey response rate of 20% of the total Membership. 	<ul style="list-style-type: none"> Enforce the day-pass scheme for all non-members. Encourage day pass members to join. Maintain on-line registers (crew and skipper). Strive to convert all Trainee’s to Members – Maritime Training participants, Tackers, etc. Follow up new Members after 3 months to check their participation and “satisfaction” i.e. have they realised their expectations on joining?
<ul style="list-style-type: none"> A clear focus on delivering services our Members enjoy including taking swift action on common Member survey response themes 	<ul style="list-style-type: none"> Ensure Excellence at Welcoming Public and Community to Whitsunday Sailing Club Maintain a friendly and welcoming signage and presence around the Club. Be Personable including offering Clubhouse, Hardstand and Marina Tours

PILLAR 2:

ON WATER PARTICIPATION

2025 DESIRED OUTCOMES	KEY INITIATIVES (2020 - 2021)
<ul style="list-style-type: none"> 20+ keelboats entering on weekend events and 30+ on Wednesday evenings 	<p>In the next 12-18 months, we will...</p> <ul style="list-style-type: none"> Investigate different racing formats, schedules and courses Review post event social options for increasing attendees Explore and pilot additional/different race days
<ul style="list-style-type: none"> Exceed 200 entries for Airlie Race Week 	<ul style="list-style-type: none"> Create a performance training program encouraging excellence Implement coaching and training program for events
<ul style="list-style-type: none"> Instigate an inaugural Whitsunday Women's Keelboat Regatta 	<ul style="list-style-type: none"> Implement Shesail initiatives
<ul style="list-style-type: none"> 50 yachts regularly participating in cruising events throughout the year 	<ul style="list-style-type: none"> Develop a cruising schedule for the combined clubs of the Whitsundays Initiate a series of cruising information sessions and courses
<ul style="list-style-type: none"> Expand a multihull racing program to attract National and World events 	<ul style="list-style-type: none"> Hold regular events for multihull boats Initiate a regular cruising multihull racing schedule
<ul style="list-style-type: none"> Host up to 5 Queensland and 3 National and 1 world Titles 	<ul style="list-style-type: none"> Form ongoing relationships with major class associations around Australia
<ul style="list-style-type: none"> One-design fleet / team racing 	<ul style="list-style-type: none"> Decide on a class and develop a one-design racing series in dinghies and keel boats
<ul style="list-style-type: none"> Within 2 years A keel boat development program – including new crew 	<ul style="list-style-type: none"> Investigate practical training options for skippers and new crew members Improve our system for matching crew to boats Investigate shared syndicate boat ownership options
<ul style="list-style-type: none"> 100 Juniors in our YA Tacker Sailing Program having fun, training, and racing A structured junior sailing development pathway Have a Schools Sailing Program for all local schools - 50 students on the water weekly for each term Host Schools team racing events for Far North Queensland 	<ul style="list-style-type: none"> Establish a Junior Sailing sub-committee and: <ul style="list-style-type: none"> Define and improve in both operational and financial terms the role of volunteers and qualified staff Develop and promote junior pathway in line with Yachting Australia recommendations Review and select dinghy classes Continue developing coaching for the junior racing program Investigate our boat ownership options - WSC v academy v individuals Strengthen our partnerships with local schools
<ul style="list-style-type: none"> Off the Beach Racing options for adults and juniors 	<ul style="list-style-type: none"> Investigate options for storage, and access to Off the Beach boats Consult with other clubs and associations about forming joint activities Investigate and map out alternative pathway including kite boards, dinghies, and yachts

PILLAR 3:

WHITSUNDAY MARITIME TRAINING CENTRE

2025 DESIRED OUTCOMES	KEY INITIATIVES (2020 - 2022)
By 2022, we will have... <ul style="list-style-type: none"> Officially opened the Federally Funded WMTC 	In the next 12-18 months, we will... <ul style="list-style-type: none"> Explore options, design and document the facility for training purposes Finalise budget and finance requirements for training equipment Seek all approvals and registrations to suit training courses Recruit and skill training team to deliver courses Develop training course material and delivery plans
<ul style="list-style-type: none"> An on-line platform delivering a range of training courses 	<ul style="list-style-type: none"> Explore options, design a digital training platform Budget and cost analysis, source funding Implement platform for delivery of training, allow for expansion
<ul style="list-style-type: none"> Doubled the student enrolment numbers to 4000 	<ul style="list-style-type: none"> Initiate a structured marketing plan for the WMTC Develop a staged recruitment and upskill program
<ul style="list-style-type: none"> Appointed 2xnew accredited co-providers 	<ul style="list-style-type: none"> Review process and current contract arrangements Develop, administer and monitor contract agreements
<ul style="list-style-type: none"> By 2025, we will have... Included suite of University Degree Level qualification courses 	<ul style="list-style-type: none"> Continual improvement thru Quality Management Systems Liaise with appropriate Education and Governing authorities Develop program and delivery of course material
<ul style="list-style-type: none"> Revenue of WMTC to increase by 500% over 2019 year 	<ul style="list-style-type: none"> Maintain a structured marketing plan for the WMTC Continue to develop resources and skills to deliver Ensure financial administration controls are maintained and improved
<ul style="list-style-type: none"> Recognition as the preferred Maritime training facility in Australia 	<ul style="list-style-type: none"> Developed Marketing plan, referrals and repeat business Endorsement from Government and relevant Authorities

PILLAR 4:

FACILITIES AND ASSETS

2025 DESIRED OUTCOMES	KEY INITIATIVES (2020 - 2021)
By 2025, we will have... <ul style="list-style-type: none"> Implemented key stages of the Master Plan A feasible funding arrangement for the Master Plan Secure State and Federal Funding for Key Stages 	In the next 12-18 months, we will... <ul style="list-style-type: none"> Successfully sign the new land lease agreement Construction of WMTC Completed by December 2021 Construction of Function and conference centre ready for Commencement early 2022 Revamp the wet bar, off the beach area and office space and Member's Bar area
<ul style="list-style-type: none"> A dedicated area for all Club Vessels and Mobile Assets 	<ul style="list-style-type: none"> Identify in conjunction with Flag officers and Sailing Officer core requirements for club service vessels Implement an Asset management and Maintenance Plan
<ul style="list-style-type: none"> A dedicated functional area for race management and related equipment 	<ul style="list-style-type: none"> Upgrade our Race Management resources

PILLAR 5:

FINANCE

2025 DESIRED OUTCOMES	KEY INITIATIVES (2020 - 2021)
By 2025, we will have... <ul style="list-style-type: none"> Maintained our cash reserves at a minimum of 10% of annual non-capital expenditure 	In the next 12-18 months, we will... <ul style="list-style-type: none"> Establish annual capital expenditure budgetary guidelines Establish a borrowings policy for major project
<ul style="list-style-type: none"> Consistently generated sufficient surplus and cash flow to support the long term viability and development of the club Expanded our range of revenue streams beyond membership, marina and clubhouse 	<ul style="list-style-type: none"> Continue to achieve a better than 10% surplus per annum on revenue Review all pricing structures/procedures for functions and events to ensure overheads are factored in Improve communication between finance and all subcommittees Develop an action plan (and allocate responsibilities) for non-sailing revenue activities – fundraising, merchandise, sponsorships, community engagements etc.
<ul style="list-style-type: none"> Achieved 85% marina occupancy 	<ul style="list-style-type: none"> Have a total of 22 short term leases by March 2021 Review the selling of long term leases
<ul style="list-style-type: none"> Continued to manage our budgets to ensure sailing is funded and supported 	<ul style="list-style-type: none"> Formalise a policy for subsidising WSC sailing
<ul style="list-style-type: none"> Expand Gaming Revenue to be above state average Net Daily Revenue for each machine Expand Facilities to accommodate 60 – 80 EGM's 	<ul style="list-style-type: none"> Expand Gaming to 40 machines to utilise all licenses, implement schedule upgrade program to refresh facilities and technology Introduce Member Loyalty Programs

PILLAR 6:

COMMUNITY & ENVIROMENT

2025 DESIRED OUTCOMES	KEY INITIATIVES (2020 - 2021)
<p>By 2025, we will have...</p> <ul style="list-style-type: none"> Enhanced the activity of sailing as part of the cultural fabric of Whitsundays and surrounding communities 	<p>In the next 12-18 months, we will...</p> <ul style="list-style-type: none"> Expand the Discover Sailing opportunities to be more relevant for non-traditional markets and segments
<ul style="list-style-type: none"> Successfully partnered in four new or integrated events / festivals open to the local community or businesses 	<ul style="list-style-type: none"> Consider a small number of specific new events that are targeted to local community and business groups Initiate contact with Tourism Whitsunday, Tourism and Event QLD & Whitsunday Regional Council events and festival organising bodies
<ul style="list-style-type: none"> Reinforced and improved our relationship with key stakeholders 	<ul style="list-style-type: none"> Conduct a regular review of the WSC stakeholder database Actively communicate with the community on key initiatives and events through social and traditional media
<ul style="list-style-type: none"> Ten community based organisations regularly using the resources and facilities of WSC 	<ul style="list-style-type: none"> Research and develop the value and benefits of our community based partnerships or memberships Initiate contact with targeted community groups
<ul style="list-style-type: none"> Formalised our relationships and resource sharing with key safety and service organisations 	<ul style="list-style-type: none"> Explore more formal relationships with VMR, Water Police, MSQ, AMSA and other relevant safety organisations
<ul style="list-style-type: none"> Actively engaged with disability, at risk, and disadvantaged groups and organisations 	<ul style="list-style-type: none"> Develop and implement a plan for the WSC inclusion program Develop a charity policy