



Koombana Bay  
SAILING CLUB

# Strategic Plan

2022 - 2026

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***Koombana Bay Sailing Club has a proud history and seeks to provide an inclusive environment for sailors, volunteers and our Rotary Sail into Life and West Coast Outriggers partners.***

***The Club aims to provide world class facilities to encourage participation in on the water and off the water activities for the benefit of all members.***

***The Club strives to promote social, and competitive sailing in a friendly and safe Club environment, which prioritises sportsmanship and support for fellow Club members.***

# Sailing Events

*Club sailing opportunities support the varied reasons members choose to sail and be involved in sailing and the Club generally.*

## Targets

- Club members are able to access sailing events which suit the level of competition they seek from sailing.
- Club volunteers are supported to participate and develop skills to enhance their enjoyment and contribution to Sailing.

## Strategic Directions

Provide a programme to support competitive class and division Racing.

Provide a programme to support Social Racing/Sailing.

Make available 'cruising' opportunities for members

Host Regattas/Series.

Continue to support the partnership with *Rotary Sail into Life and West Coast Outriggers*.

## Strategies

- Provide opportunities for members to compete in class and division racing on Saturdays sailed under the Racing Rules of Sailing and class rules where relevant.
- Appoint class/division Captains to ensure the wishes of competing yachts are considered when planning season programmes and events.
- Support members to participate in Travellers' Series, State, National and international as both sailors and volunteers.
- Seek and provide training opportunities for racing support crews. i.e. start boat, support craft etc.
- Develop a succession plan for racing support crews.
- Programme opportunities for members and visitors to participate in social twilight racing on Wednesday evenings and special one off events.
- Develop a succession plan to ensure the on-going facilitation of twilight sailing.
- Establish a cruising division and appoint a Class Captain.
- Monitor opportunities to host regattas and events and give due consideration to the logistics required and the Club's ability to cover all aspects.
- Review opportunities to run multi-class regattas.
- Maintain on the water assets to a high level to ensure they are fit for purpose.
- Provide opportunities for both sailing and non-sailing members to volunteer in special events.
- Cater for the specific needs of *Rotary Sail into Life* and *West Coast Outriggers* in any redevelopment / modification of Club facilities.
- Actively consider new approaches for partnerships that fit with the Club's objectives and ambitions.

# Sail Training and Promotion

*Sailing as a sport and pastime is promoted and new members are attracted.*

## Targets

- The Club offers training in all aspects of sailing, support boat operation and starting procedures.

## Strategic Directions

Appoint a Training Coordinator to provide training opportunities,

Appoint a Membership Officer to promote opportunities at the Club to increase membership base and retain current members.

## Strategies

- Organise / coordinate sail training courses for the general public in off the beach and keelboats cruiser class craft.
- Advertise events prior to each season using the Season Programme, Club newsletter and social media platforms.
- Assist to maintain the Club's *Discover Sailing Centre* accreditation.
- Assist the coordination of Interest and skill development events. e.g. Skippers Ticket, Ropes and knots, lifejackets and flares, radio operators, Racing Rules of Sailing, First Aid.
  
- Prepare/Present membership applications to committee at monthly board meeting.
- Implement membership promotions, consider advertising options to increase membership
- Meet & greet new members - offer induction
- Assist admin to generate new member packs
- Ensure member handbooks are in stock and review annually
- Provide feedback to Function coordinator and assist and/or provide suggestions for member social events.
- Member exit surveys.
- Membership renewal follow-up.

# Facilities

*Provide facilities which meet the demands of members now and into the future.*

## Targets

- A member survey conducted every two years reflects positively on the quality and functionality of club facilities.
- Members are able to easily access and use their craft year round.
- The membership of young families is increased.
- Club facilities generate an income stream to benefit members.

## Strategic Directions

Install a floating Marina facility to ensure the future security of members' yachts.

Maintain the Clubhouse and grounds to a high standard to enhance its marketability for functions.

Develop the kitchen facilities to a high standard to suit professional caterers and Club member run dining activities.

## Strategies

- Establish a Marina Development oversight committee to assist in progressing the Marina concept plan.
- Develop a strategic approach to securing an income stream from the completed Marina.
- Report quarterly to members through the newsletter on progress and expected timelines.
- At the conclusion of the Business Case development, seek a vote by members on whether the project is to proceed.
  
- In each budget cycle, allocate funding to improve facilities.
- Establish a plan identifying specific 'projects' to be targeted by the commencement of the 2023/2024 sailing season.
- Survey hirers post function and those who chose not to hire, to support decisions on improvements to the Club's facilities.
- Establish a Members' Bar to assist in the concurrent running of member activities and functions.
  
- Review existing facilities and develop a staged plan to improve facilities.
- The Rear Commodore Business to prepare a budget proposal for Management Committee review and ratification.

# Communication

*Effective communication maximises the involvement of Club members.*

## Targets

- Club members are aware of the activities and opportunities available at the Club.
- Committee members and specifically Flag Officers receive a comprehensive handover upon election to their position.
- Club members are aware of their responsibilities and the requirements of their membership.

## Strategic Directions

Maintain a Social Media platform

Generate a weekly newsletter during the sailing season and bi-weekly in the 'off' season.

Utilise online sharing software to facilitate the organisation of events.

Sailing activities are well communicated to members and consistent with Members' expectations.

Social events meet the expectations of members and provide opportunities for non-members.

## Strategies

- Flag officers regularly contribute to Social Media posts to promote activities and planning.
- As a minimum, each flag officer to write a report for each newsletter outlining progress in key activities within their brief.
- Use a framework for the organization of events and store it electronically to assist with future event planning and event review.
- RCS and Class Captains make direct contact with boat owners as appropriate to provide / arrange support for boats to get on the water sailing.
- The RCS and Class Captains seek member opinion on the nature of sailing provided, and create sailing schedules to meet the expectations of members.
- Establish a social committee to oversee events, both in out of season.
- The Management Committee approves budgets to facilitate events.
- Social events are advertised widely in an effort to encourage non-members to participate and therefore promote the Club and its opportunities.

# Compliance and Risk Management

*The Committee and general membership acts appropriately to ensure member safety, the security of facilities and the on-going viability of the Club.*

## Targets

- All legal requirements are adhered to in respect of the Club's operations.
- The requirements of *Sail Pass* are implemented to ensure the Racing Rules of Sailing (Rule 46) are complied with.
- The Club maintains its *Discover Sailing Centre* accreditation.
- Club land based facilities are reviewed annually to ensure safety and security and functionality.
- A set of protocols is established to guide the operations of the Club's Committee.

## Strategic Directions

A register of all licences, certificates, plans, contracts and repair work is maintained and available on request.

Review annually Club Policies and Guidelines in relation to:

- Member handbook
- Non- Participation and Hardstand Policy and register
- Member Protection
- Mooring and Winch
- Website

Develop a replacement schedule for key Club assets.

Maintain high safety standards in relation to all sailing activities.

## Strategies

- Maintain an asbestos register.
- Appoint and train safety auditors.
- Boat Safety audits required for each keel boat competing in Club facilitated events.
- Register of Working with Children Checks (WWCC) maintained.
- Administration Officer to monitor (monthly) member compliance and follow-up directly with members, reporting to Committee any difficulties.
  
- Each Flag Officer assigned the appropriate task in line with their Duty Statement.
  
- Flag Officers and the Bosun will identify key assets within their brief, seek advice as to their expected useable life and determine replacement costs and anticipated date of replacement.
- New assets are added to the Asset Replacement Schedule.
  
- Appoint a *Discover Sailing Centre* Principal to oversee operations, compliance and delivery of courses.
- Clarify and enforce skipper qualifications and safe load limits on the Twilight 'Taxi'.
- Prior to each season conduct a safety audit on support boats and related equipment.

# On the Water and Training Assets

All equipment used to support twilight sailing, racing and regattas is fit for purpose.

## Targets

- All support and start boats are maintained to a high standard.
- All equipment, including marks and buoys, starting and finishing equipment, ground tackle are maintained to a high standard.
- The 'training fleet' fleet is fit for purpose and its quality promotes the Club.

## Strategic Directions

Maintain training boats:

- *Blue Brid*
- Dinghy fleets

Maintain Racing Support Craft and ensure effective management:

*John Allen*  
*Geoff Reid*  
*John Parker*  
*Bill Asser*

Maintain marks and tackle required for conduct racing.

## Strategies

- Include boat maintenance as part of the junior sail training programme.
- Prior to each season oversee the on-going maintenance of the club owned training fleet and allocate a budget for the purpose.
- Implement a replacement schedule for the off the beach training fleet.
- At each scheduled busy bee, all Club owned training boats to be inspected, faults and damage reported and repaired if possible at the time or flagged for follow-up.
- Annual Safety Audit on Club owned vessels.
- Pre- season and on-going monitoring of Junior safety equipment
  
- Each craft to have required safety equipment, which is checked by 'Skippers' prior to use each sailing day.
- A checklist to be developed to support the monitoring of safety equipment.
- Issues are reported to the Officer of the day for action/follow-up.
- Training is provided as appropriate for Support boat operators.
  
- In the off season, all marks and tackle are inspected and reconditioned as required.
- Encourage member participation in the maintenance of marks etc.



# Club Management

*The Club is managed effectively for today and into the future.*

## Targets

- The Club is managed competently for the benefit of members and to ensure compliance with all requirements of Clubs.

## Strategic Directions

Committee members and in particular, elected Flag Officers to be proactive in succession planning.

Appoint paid staff to assist with the management of Club activities, in consultation with the relevant Flag Officer.

## Functions

## Strategies

- Committee members continually and actively share their positive experiences with general members and proactively recruit.
- Seek to encourage members with diverse skill sets to nominate for Committee positions.
- Effective handover, induction and records keeping for elected members and employed staff.
- Use document sharing software to support records management.
- Provide training to existing and incoming Committee members on how to use document sharing software.
- Further refine Flag Officer role statements and make these available on the Club's website.
- Develop a business case for the appointment of a Club Manager, with Committee oversight.
  
- Bar Manager
- Function Coordinator
- Catering Staff / contractor
- Cleaning
  
- The Social Committee work closely with the Function Coordinator.
- Functions are scheduled with a view to ensuring key Club activities (e.g. Opening Day, Presentation Night) are prioritised.



*KOOMBANA BAY SAILING CLUB - MAY 2022*