



SOUTH BRISBANE SAILING CLUB INC



STRATEGIC PLAN 2020 -2024

June 2020

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Document history

Version	Date	Status	Developed by	Comment / Changes
0.1	3 March 2020	Draft	Terry Dillon, TD Solutions	First draft based on SBSC Workshop 1 March
0.2	8 April 2020	Draft	Robert Preston	Modified to align with new proposed club structure
0.3	13 April 2020	Draft	Mary-Ann Pattison, Working Group	Modified to align priorities with implementation year
0.4	18 April 2020	Draft	Management Committee	Adjustments to prioritization of routine actions
1.0	13 June 2020	Final	Robert Preston	Changes to reflect membership consultation

CLUB VISION

We were established in 1903 and aspire to be the best and friendliest river sailing club in Queensland.

Our club is renowned for our beautiful location and community hall, our challenging and rewarding sailing environment, our safe and innovative learn to sail program, our rich sailing history and national achievements, and our inclusive family-friendly culture.



CLUB VALUES

RESPECT

- We are respectful and courteous towards all members including all sailors, volunteers, our Commodore, President, and Management Committee, and all people we interact with including other river users, users of our community hall, neighbours and our local community.

WELCOMING

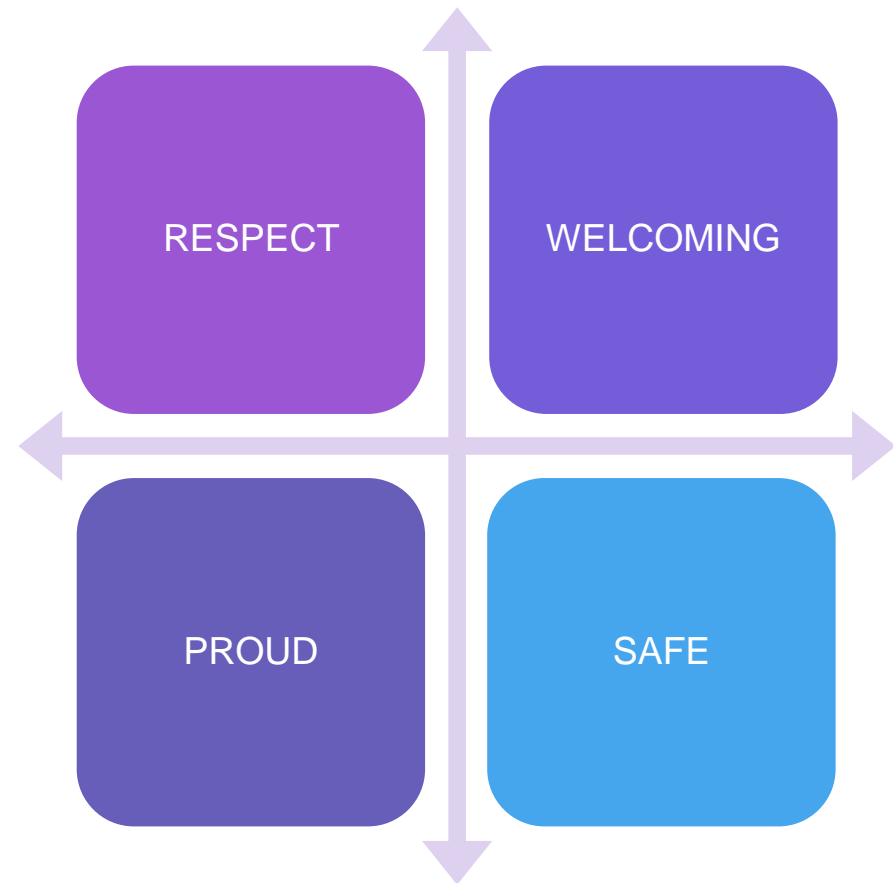
- We are welcoming and inclusive towards all visitors, families, new members, learn to sail participants, sailors, volunteers, and stakeholders regardless of their background, skill, race, culture, gender, age or sexual orientation.

PROUD

- We are proud of our recent and long-term achievements, history, diversity, traditions, our positive and resilient attitude, our people, our community hall and our role in the sailing and broader community.

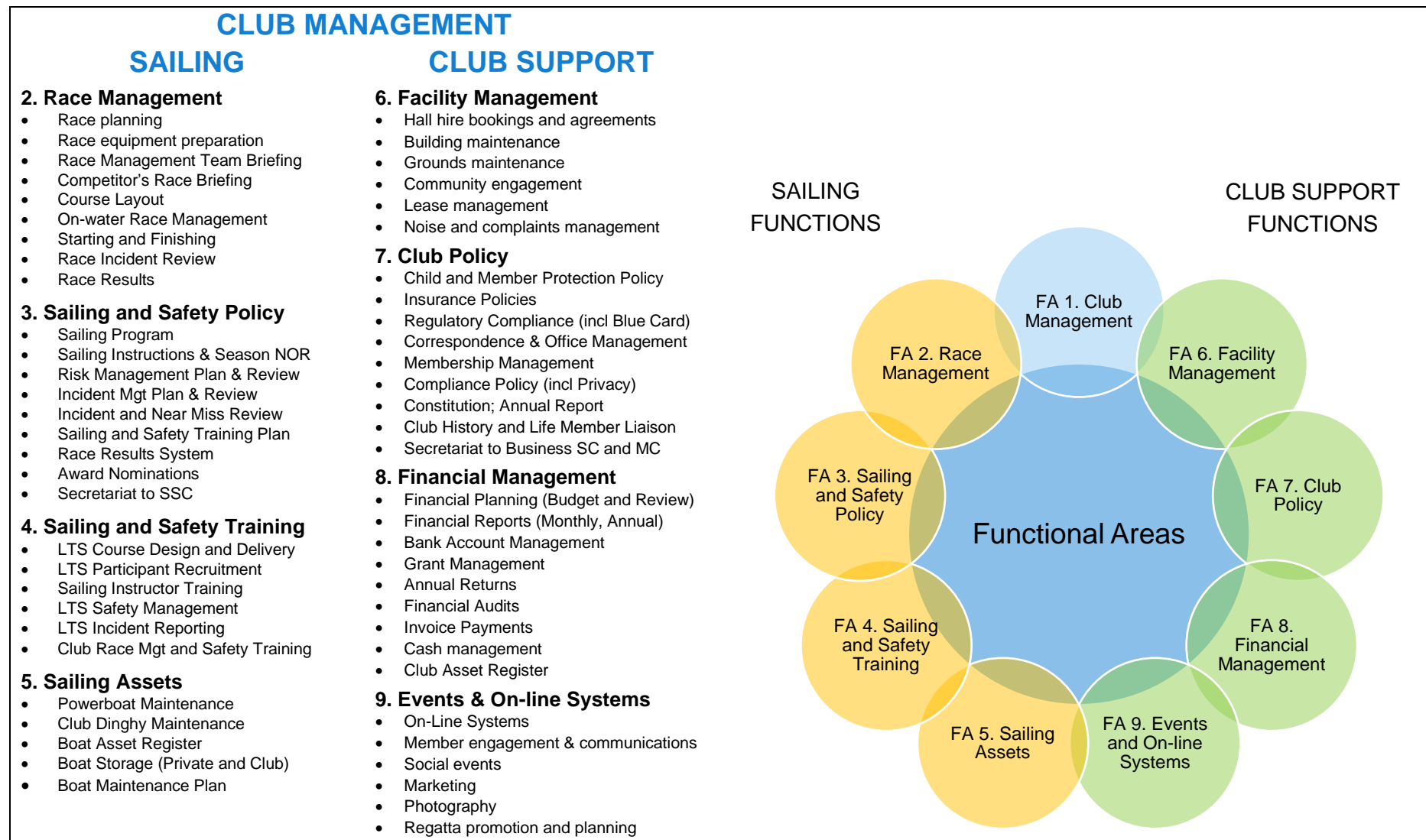
SAFE

- We conduct all our activities in a safe and competent way by adhering to on-water and off-water safety standards, rules of our sport, and compliance requirements of relevant government requirements and our national body.



FUNCTIONAL AREAS

Our club is organised into nine functional areas which are reflected in our club's management structure, financial management processes and strategic priorities. These functions divided into three broad groups – club management, sailing and club support.



CLUB OBJECTIVES

1. Establish effective, inclusive governance

- Establish an effective and inclusive system of governance, financial management and administration.

2. Conduct regular sailing races

- Promote and encourage participation in regular and enjoyable championship and social sailing races.

3. Sail safely in accordance with applicable rules

- Ensure races are conducted safely in accordance with applicable sailing rules and maritime regulations.

4. Provide sailing and safety training

- Provide diverse opportunities for people to learn to sail, and to develop skills in sailing & safety management

5. Provide dinghies for training and racing

- Provide sailing students, novice sailors and experienced sailors with access to affordable quality sailing dinghies

6. Encourage responsible use of community hall

- Encourage responsible use of our club's community hall and maintain its functional and heritage qualities.

7. Operate in compliance with regulations

- Ensure our club is fully compliant with all relevant regulations applicable to an incorporated association.

8. Manage funds responsibly

- Ensure our club finances are well managed to meet immediate and long-term needs.

9. Promote events and effective on-line systems

- Provide a diverse range of special and social events, and effective on-line services to meet member and club needs.



STRATEGIC PRIORITIES

FUNCTIONAL AREA	2020-21	2021-22	2022-23	2023-24	2024-25
1. CLUB MANAGEMENT					
<i>Priority Strategic Actions</i>					
a) Prepare, implement and review an organizational structure which links all management committee positions to functional teams.	■		■		
b) Investigate alternative means for engaging paid members, employees or contractors to meet gaps in volunteer capacity	■				
c) Develop a transition plan to ensure longevity of all committee and key team positions		■			■
d) Identify and implement strategies to encourage increased member participation and satisfaction in all functional areas.		■			
<i>Key Ongoing Actions</i>					
e) Refine role statements of all committee members and support revision of role statements for all key team positions	▶	▶	▶	▶	▶
f) Ensure all elected Management Committee roles understand their committee and team leader responsibilities.	▶	▶	▶	▶	▶
g) Coordinate preparation of annual implementation plan for each functional area	▶	▶	▶	▶	▶
h) Monitor and adjust overall organizational capacity needed to meet short-term and long-term goals for each functional area	▶	▶	▶	▶	▶



FUNCTIONAL AREA	2020-21	2021-22	2022-23	2023-24	2024-25
2. RACE MANAGEMENT					
<i>Priority Strategic Actions</i>					
a) Draw up and use a weekly equipment check-list, and allocate roles on whose job it is to prepare / maintain necessary equipment	■		■		
b) Document, use and review some of the most common course layouts so that the RMT does not need to redraw each week		■			■
<i>Ongoing Strategic Actions</i>					
c) Refine core functions and role specifications of all team members.	▶	▶	▶	▶	▶
d) Convene Race Management Team meetings each race day to finalise courses and race management roles; provide competitors briefings, and safely conduct races in accordance with relevant safety and sailing policies.	▶	▶	▶	▶	▶



FUNCTIONAL AREA	2020-21	2021-22	2022-23	2023-24	2024-25
3. SAILING AND SAFETY POLICY					
<i>Priority Strategic Actions</i>					
a) Document, communicate, implement and review an incident management and near-miss reporting system across the club	■		■		
b) Prepare, communicate and review a safety induction information kit to sailors, RMT and LTS members (incl. fitness and competency evaluation).	■			■	
<i>Ongoing Strategic Actions</i>					
c) Refine core functions and role specifications of all team members.	▶	▶	▶	▶	▶
d) Communicate all risk and incident management plans to RMT and LTS team members.	▶	▶	▶	▶	▶
e) Develop and implement an annual sailing program, season NOR and aquatic authority requirements to meet the needs of all novice and experienced sailors	▶	▶	▶	▶	▶



FUNCTIONAL AREA	2020-21	2021-22	2022-23	2023-24	2024-25
4. SAILING AND SAFETY TRAINING					
<i>Priority Strategic Actions</i>					
a) Conduct priority sailing instructor and race management safety training in priority areas, subject to funding.	■				■
b) Review and update course content and structure of junior and adult training program across 4 levels of training.	■		■		
c) Develop a sailing instructor and race management safety training program in conjunction with club members.		■			
<i>Ongoing Strategic Actions</i>					
d) Refine core functions and role specifications of all team members.	▶	▶	▶	▶	▶



FUNCTIONAL AREA	2020-21	2021-22	2022-23	2023-24	2024-25
5. SAILING ASSETS					
<i>Priority Strategic Actions</i>					
a) Develop and review a refurbishment and replacement program for each of our club training and racing fleets (incl. sails, hulls, components, dollies).	■		■		
b) Review our boat storage system to better align with the need for storage of (i) training boats and (ii) club member boats.	■				■
c) Develop and review a maintenance and replacement plan for our powerboat and components.		■		■	
<i>Ongoing Strategic Actions</i>					
d) Refine core functions and role specifications of all team members.	▶	▶	▶	▶	▶



FUNCTIONAL AREA	2020-21	2021-22	2022-23	2023-24	2024-25
6. FACILITY MANAGEMENT					
<i>Priority Strategic Actions</i>					
a) Document and review facility management practices including hall hire and sub-leasing processes.	■			■	
b) Develop, implement and review improved neighbourhood engagement and noise management practices (incl. complaint management).	■		■		
c) Develop an overall facility/building maintenance and improvement plan		■			
d) Develop a plan and grant proposals to lower summer temperatures in our hall		■			
e) Work closely with West End Canoe Club and Brisbane Road Runners Club to develop and progress infrastructure grant proposals.			■		
<i>Ongoing Strategic Actions</i>					
f) Refine core functions and role specifications of all team members.	▶	▶	▶	▶	▶



FUNCTIONAL AREA	2020-21	2021-22	2022-23	2023-24	2024-25
7. CLUB POLICY					
<i>Priority Strategic Actions</i>					
a) Develop, document and implement child and member protection procedures in line with government requirements.	■				
b) Document current club policies, procedures and government requirements.		■			
<i>Ongoing Strategic Actions</i>					
c) Refine core functions and role specifications of all team members.	▶	▶	▶	▶	▶



FUNCTIONAL AREA	2020-21	2021-22	2022-23	2023-24	2024-25
8. FINANCIAL MANAGEMENT					
<i>Priority Strategic Actions</i>					
a) Appoint additional paid member positions (e.g. Bookkeeping) as required to reduce workload of volunteer members of financial management team, subject to funds.	■				
b) Expand our income stream after investigation of options such as a sponsor business directory, goods and services auction, tax deductible donations through the Australian Sports Foundation.		■			■
<i>Ongoing Strategic Actions</i>					
c) Refine core functions and role specifications of all team members.	▶	▶	▶	▶	▶
d) Develop an annual budget relating to each functional area of the club	▶	▶	▶	▶	▶
e) Identify and catalogue grant opportunities from government and industry bodies.	▶	▶	▶	▶	▶
f) Prepare grant applications in consultation with appropriate team leaders and the management committee	▶	▶	▶	▶	▶



FUNCTIONAL AREA	2020-21	2021-22	2022-23	2023-24	2024-25
9. EVENTS AND ON-LINE SYSTEMS					
<i>Priority Strategic Actions</i>					
a) Consolidate and enhance on-line services to members and the public	■				
b) Develop and promote a club eSailing capability as an ancillary to Learn to Sail programs and as a winter racing series.	■				
c) Develop and implement a club member communications plan.		■			
d) Develop a club marketing plan to cover the next 5 years.			■		
<i>Ongoing Strategic Actions</i>					
e) Refine core functions and role specifications of all team members.	▶	▶	▶	▶	▶
f) Develop and implement a long-term plan for the Riverfire Regatta that matches our club capacity.	▶	▶	▶	▶	▶
g) Document, maintain and enhance our web page and social media presence.	▶	▶	▶	▶	▶

