



# DERWENT

## SAILING SQUADRON

EST. 1906

# STRATEGIC PLAN

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2022 - 2027  
EDITION

LEARN • RACE • CRUISE • RELAX



# INTRODUCTION

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The Derwent Sailing Squadron has a long and rich history in Tasmania's sailing community. Our Mission is to ensure that the club will maintain the values and ethos that have contributed to that history and provide high quality services to members and the wider boating community.

The strategic intent of the plan is to establish a range of services and facilities that will maximise the sailing, social and commercial opportunities that are presented by the growth of our marina and our membership base in line with our club values.

## OUR VISION

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To continue to be a vibrant club with members actively engaged in sailing, boating and social activities.

## OUR CORE VALUES

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Safe - Enjoyable - Engaging - Responsible - Respectful - Fair

The Derwent Sailing Squadron will achieve our vision by focusing on our four key pillars

## OUR MEMBERS

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Members are the heart and soul of the Club and our suite of membership categories collectively form the culture of the Club.

We will create and deliver value for our members, recognising there is a diversity of desires, expectations and needs of our members, prospective members, community and other stakeholders.

## FACILITIES & SERVICES

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We will provide facilities and services that are safe and affordable, and of a quality and scale that meet the needs and expectations of our members and other stakeholders.

## SAILING & BOATING ACTIVITIES

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We will facilitate the provision of a wide range of racing and non-competitive yachting and other boating activities in a safe and supportive way.

## GOVERNANCE & BUSINESS SERVICES

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We will operate with exemplary governance and management to ensure our ongoing sustainability.





# VISION

To continue to be a vibrant club with members actively engaged in sailing, boating and social activities.

**OUR  
MEMBERS**

**SAILING &  
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ACTIVITIES**

**FACILITIES &  
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**GOVERNANCE  
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# PILLAR 1: OUR MEMBERS

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We will create and deliver value for our members, recognising there is a diversity of desires, expectations and needs of our members, prospective members, community and other stakeholders.

## DESIRED OUTCOMES

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Deliver value for members across each category of Club membership.

Encourage member engagement with the club across each membership category.

Ensure members can easily shift up along the 'membership pathway' as appropriate.

## KEY INITIATIVES

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Develop an action plan to grow or enhance membership value in each membership category. Implement a system to monitor and review membership engagement with the Club.

Develop an annual membership survey to identify and acknowledge the needs of the membership. The membership survey will become "The Voice" of the membership.

Identify and address any apparent gaps along the membership pathway. Develop key strategies to fill any apparent gaps.







## PILLAR 2: SAILING & BOATING ACTIVITIES

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We will facilitate the provision of a wide range of competitive and non-competitive yachting and other boating activities in a safe and supportive way.

### DESIRED OUTCOMES

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Identify and deliver a compelling set of reasons why individuals involved with sailing and boating activities will want to join and be engaged with the Club.

Identify and deliver a set of high demand sailtrain courses that increase the level of participation, boating skills and education amongst members.

Identify and deliver a set of boating services and educational courses to boat owners that increases the level of boat usage.

### KEY INITIATIVES

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Develop the Member Assist Program - making boating more accessible and easier to undertake.

i) Race Assist - make it easier for yacht owners to race their yachts.

ii) Boat Assist - make it easier for members to maintain and use their boats.

iii) Crew Assist - increase the level of awareness and skills of those that want to go boating or racing.

iv) Cruise Assist - make it easier for boat owners to cruise their boats.

v) Integrate and leverage Sailtrain to support the delivery of all member assistance programs.

## PILLAR 3: FACILITIES & SERVICES

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We will provide facilities and services that are safe, sustainable, accessible and environmentally appropriate of a quality and scale that meet the needs and expectations of our members and other stakeholders.

### DESIRED OUTCOMES

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Identify facilities and services offerings conducive to the membership. Improve our range of services, infrastructure and social facilities so they meet the needs of our membership now and into the future.

Improve accessibility, sustainability and environmental outcomes.

Ensure our training facilities and services meet the needs and demands of our boating membership.

### KEY INITIATIVES

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Review the membership survey to determine what facilities and services are required. Prioritise and implement the Master Plan initiatives conducive to the membership needs.

Follow best practice guidelines in the provision of all Club services in line with industry standards.

Review and adapt our Sailtrain section to meet the needs of the members. (Crew Assist, Boat Assist, Race Assist, Cruise Assist).





## PILLAR 4: GOVERNANCE, SUSTAINABILITY & BUSINESS SERVICES

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We will operate with exemplary governance and management to ensure our ongoing sustainability.

### DESIRED OUTCOMES

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Ensure we have appropriate governance structures, operational systems and resources to deliver value across all our membership categories.

The Derwent Sailing Squadron is an 'Employer of Choice', a desirable place to work.

Deliver and implement a sustainable business case to support the Master Plan.

### KEY INITIATIVES

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Review operational systems, governance structures, and resources including staffing to ensure our systems can adequately deliver existing member services and cater for new membership growth.

Review consistently business and organisational risk. Report to a risk management system.

Ensure there is long-term financial support to facilitate the Master Infrastructure Plan.