



# Plan for the Future 2023-2028

May 2023

*...it's great to belong*



# welcome



SUE BOWES  
Commodore



MARK WELSH  
Vice Commodore



CATH FUREY  
Rear Commodore

Welcome to Sandringham Yacht Club's Plan for the Future which sets our strategic goals for 2023 - 2028.

Over the next five years, we can look forward to some exciting times and tremendous opportunities for our great club, notwithstanding the many challenges we face within our sport, the broader recreational industry and our community.

To stay at the forefront of our game we must be agile, recognise and positively embrace change and continually challenge the 'status quo'.

The continued growth and success of SYC will be attributable to many factors. We must pursue continuous improvement and rejuvenation as well as continuing important aspects that we already do well.

Not only do we listen to what our members say, we act appropriately on feedback provided. We exercise responsible and sound fiscal management, continuing to run our daily operations efficiently and effectively.

SYC has a strong leadership team supported by equally capable and passionate volunteer members who serve on our various committees.

Succession planning is encouraged to continue the focus on achieving our long-term goals and fresh ideas are always welcomed. A culture exists where disruptive politics are cast aside for innovation, and where different thinking is embraced rather than discouraged.

These are just a few of the guiding principles which will continue to see SYC at the forefront of yachting clubs worldwide!

*...it's great to belong*



# Vision

To be Australia's best yacht club, delivering the ultimate experience in safe, competitive yacht racing, recreational boating, training and social engagement for our members.

# Mission Statement

We will achieve the vision by listening and responding to our members, by providing excellent facilities, and by managing all aspects of the clubs operations safely, soundly, professionally and sustainably.

*...it's great to belong*



sync member input



600 members participated



92% member satisfaction



onwater services VIP



finish the marina works



bigger, enhanced Members areas and F&B offer

# Member feedback

## its great to belong

SYC Members were surveyed in Dec 2022 for their input into this plan. 600 members participated.

The key input provided by Members, along with further input from General Committee, has been integrated into this plan, including:

- keelboat sailing is the most important aspect of membership.
- the marina and clubhouse are the most important facilities.
- finish the marina refurbishment.
- complete clubhouse enhancements, inc. larger members bar, new wet bar on deck and enhanced kitchen area.
- enhance the overall food & beverage offering.
- a vibrant club is key and boat storage should be linked to member participation.
- enhance the youth retention & pathway on-water programs.
- offer training / mentoring opportunities.
- continue to evolve & review our membership offering.
- continue improvements to OTB facilities
- advocate to get the Sandringham Harbour plan implemented.
- continue to improve the social aspect of the club.

sync member status



3000 members @ May 2023



72% male / 28% female  
118 families



200+ volunteers  
tens '000 volunteer hours pa



500 onsite boats  
70% sail / 30% power



# key targets by 2028

MEMBERSHIP SATISFACTION

95%

ACTIVE BOATS

80%

MARINA OCCUPANCY

98%

YOUTH RETENTION & PATHWAYS



ENVIRONMENT

25% Energy Reduction by 2028

REFURBISHMENT WORKS

Complete Marina Works  
&  
Clubhouse Improvement Works

...it's great to belong



# plan overview



## ON-WATER

- Flagship on-water event (joint activity)
- J70s SYC sailing program
- Active fleets
- Sailing pathways
- Safety focus



## MEMBERSHIP

- Highly satisfied membership (95%)
- Youth retention via J70's sailing program
- Boat participation (80% boats)
- Discover sailing membership ambassadors
- Evolve & embrace change
- Enhance value



## FACILITIES

- 2022 member survey feedback
- Clubhouse enhancement works
- SAMP 2023-2028
- Marina refurbishment works
- OTB improvement works
- Concessions lease management
- Sandringham harbour plan



## COMMUNITY & ENVIRONMENT

- Community engagement & leadership
- Charitable endeavours
- Sustainability and environment
- External stakeholders and industry partnerships



## GOVERNANCE, RISK & FINANCE

- Financial model 2023-2028
- Risk management
- Cashflow & funding strategy
- Sound governance
- Succession planning
- SYC foundation promotion



## COMMUNICATIONS

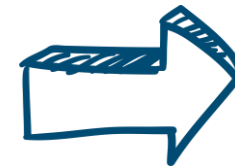
- Informed members
- Discover sailing & sail pass
- Personalise the message
- Embrace the digital world
- Events coverage

# on water

## goals

### PARTICIPATION & ENGAGEMENT

To have the majority of members and their families actively participating in quality club activities.



### DIVERSE & JOINT ACTIVITIES

To identify and implement new and diverse activities and programs which motivate member participation.



### RESPOND TO MEMBER NEEDS

To listen, recognise & adapt our activities to the changing needs, wants & desires of our members.



## actions

- By 2028, have 80% of boats participating in club activities.
- Pursue prestigious on-water events and regattas, inc. Australian/World Championships, interclub events or new and exciting events within the sport/industry.
- Defend the Association Cup.
- Sail, OTB, Rec Boating to explore more joint opportunities.
- Consider options for a more inclusive club championship across keel and OTB fleets.
- Encourage women in sailing opportunities based on member demand, including twilights, Sunday sailors and J70s.
- Introduce club coaching and training options.
- Continue to invest in race management training of our volunteers and staff.
- Increase members awareness of handicap systems and how they work.

# on water

## goals

### SAFE BOATING

Operate in a safe & reasonable manner, exercising leading practice in risk management policies & operational procedures.

### PURSUE ABSOLUTE EXCELLENCE

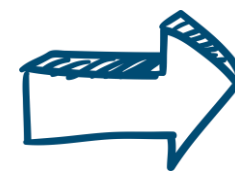
Provide competitive racing events for members enjoyment and to further develop their skills at all levels.

### FUTURE LOOKING

Building pathways to encourage members to continue sailing beyond youth programs.

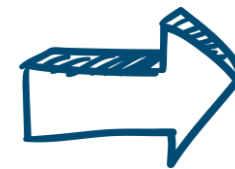
## actions

Continue to:



- provide on-water support during club racing.
- identify and implement further initiatives to improve on-water safety, including member info nights.
- maintain our focus on safety via sub-committee agendas.

Continue to:



- evolve and improve the quality of racing events.
- review our racing formats and courses to provide variety that is aligned with member feedback.
- work with Australian Sailing & other clubs to identify, recommend and / or adopt further best practices.



- Introduce 'New Crew Days' and 'Meet Skipper BBQs' with season pass holders.
- Develop the J70 program for youth and intermediate members.
- Create awareness and opportunities for members about SYC sailing pathways



# membership

## goals

### EVOLVE & EMBRACE CHANGE

Continually refine all aspects of the Membership offer embracing change, feedback and trends - in doing so, never be afraid to fail!

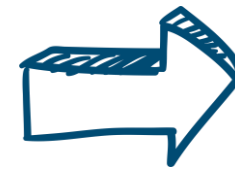
### REMOVE MEMBERSHIP BARRIERS

Make it easy, for everyone, to join our great Club!

### REWARD MEMBER LOYALTY

Reward and recognise Member loyalty enhancing our Club Culture.

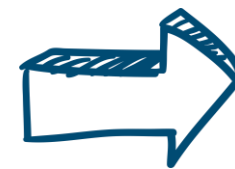
## actions



- Continue to review our membership offerings.
- Continue to evolve new member intakes & inductions.
- Benchmark and review our joining fees and subscriptions



- Whilst retaining mandatory membership status for all regular users, remove barriers to entry.
- Review sail pass, season pass and past Member pathways.
- Introduce the J70 Sailing program



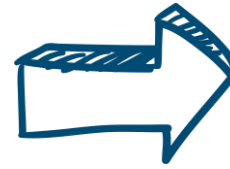
- Annually recognise 'membership decade milestones' with exclusive polos / every 3 years run associated events.
- Continue loyalty discounts for long term boat owners including marina discounts

# membership

## goals

### ENHANCE MEMBERSHIP VALUE

Enhance member value by creating innovative club experiences.



### MEMBER & BOAT PARTICIPATION

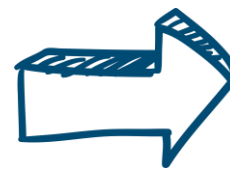
Aim for 80% of boats to be active at SYC by 2028.



### HIGHLY SATISFIED MEMBERSHIP

Consistently ensure a highly satisfied, active and engaged membership.

Strive to achieve 95% satisfaction by 2028.



## actions

- Continue to stage 'Member Appreciation Events'
- GC to contact all new members on an ongoing basis.
- Underpin all decision making with a 'Member First' focus
- Mandate 'Safety, Quality, Value, Club Culture & Friendliness' as our core values.

- Encourage boat participation inc. mandating participation for new boat owners from 2023 onwards
- Reintroduce the season pass and attract them onto boats

- Survey the members every 2 years (next Sept 2024).
- Review & respond to member survey feedback - and report back to members at General Meetings on our progress.
- Adopt a 'World's Best Practice' philosophy with the delivery of all our membership services.

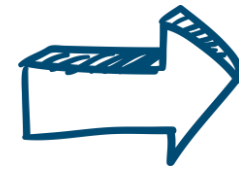


# facilities

## goals

### MEMBER INPUT - 2022 SURVEY

Act on member feedback from the Dec 2022 Survey - integrate the key themes.



### CLUBHOUSE ENHANCEMENTS

Subject to member approval, complete enhancements to main clubhouse, including members bar, kitchens and northern podium.



### SAMP

Continue to improve and enhance the SYC Asset and Maintenance Plan (SAMP) as home of all SYC facility planning.



## actions

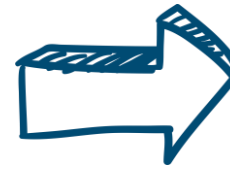
- Continue to revise F&B options including regular menu changes as kitchen works permit.
  - Complete clubhouse improvements.
  - Continue to update OTB building & facilities.
  - Upgrade toilet facilities in KKC, OTB by Dec 2024.
  - Review additional storage options (lockers, trailables) by Dec 2025.
  - Explore SYC gym/health club options by Dec 2025.
  - Consider parking (car, trailer) options by Dec 2024.
- 
- Subject to member approval, complete clubhouse renovations by Sept 2025. Revert Members Lounge / Library as part of clubhouse works.
- 
- Update SAMP annually & integrate it into budgets.
  - Subject to member approval, replace club keelboats by Dec 2024.
  - Continue to maintain all key waterfront assets, with adequate resources.

# facilities

## goals

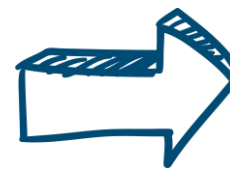
### WATERFRONT ASSETS ARE KEY

If we want the best fleets & strong occupancies, we must have waterfront assets in great condition - continue to invest in our No.1 facility asset - the SYC marina.  
Facilitate a successful pen reversion in 2023 and thereafter.



### LEASE MANAGEMENT

Ensure our facilities and their usage is compliant with the terms of our Crown lease.  
Effectively manage the onsite tenancies to deliver services aligned to member needs.



## actions

- Complete marina refurbishment by Dec 2024.
  - Invest appropriately to adequately maintain the marina. Top this up with SAMP projects as required.
  - Include annual maintenance needs in the annual budgets.
  - Complete pen reversions per agreed schedule.
  - Review options for greater use of under-utilised facilities (e.g. KKC Training room, KKC change rooms).
- 
- Complete renewal of onsite tenancy leases by end 2023.
  - Maintain the right balance of desired onsite services for our members.
  - Monitor obligations under our Crown lease and ensure ongoing compliance.



# facilities

## goals

### ENHANCE OTB FACILITIES

Establish OTB as the preferred sailing, education and training centre.

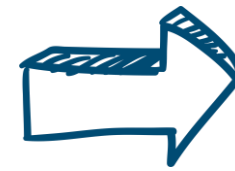
### SANDRINGHAM HARBOUR

Support and advocate for Sandringham Harbour re-development and concurrently explore opportunities and partnerships with local stakeholders and authorities.

### PORT PHILLIP

Protect our facilities from Port Phillip and ensure unhindered access to and from our lease areas.

## actions



- Continue to update OTB building & facilities to a standard suitable for hosting major events such as national and world championships.
- Review and implement ways to improve integration of OTB into the rest of the club.
- Develop the vision and preliminary plans for OTB improvement works by Dec 2028.



- Continue liaison with authorities and local stakeholders to proactively support Sandringham Harbour re-development, including plans to address long term siltation issues.



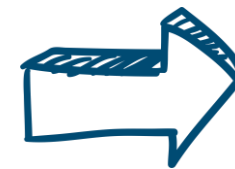
- Complete wave screen maintenance works by Dec 2023
- Continue to survey the marina every 2 years. Subject to surveys and Sandringham Harbour plan, develop dredging strategy and include in SAMP.
- Continue to monitor breakwater and wave screen performance.

# community & environment

## goals

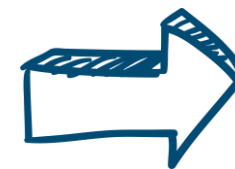
### COMMUNITY ENGAGEMENT AND LEADERSHIP

Provide opportunities for the wider community to experience boating as an accessible, safe, affordable, fun and healthy pastime and promote engagement in on-water activities.



### CHARITABLE ENDEAVOURS

Focus our charitable endeavours on local, community based organisations who will benefit most from our contributions, both financially and through provision of experiences and opportunities



## actions

- Continue to invest in our Discover Sailing strategy to encourage non-members to visit SYC and experience boating.
  - Offer water safety & skills training to the wider community.
  - Provide appropriate levels of non-member access
  - Provide our facilities to Emergency Service providers for berthing, rescue, training and the like
  - Continue to be a 'Safe Harbour' for vessels in distress
- 
- Continue to run Oaks Day as our main annual fundraiser
  - Continue our support of Challenge-Kids with Cancer through our Oaks Day fundraiser (even years) and the annual boating day for Challenge families
  - Select appropriate charities (odd years) to be the beneficiary of our Oaks Day fundraiser
  - Embrace opportunities to support special events or individual organisations on an ad-hoc basis

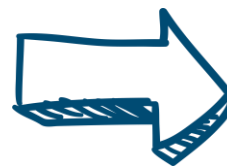


# community & environment

## goals

### SUSTAINABILITY AND ENVIRONMENT

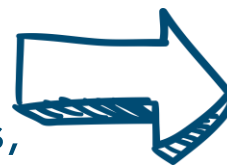
Continue to improve our environmental efforts, raise community awareness and engagement and show leadership implementing significant positive change.



### EXTERNAL STAKEHOLDER AND INDUSTRY RELATIONSHIPS

Continue to build meaningful relationships with community leaders and industry.

Pursue and obtain relevant accreditations, industry memberships, awards of significance and reciprocal relationships that have real meaning and benefit.



## actions

- Improve waste separation and management
  - Reduce or eliminate the use of single use items eg plastics
  - Introduce an annual 'Clean Up SYC and Surrounds' day
  - Ensure environmental considerations are included in all aspects of club planning and events, including regattas
  - Increase member engagement in sustainable initiatives.
  - Explore opportunities and options presented by solar power in conjunction with the Clubhouse roof maintenance program
- 
- Continue to re-accredit as a Clean Marina
  - Maintain memberships with marine industry and networking groups as well as the ICOYC. Embrace trends, share info, learn from and strengthen links with industry.
  - Apply for meaningful industry awards.
  - Regularly communicate with relevant authorities.
  - Build and strengthen relationships with foreshore stakeholders

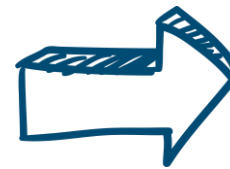
# governance, risk & finance

## goals

## actions

### RISK MANAGEMENT

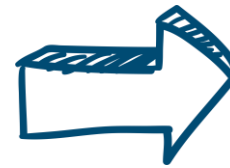
Maintenance of sound risk identification and assessment practices. Effective risk management programs which focus heavily on on-water safety and regular monitoring of those programs.



- Embed an annual review of the overall risk management plan and framework in the Finance & Audit Committee Agenda

### CASHFLOW & FUNDING STRATEGY

Maintain robust and detailed forecasts to ensure sufficient cashflow and funding for operational and significant maintenance and capex project expenditure.



- In 2023 renew a 3-5 year commercial loan facility to support funding for significant projects if required

### FINANCIAL MODEL

A comprehensive financial model 2023 to 2028 to implement our plans (SAMP - SYC asset & maintenance plan) including member requested projects.



- In 2023 complete a financial model 2023-2028 factoring in SYC plans for the future inc. SAMP
- Annually test assumptions that underpin our financial modelling inc. inflation and Pen Occupancy (inc. 2023 reversion @ 74 pens)



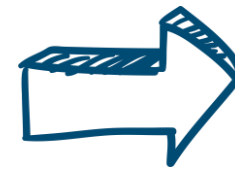
# governance, risk & finance

## goals

## actions

### SOUND GOVERNANCE

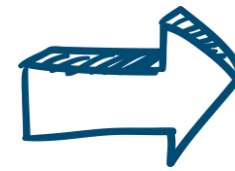
Maintenance of sound governance policies and practices to guide the exercise and control of authority.



- Every 2 years review Governance Policies addressing Committee composition, role, powers and processes.
- Governance systems including reporting to members.
- Committee reporting and performance.
- Ethical and responsible decision making inc control of authority.

### SUCCESSION PLANNING

Strong and proactive succession planning to ensure the ongoing success of our Club.



- Ensure Committee and Executive 'annual succession planning' forms part of the General Committee agenda.
- Address the composition of future Committees to ensure they are appropriately skilled, experienced and club-oriented.

### SYC FOUNDATION

Actively promote the SYC Foundation to the membership.



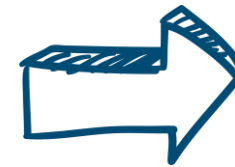
- Improve the profile and promote the purpose of the SYC Foundation with the objective of promoting its existence and fundraising goals to the membership

# communication

## goals

### INFORMED MEMBERS

Keep SYC members informed in a timely manner with clear communication. Keep our messaging informative, accurate, simple, positive, fun and inviting - and show empathy.



### BE MINDFUL OF OUR DEMOGRAPHIC

Be mindful our Members are aged from early teens to late eighties - our goal is to communicate with them via appropriate mediums including letters, phone calls and the various digital options.



### DISCOVER SAILING AT SYC

Constantly strive to regenerate our membership by inviting the community to discover sailing at SYC. Promote sailing as safe, accessible, exciting, healthy, social and affordable via the sail pass and season pass scheme.



## actions

- Every Friday distribute club news via email.
- Annually publish Off the Wind SYC Club magazine.
- Keep all digital platforms updated as appropriate.
- Use multiple channels to communicate major events.
  
- Distribute communications electronically to all members with email.
- Distribute letters to the remaining members without email.
- Offer a mix of hardcopy & electronic options e.g. hard copy sailing calendars as requested but also available on e-cal (smart phones).
  
- Offer sail pass to newcomers - 30 passes < 2 years.
- Offer season pass - 12 months.
- Entice newcomers to SYC via discover sailing events.



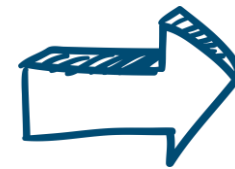
# communication

## goals

## actions

### PERSONALISE THE MESSAGE

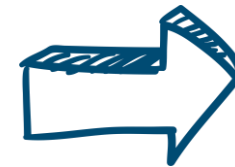
Wherever possible, be personal in our communication. Respond well to feedback and suggestions. Where complaints are received, treat each one as if the member is the owner.



- Ring every new member within 3 months of joining SYC.
- If a member complains, handle it with due diligence and follow up to make sure we are responsive and show empathy.
- Personally address membership comms where practical - renewals and correspondence.

### EMBRACE THE DIGITAL WORLD

Communicate via digital platforms appropriate to our demographic.



- Reach out to our members through podcasts, social media, video, e-calendars, email, SMS, the club website and our app.

### EVENTS COVERAGE

Profile our on-water activities for everyone to see.



- Provide extensive event coverage for our signature events - Sail Sandy, Discover Sailing day & Port Phillip Challenge.
- Profile OTB, Rec Boating and Keelboat events periodically.