

Drummoyne Sailing Club Limited

Strategic Plan 2022 - 2032



DRUMMOYNE
SAILING CLUB



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Our Vision

Drummoyne Sailing Club will be a leading sailing club in NSW

Our Purpose

Our purpose is to be a vibrant and respected sailing club, encouraging participation and diversity in sailing and providing quality facilities for the enjoyment of our sailing and social members

We will be committed to the ongoing development of the club through:

- Offering quality sailing competition and facilities for a wide range of craft
- Ensuring that all sailors are provided with continuous and clear paths of opportunity through the provision of training programs and on-going support
- Hosting prestigious sailing events to enhance the standing of the Club and the sailing community at large
- Providing services, social activities and facilities to members as a value for money proposition
- Ensuring that the Club remains financially viable and sustainable
- Being a valued member of the local community by providing a positive contribution to the surrounding area and environment
- Fostering a culture of inclusion to all members, staff and volunteers working together for the benefit of the Club



Our Core Values

How We Bring Them to Life:

We demonstrate Trust and integrity through our ethical and honest decision making for the benefit of the Club, its members and its stakeholders

We are Passionate and Committed in delivering quality outcomes to our members and guests

We demonstrate enthusiasm, support and encouragement in our sporting endeavours

We believe in Friendship and Fellowship by providing a welcoming club atmosphere for members and visitors from all walks of life

We are Respectful and inclusive in considering the needs of our members, guests and our community

We are Progressive yet true to our history and traditions to ensure we prosper and grow, while keeping strong links to our past

Core Goals

The Pillars and Strategic Activities



Pillar 1 – Sailing

By 2032 we will have:

- Maintained growth through the engagement with external stakeholder groups to come and try sailing
- Ensured retention of sailors throughout their sailing life
- Developed a strong cohesive sailing community that fosters efficient processes and enhances the development of sailors of all abilities
- Maintained diversity and inclusiveness within our sailing community

By June 2025 we must have:

- Established 2 school programs
- Established a clear pathway for adult sailors to get involved
- Established an engagement program that includes at least 2 social events per year
- Established annual exit survey for sailors not signing up again
- Commenced development of a return to the sport program
- Sailing academy offers courses across dinghy and keelboat fleets
- At least 2 combined fleet events run per season
- Stakeholder communication channels are understood and effective (inter and intra club)
- Established a disadvantaged sailor scholarship program
- ‘She sails’ program established

Pillar 2 – Membership and Services

By 2032 we will have

- Developed a closer bond between our sailing and social members
- Developed new diverse revenue streams (including via a new marina) to attract our community to the club
- Developed stronger links to business, schools and other community organisations
- Interacted more closely with other local sporting clubs

By June 2025 we must have:

- Continued to invest in staff training to ensure high quality service to members and guests
- Transformed our food, beverage and gaming facilities experiences
- Revitalised our entertainment offering
- Refined and understood our function opportunities



Pillar 3 – Facilities

By 2032 we will have:

- Significantly upgraded our facilities for boat launching and retrieval, boat storage and equipment storage
- Improved the layout, appearance and fittings of the Club to increase its patronage and accessibility
- Improved energy efficiency of Club operations by employment of technology and renewable energy resources

By June 2025 we must have:

Agreed to and have commenced a staged site strategy plan to include revitalisation / expansion of the club in respect of:

- Building presentation
- Internal layout
- Amenities
- Services
- Facilities
- External layout

Pillar 4 – Governance & Leadership

By 2032 we will have:

- Regularly reviewed that all club activities are integrated and aligned with the strategic direction of the Club
- Continued to develop and sustain the capability of our key leaders
- Maintained strong relationships and influence with our key stakeholders
- Maintained a dynamic approach to an appropriate risk management framework
- Continued to consider environmental and social impacts in the Club's operations and planned activities
- Maintained our community and sporting reputation as an ethical organisation

By June 2025 we must have:

- Ensured that all activities of the club are aligned with the strategic plan
- Established a succession plan for all key positions (Board and committee members, volunteer positions, officers and employees)
- Developed, supported and provided clear expectations for all staff and volunteers
- Maintained a regular, meaningful and respectful dialogue with our key stakeholders including Australian Sailing, Transport for NSW, Liquor & Gaming NSW, ClubsNSW and the City of Canada Bay Council
- Embedded a risk culture having regard to our risk management plan
- Considered environmental, social and governance influences in every contractual agreement

Pillar 5 – Marketing & Communications

By 2032 we will have continuously:

- Used appropriate technology to maintain a dialogue with members
- Undertaken ongoing and active communication with external stakeholders, sponsors and other potential users of the Club's facilities
- Maintained a positive image and profile in our community

By June 2025 we must have:

- Collected quality data on members usage of club facilities to help provide more tailored services to members
- Refreshed our website and other communication channels
- Annually surveyed our members to understand their needs and respond to community and social trends
- Consistent and effective brand guidelines that that we adhere to

Pillar 6 – Business and Finance

By 2032 we will have:

- Consistently achieved EBITDA ratio of >25%
- A basis for financial longevity via positive free cash flows (\$1M per annum on average)
- Maintained a sinking fund to provide support for future works of the clubhouse such that the debt levels to not exceed 30%
- Net debt to equity ratio (excluding the sinking fund) of not more than 30%
- Maintained the balance between member interests and financial outcomes
- A regular programme to access government grants and corporate sponsorship
- Significantly reduced our reliance on gaming revenue by developing our functions and building a marina

By June 2025 we must have:

- Generated a net profit of \$750,000 per annum
- Developed an activity-based costing and pricing model
- Developed our function offering so that it becomes a significant profit contributor (approx. 20%)