



Cronulla Sailing Club Ltd

ABN 80 000 512 363

2023-2033 STRATEGIC PLAN



Updated: Sept 2023

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1. VISION

To be the preferred southern Sydney Sailing Club.

Cronulla Sailing Club strives to be the southern Sydney sailing club of choice on a platform built on social engagement, quality infrastructure, diversity, equity, inclusion and active boating interest. CSC has a very strong volunteer ethic that has enabled the Club to grow and thrive since formation and commencement of racing on Gunnamatta Bay in 1934.



2. MISSION STATEMENT

To develop and foster the sport of sailing within the broader community through a diverse range of sailing activities across all age groups and abilities in both a competitive and recreational environment.

Through this we will be committed to adopting best practice governance while:

- Offering quality sailing and facilities for a wide range and type of craft
- Providing social activities, facilities and support to members as a value for money proposition
- Ensuring that new sailors are provided with clear and continuous development opportunities through the provision of training programs and on-going support
- Fostering a culture where all members, staff and volunteers are working together for the benefit of the Club
- Hosting sailing events and regattas to enhance the standing of the Club in the sailing community at large
- Being a valued member of the local and broader community by providing a positive contribution to the built and natural environment



3. OBJECTIVES

- Build on the club's history and tradition
- Bolster membership and participation in all activities
- Foster a "one club" culture inclusive of all members
- Employ a full time sailing manager to manage and promote sailing and training activities at the Club
- Provide wet and dry berthing to meet members needs and generate sustainable revenue for Club operations
- Sustainably maintain and develop the onshore infrastructure to meet the needs of the sailing and social programs
- Continually grow the on water program of activities
- Expand sail training programs for the development of all member skills
- Promote inclusive sailing and social activities
- Increase utilisation of the Club's facilities throughout the week and across all seasons
- Maintain and enhance the ambience of the Club
- Ensure quality management to facilitate financial stability and appropriate fiscal reserves



4. STRATEGIC PILLARS

- Sailing
- Socialisation (and Communication)
- Membership
- Facilities
- Finance, Governance & Risk



4a. SAILING

OUTCOMES

- Increase overall participation in sailing
- Be renowned for high quality sailing programs
- Increase inter-club participation
- Host regional, state and national events

INITIATIVES (2023-28)

- Employ a Sailing Manager with the intent of ultimately being full time
- Extend current youth and introduce adult learn to sail programs in formal and informal settings both during the week and on weekends, through all seasons
- Maintain safe sustainable sailing areas in Gunnamatta Bay, Port Hacking and Bate Bay
- Promote sailing through a diversity of events, regattas and rallies
- Nurture relationships with local clubs and the broader sailing community
- Continue support for the growth of the Sailability Program
- Maintain compliance with AS sailing and safety guidelines
- Create opportunities for cross-participation and interaction, inclusive of all fleets



4b. SOCIALISATION AND COMMUNICATION

OUTCOMES

- Members actively engage with the club
- High levels of interaction between the club, members and the wider community
- Increased awareness of the club activities, offerings and contributions by all stakeholders

INITIATIVES (2023-28)

- Appoint a Communications Officer
- Establish a social committee to facilitate social events
- Increase social activities, on and off the water, through all seasons
- Build a greater online presence through the exploitation of technology
- Tailor communications options to members' preferences and interests
- Promote the club's activities, contributions and achievements
- Establish relationships with external stakeholders that raise awareness of the club



4c. MEMBERSHIP

OUTCOMES

- Bolster membership growth and retention
- Strive for member satisfaction
- Ensure membership value for money

INITIATIVES (2023-28)

- Encourage members to engage in a variety of fleets and club operations
- Enhance club operations through member volunteering
- Encourage patrons who attend the club to become members
- Broaden family unit participation in a range of activities
- Conduct and respond to annual member surveys regarding preferences, values and satisfaction
- Promote a sense of belonging amongst members



4d. FACILITIES

OUTCOMES

- Create member benefits and passive income through expanded club facilities
- Tailor facilities in line with membership growth
- Operate club facilities in consideration of the broader community
- Reduce the environmental footprint of the club's facilities

INITIATIVES (2023-28)

- Maintain and expand hardstand and dry boat storage
- Maintain and expand on water berthing facilities
- Provide adequate rigging area functionality
- Provide adequate docking facilities
- Manage siltation challenges
- Continue to upgrade clubhouse functionality and amenity
- Upgrade infrastructure using ecologically sustainable technologies
- Operate facilities in an environmentally sensitive manner



4e. FINANCE, GOVERNANCE AND RISK

OUTCOMES

- Secure a sustainable funding platform with cash reserve
- Diversify current income streams and develop new income streams
- Continue quality governance
- Maintain a risk adverse environment

INITIATIVES (2023-28)

- Review and update the Articles of Association
- Develop and implement contemporary policies, eg Member Protection policy
- Maintain membership and fee value for money relative to other clubs
- Promote utilisation of club facilities by the community on a fee-for-service basis without impact on club activities
- Examine opportunities for sustainable income
- Explore and apply for available grants and incentives
- Explore additional sponsorship opportunities
- Minimise capital costs through member participation or contributions
- Develop a comprehensive Director and Committee succession plan
- Improve documentation of processes and procedures
- Maintain and improve risk management plans

