



HAYLING ISLAND SAILING CLUB

Strategy Plan

APRIL 2022



OUR AGREED OBJECTIVES



The objects of the Club shall be to promote excellence in racing under sail and to encourage cruising under sail and/or power through:

- Developing and nurturing a club **culture** based on social interaction, member engagement, team spirit and safety
- Facilitating and encouraging **participation** and enjoyment of all forms of sailing ***and watersports as approved by the General Committee***
- Inspiring current and future generations in the pursuit of sailing **excellence**
- Offering world class **events** and championships
- Ensuring **financial sustainability** for the Club, its resources and facilities
- Protecting and sustaining our local natural **environment**

CLUB CULTURE PRINCIPLES



Developing and nurturing a club culture based on social interaction, member engagement, team spirit and safety



Welcoming and inclusive
Encouraging engagement and collaboration



Social events, food and drinks with wide appeal



Strong communication
Asking for feedback

Supporting and protecting Club history



Growing our volunteer base



PARTICIPATION PRINCIPLES



Facilitating and encouraging participation and enjoyment of all forms of sailing and approved watersports

Grow participation at all levels

Support and encourage Class-driven and group activities

Encourage parental involvement



Further develop and expand training offering and hire fleet



SAILING EXCELLENCE PRINCIPLES

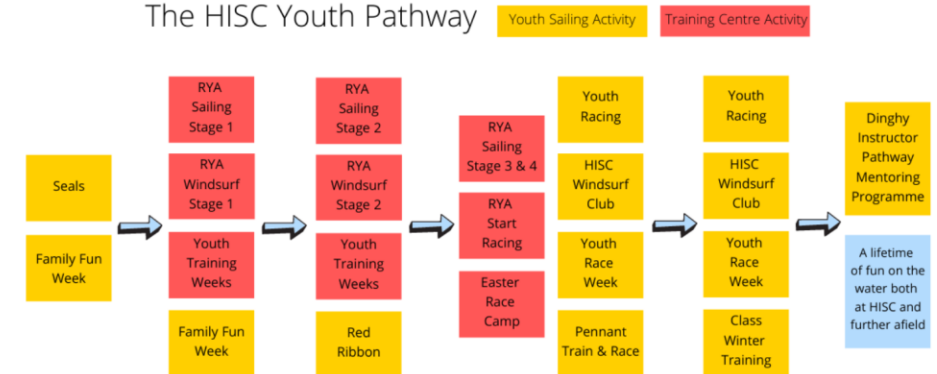


Inspiring current and future generations in the pursuit of sailing excellence

- Improvements pathways for different types of sailors, e.g. cross channel, WOW, Youth
- Recognise and celebrate achievement at all levels
- Support and encourage fleet racing, training and other skill-improving activities



The HISC Youth Pathway



CHAMPIONSHIP VENUE PRINCIPLES



Offering world class events and championships



- Pipeline of event bookings
- Strong relationships with specific classes and the RYA
- Further building large event management expertise
- Balance between events and member activities
- Ensuring events deliver benefit to the Club

FINANCIAL SUSTAINABILITY PRINCIPLES



Ensuring financial sustainability for the Club



Sustainable cash flows
Grow membership
Build Surplus

Make the most of Club land and assets
Long term planning, maintenance and renewal

Operational efficiency



Meet statutory obligations

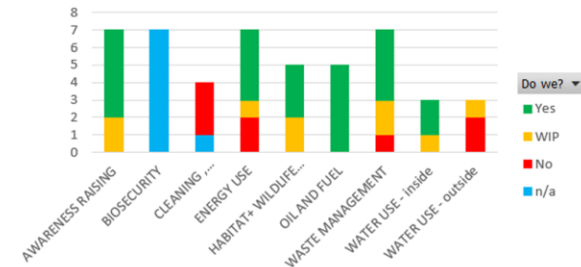


ENVIRONMENT PRINCIPLES



Protecting and sustaining our local natural environment

- Collaborate with and support local initiatives driving positive environmental change
- Align with the RYA's The Green Blue scheme
- Achieve the highest possible standard accreditation on the removal of single use plastic (via The Final Straw)
- Strive towards a more carbon neutral status
- Educate and inform our membership about environmental issues



SUMMARY



To be the best sailing club in the world

- Culture
- Participation
- Excellence
- Events
- Financial Sustainability
- Environment



Better Measure our progress ..

GUIDING PRINCIPLES



The following slides cover the guiding principles wording in full as agreed by General Committee; these have been summarised in the above slides that will be presented at the Spring SGM 2022.

GUIDING PRINCIPLES



Our 1 to 5-year plans must underpin the achievement of our objectives.

Guiding principles for each objective have therefore been defined to provide clarity of direction and common goals.

To ensure responsibilities are clear, each principle, and the associated activities and plans, will have a primary owner which will either be a flag officer, a Club committee, working group lead or the General Manager.

The principles will be reviewed and updated each year. Progress v associated plans will be reviewed regularly at committee meetings.

CLUB CULTURE PRINCIPLES



“Developing and nurturing a club culture based on social interaction, member engagement, team spirit and safety”

- Promote a welcoming and inclusive atmosphere for all members and visitors
- Provide a calendar of social events with broad appeal across all age and activity groups
- Encourage all members to actively engage with the Club and everything it offers
- Encourage collaboration and mutual support between members and crew.
- Offer food and beverage which is good value, appropriate and timely to support the different Club activities
- Deliver regular and informative communication with members, working with the website as the go-to place for clear, easy-to-access information about the club and all its activities
- Broaden opportunities for members to support the Club as a community with their expertise and professional skills
- Grow understanding of our members' and visitors' needs and wants through feedback mechanisms
- Support and protect the Club's history and collective memory.

PARTICIPATION PRINCIPLES



“Facilitating and encouraging participation and enjoyment of all forms of sailing and approved watersports”

- Aim to grow participation levels across all areas
- Continue to develop the training offering
 - Facilitate our members to develop the relevant skills to support Club activities
- Continue to expand the hire model
- Support and encourage Class-driven and other group activities
- Encourage continued high levels of parental involvement

SAILING EXCELLENCE PRINCIPLES



“Inspiring current and future generations in the pursuit of sailing excellence”

- Offer improvements pathways appropriate to the needs and wants of different types of sailors
 - E.g. cross channel, WOW
- Recognise and celebrate achievement at all levels
- Support and encourage fleet racing, training and other skill-improving activities

CHAMPIONSHIP VENUE PRINCIPLES



“Offering world class events and championships”

- Develop a pipeline of event bookings, with focus on securing the large events and promotion of repeat event bookings
- Build and maintain strong relationships with specific classes
- Further develop wider large event management expertise
- Build and maintain strong relationships with RYA senior management and departments to ensure HISC is considered a prime venue for any significant event
- Ensure the right balance between events and member activities
- Ensure events deliver benefit to the Club, whether financial or reputational.

FINANCIAL SUSTAINABILITY PRINCIPLES



“Ensuring financial sustainability for the Club, its resources and facilities”

- Deliver sustainable cash flows to enable the Club to meet its current and future objectives
- Consider fund raising as an acceptable income stream
- Consider alternative income streams/funding arrangements to fund specific capital expenditure
- Grow our membership without undermining the offering
- Maximise the use of Club land for the benefit of the Club, its members and visitors
- Ensure effective and cost-efficient crew team structure and working practices
- Maximise revenue generation from the Club facilities
 - from non-member activities with minimal impact on the membership, e.g. at off-peak times.
- Continue digital developments to support communications, marketing and operational efficiency and effectiveness
- Embrace long term planning and future thinking to ensure Club assets are well maintained and renewed where necessary
- Ensure the Club and its operations meet all relevant statutory obligations

ENVIRONMENT PRINCIPLES



“Protecting and sustaining our local natural environment”

- Collaborate with and support local initiatives which are driving positive environmental change, e.g. water quality , Federation
- Align with the RYA's The Green Blue scheme
- Achieve the gold standard accreditation on the removal of single use plastic (via The Final Straw)
- Strive towards a more carbon neutral status
- Educate and inform our membership about environmental issues, plans and progress pertinent to the Club and its environment.