



Keppel Bay Sailing Club
Strategic Plan Report
2018 – 2021

Members Overview

Adopted December 2017

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1 Introduction

1.1 Introduction

Running three venues in a small town, largely built on the tourism industry, brings many challenges to the Keppel Bay Sailing Club. As part of the Board's commitment to future proofing, the Board undertook a full strategic planning workshop on the 2 and 3 December 2017.

DWS was commissioned by Keppel Bay Sailing Club to facilitate the strategic planning process and document the outcomes.

Discussions were held throughout the workshop on how the Club was trading and what initiatives are in place. Attendees spent some time discussing what they believed were issues and ideas to consider moving forward. These discussions form the basis for the key initiatives in 1.2.

1.2 Key Issues Identified

By reviewing the SWOT analysis, five key issues were identified taking into account issues over which the Keppel Bay Sailing Club can exercise control.

1. Foreshore development
2. Level of impact of overheads on profit
3. Sport, tourism and leisure activities.
4. Develop Masterplan of venues
5. Diversify portfolio

2 Mission, Vision and Values

The Club has previously developed Mission, Vision and Values Statements which were retained.

2.1 Mission

To improve the sporting and social amenity of the Capricorn Coast

2.2 Vision

- » Keppel Bay Sailing Club is widely regarded as a Centre of Excellence for the development and promotion of the sport of sailing.
- » We are committed to meeting the evolving needs of our members and their community.
- » We continue to make meaningful contributions to the sporting, social, economic and cultural fabric of the Capricorn Coast.
- » We are recognised as professional venue managers and good corporate citizens.
- » We are participative and responsible in our decision making processes and pursue the creation of wealth through innovation, creativity and discipline.

2.3 Values

Our Heritage

We value the contribution of all those who have gone before us and understand we carry a precious legacy forward.

Our People

We value ourselves and each other. We acknowledge that we are all different and our relationships are based on a mutual respect for individuality, a trust that we will all do the right thing and that we are open, honest, considerate and tolerant in our communications with each other.

Our Customers

We value our customers as we know who pays the bills. We pride ourselves on service and care that treats our customers with courtesy and respect and have similar expectations of them. We are pretty keen to have some fun along the way and want to make sure our customers enjoy their experience with us.

Our Success

We value our contribution and know that we each make a difference and that our collective efforts are the key to our success. We take responsibility for our actions and are accountable to each other for our contribution to that success. The creation of wealth is the great enabler which allows us to fulfil our mission in pursuit of our vision.

3 Implementation Strategies

The following outlines the implementation strategies that seek to address the key issues that have been identified by the Board and Management Team.

3.1 Issue 1: Foreshore Development

Strategy: Plan to capitalise on the foreshore development

3.2 Issue 2: Level of impact of overheads on profit

Strategy: Achieve increased profitability goal by EOFY 2020

3.3 Issue 3: Sport, tourism and leisure activities

Strategy: To increase the range of activities and facilities for sailing and sports

3.4 Issue 4: Develop Masterplan of Venues

Strategy: Develop Masterplan for long term growth

3.5 Issue 5: Diversify portfolio

Strategy: Develop an investment portfolio