

Townsville Sailing Club
Strategic and Operational Plan
2011 - 2016



Table of Contents

EXECUTIVE SUMMARY	3
ACKNOWLEDGEMENTS	4
METHODOLOGY	5
HISTORY OF THE CLUB.....	6
WHY THE CLUB EXISTS	6
CURRENTLY AT THE CLUB.....	7
FUTURE ASPIRATIONS.....	9
YACHTING AUSTRALIA AND YACHTING QUEENSLAND STRATEGIC PRIORITIES	12
FUTURE STRATEGIC GOALS	14
STRATEGIC GOALS AND CORRESPONDING TARGETS AND TIMEFRAMES.....	15
ACTIONS TO ACHIEVE OUR STRATEGIC GOALS AND TARGETS.....	21
BUDGETING FOR DEVELOPMENTS	22
1. DEVELOP A NEW MULTIPURPOSE FACILITY TO RELOCATE TO	23
2. DEVELOP THE NUMBER AND SKILL LEVEL OF CLUB VOLUNTEERS	29
3. INCREASE AND DEVELOP THE LEVEL OF PARTICIPATION WITHIN THE CLUB	41
4. ENHANCE PROMOTION AND AWARENESS OF THE CLUB WITHIN THE COMMUNITY.....	50
5. DEVELOP A RANGE OF REVENUE STREAMS TO INCREASE INCOME	60
6. IMPLEMENT A RANGE OF CLUB POLICIES AND PROTOCOLS	70
IMPLEMENTATION OF THIS PLAN.....	75
YOU NOW HAVE THE SPORTING ADVANTAGE	76

Executive Summary

The Townsville Sailing Club was established over 100 years ago, in 1909, and is still sailing strong. During this time, the Club has introduced sailing to new sailors, taught beginners how to sail and has also had a number of Australian representatives across different classes. Volunteers within the club have worked tirelessly to establish a successful club whilst remaining focussed on ensuring their younger members have fun and are taught important life skills as they develop into young adults.

The Townsville Sailing Club Strategic and Operational Plan has been developed through consultation with a broad range of internal and external stakeholders of the club. A large cross section of ideas and thoughts were provided for their future direction. This plan has summarised the feedback received, resulting in a concise list of goals that will guide the club over the future years. All the goals include specific targets for the club to achieve and a corresponding operational plan that incorporates actions on how to implement and achieve the strategic goals.

The Townsville Sailing Club's goals include:

- 1. Develop a new multipurpose facility to relocate to**
- 2. Develop the number and skill level of club volunteers**
- 3. Increase and develop the level of participation within the club**
- 4. Enhance promotion and awareness of the club within the community**
- 5. Develop a range of revenue streams to increase income**
- 6. Implement a range of club policies and protocols**

These goals and their respective targets will be challenging for the club to implement, however, through utilising and following the operational component of the plan, they are achievable. This plan can assist to develop the Townsville Sailing Club into one of the strongest and most recognised regional sailing clubs in Australia that features a large cross section of families enjoying the sport within an idyllic setting.

Winning breeds confidence and confidence breeds winning

Hubert Green

Acknowledgements

The Townsville Sailing Club would like to acknowledge the contributions of the following organisations and individuals in the development of this plan:

Scott McInerney	Townsville Sailing Club
Bill Curtis	Townsville Sailing Club
Mike and Margaret Spillman	Townsville Sailing Club
Peter Osborne	Townsville Sailing Club
Peter Buckle	Townsville Sailing Club
Christy Guinea	Townsville Sailing Club
Herb Kuskopf	Townsville Sailing Club
Amelia Blick	Townsville Sailing Club
Tony Debney	Townsville Sailing Club
Guy Williams	Townsville Sailing Club
John Byrne	Townsville Sailing Club
Bruce Shepherd	Townsville Sailing Club
Jon Longbottom	Townsville Sailing Club
Jon, Pam, Martin & Jeremy de Rooy	Townsville Sailing Club
Karen Carcary	Townsville Sailing Club
Bruce Walker	Townsville Sailing Club
Sarah Strutt & Ella and Mali Thompson	Townsville Sailing Club
Karen Torpelund	Townsville Sailing Club
Dan Haydon	Townsville Sailing Club
Ryl Harrison	Townsville Sailing Club
Jim Barsi	Townsville Sailing Club
Ben Ledz	Townsville Sailing Club
Alex Kostin	Townsville Sailing Club
Denis Cook	Executive Officer, Yachting Queensland
Alastair Snell	General Manager, Yachting Australia
Chris White	President, Sailing NQ
Mathew Burton	Department of Sport and Recreation
Alan Polley	Townsville City Council Sport and Recreation

In the middle of difficulty lies opportunity

Albert Einstein

Methodology

Sporting Advantage carried out consultation with the identified key stakeholders of the Townsville Sailing Club to develop a Strategic and Operational Plan to guide the future direction of the club. The development process of the plan was completed in four stages as detailed below.

Stage 1: Clearly establishing the required outcomes of the Strategic and Operational Plan with the Townsville Sailing Club executive

- Met with the Townsville Sailing Club executive
- Documented the Club executive's expectations and outcomes of the plan
- Identified all stakeholders that were required to be consulted
- Obtained contact details of all stakeholders from Townsville Sailing Club
- Agreed to project timeframes and contracts

Stage 2: Background research and consultation with all internal and external stakeholders of the Townsville Sailing Club

- Reviewed club structures
- Invited stakeholders to attend a planning clinic
- Conducted the planning clinic incorporating:
- Consulted key stakeholders that were unable to attend the planning clinic including:
- Developed a summary of the key issues discussed with all stakeholders

Stage 3: Preparation of a draft plan and obtaining feedback to refine

- Analysed all data collected
- Developed draft priorities
- Developed draft action plans
- Developed recommendations for inclusion in the draft plan
- Presented the recommendations to the club
- Obtained feedback from members of the club concerning inclusions and exclusions for the Strategic and Operational Plan

Stage 4: Presentation and distribution of the finalised Townsville Sailing Club Strategic and Operational Plan

- Finalised the plan
- Developed a one page summary brochure of the plan
- Presented the plan to the Townsville Sailing Club executive
- Provided electronic and hard copies of the plan and summary brochure to the Townsville Sailing Club executive
- Presented the plan to the community and media, including invitations to all stakeholders that contributed to the plan
- Ensured the plan was widely communicated to all the stakeholders

On completion of the plan, Sporting Advantage will follow up with Townsville Sailing Club to monitor the implementation of the priority projects, over the course of the following 12 months.

History of the Club

- Established in 1909 and still going strong
- Celebrated the club's centenary in 2009
- Moved to the current location in 1992/93
- Have hosted world championship events in Townsville
- Have hosted a variety of national and state events
- The club has had a number of Australian representatives across different classes
- The club has had school team sailing representatives
- Provide learn to sail for beginners - adults and children
- Provided guidance for a lot of teenagers
- Have supported other community and sporting groups
- Have members competing at national level in keel boats and dinghies - across classes and of all ages
- Have members competing in world championship events
- Provide training camps in a central location for North Queensland

Why the Club Exists

The following points were identified at the planning clinic as to why the Townsville Sailing Club exists:

- Like to sail and race
- Enjoy this great part of the world – it's world class!
- Socialise with other members – it's fun!
- Safety and seamanship in a marine environment
- Mentoring and learning more, improving skills
- Family appeal of the club
- Enhances the aesthetic appeal of the Townsville waterfront
- Member networking opportunities from a business perspective and with other sailors across North Queensland and Australia
- The skills learnt sailing can open up career paths
- Adds to Townsville's economy
- Stress release from life
- Health and fitness
- Ability to bring large events to Townsville
- Introduce sailing to new sailors
- People putting back into the sport for what they've got out of it

Currently at the Club

The following is a summary of the current operation of the Townsville Sailing Club. For the club to move forward and plan for the future, it is important to understand the current situation. This list was a result of the planning clinic conducted.

Members

- 105 members
- 70:30 adults to juniors
- Life membership
- Normal membership

- BBQ area
- Wash down area
- Mats to the beach
- Launch facilities
- Training facilities

Volunteers

- Race starters
- Race committee
- Safety boats
- Canteen
- Instructors/coaches
- Maintenance
- Boat repairs
- 5 executive members
- 2 directors
- Cleaning
- Licensee
- Hall hirer
- Ground maintenance
- Newsletters
- Training centre manual
- Members handbook

Boats and Equipment

- Safety boats - 3
- 3 rubber duckies
- 14 training boats
- 2 adult sailing boats
- 2 junior/intermediate sailing boats
- Associated spares and parts
- Trolley winches
- Trolleys and trailers
- Tables and chairs
- Races and Classes
- Sabots
- Bics
- Lasers
- 125's
- Pacers
- Flying 11
- Lasers
- Tasers
- 505s
- Contenders
- Catamarans
- Trimarans
- Other assortment of things that float
- Club championship event
- Handicap trophy
- Major June regatta - invite to all clubs
- Summer series - 1/mth in off season
- Special regattas eg State titles and training camps

Employees

- Nil

Facilities

- Clubhouse
- Amenities
- Storage
- Function room
- Commercial kitchen
- Cold room
- Changerooms
- Rigging lawn/area

- Social/trivia nights

Income

- Canteen
- Membership - \$160/yr
- & \$80 for juniors
- Various concessions
- Nominations for racing
- Training fees
- Donations
- Grants
- Hall hire
- Bar sales
- Fundraisers
- Trivia nights
- Last Friday of every month there's a social event
- In kind support
- Boat hire
- Occasional sponsorship
- Regatta fees

Expenditure

- Maintenance
- Food and alcohol (stock)
- Petrol/fuel
- Rates
- Utilities
- Insurance - 3 types
- Boat and trailer registration
- YQ affiliation
- Consumables
- Training boat upgrades
- Trophies and prizes
- Presentation night and regatta prizes
- Printing and admin

Communication

- Website
- Email - members
- Walk in traffic
- Word of mouth

- Network of NQ sailors and at regattas
- Newsletter
- VHF radio

Image/Profile

- Nice to see the boats out sailing
- Enhance Townsville
- Media use photos and film of boats on the beach and water
- Safe environment
- Healthy sport
- Anti-obesity
- On the edge of extreme sports
- High profile
- Can be a difficult sport to get started
- Long term club
- Expensive sport
- A lot of effort to get into
- Requires a large parental commitment
- A Sunday sport
- A sport for life
- Generation continuity
- Bit of a blokey sport, but with a family orientation
- Enthusiasm and respect for the club - held in high regard
- Recognised as family friendly and allows generations to mix
- Training facility to learn to sail
- Doesn't have poor parent behaviour problems

Promotion

- People see the club and boats and walk in to enquire
- Newspaper coverage
- Tourist interest
- Through regatta promotions
- Mailout to members and past members
- Website
- Through parent bodies for larger events

Policies

- Handbook - it's all in there
- Training manual
- Child protection policy
- Liquor licensing
- Fire safety
- Aust Yachting guidelines

Future Aspirations

This is an extensive list identified at the planning clinic for the Townsville Sailing Club. It includes a range of needs, thoughts and ideas that have contributed to the final plan.

- Increase membership
- Develop individuals that can stand on their own feet
- Provide character building and self reliance
- Confidence and decision making development
- Increase family membership
- Make new members welcome
- Convert learn to sail participants into members
- Develop a culture that's desirable to be involved in
- Easy access to boats and activities
- Promote use of handbook
- Keep members informed
- Formally match people with an experienced sailor
- Formal mentoring
- More info on sailing programs
- Create an enjoyable and inclusive culture
- Increase volunteer base
- Attract more families that can transfer to more volunteers
- Promote links with schools
- Promote learn to sail through the schools
- Promote school sailing programs
- Funding for team sailing boats with schools
- Partnerships with school team programs
- Corporate sailing programs
- Promote sport in the schools
- More try sail days
- Take potential members for a try sail, then encourage them to have a drink and watch the racing
- Come and try sailing opportunities at any time
- Come and see what happens during rigging
- Before or after racing options
- Need to continue a strong junior sailing program
- Place resources around junior sailing
- Use the Tackers program through Yachting Australia
- There are different levels of the Tackers program for progression
- Look for grants to buy boats to promote the program
- Worked well in Victoria
- Pay instructors
- Look at funding for paying an instructor
- Link with the YA training centre
- Need people to teach different levels
- Need a transition between learn to sail and racing
- Intermediate courses
- Need to increase instructors

- Make it friendly for parents
- Look at longer courses and provide more training
- Provide assistance for parents and new boats
- Improvements for dragging boats up and down the beach
- Ramp access up and down the beach
- Rigging and launching needs to be user friendly
- Provide training programs that require a greater commitment
- Links to boarding schools
- Become an NQ school sport
- Encourage more women and girls to participate on the water
- More inter-generational participation
- More training for adult sailors
- Men and women can compete equally
- Coaching opportunities for adults
- Move culture away from women in the canteen and men on water
- Encouragement for women and girls to sail
- Target past members also
- Target children of past sailing parents
- Address issue of sailing being expensive
- Promotion of club boats for use
- Explore the financing of new member boats
- Expensive entry sport
- Subsidy of new member boats
- Build on a collection of race ready boats
- Promote safety of sailing within the club
- Provide ways people can contribute
- Need to approach and ask for volunteer assistance
- List of things that need doing
- People dedicated to operating the safety boats
- Run safety boat courses
- Link with people interested in motor boating
- Draw on coastguard volunteers or other clubs
- Some people need to do a number of hours on the water for certain qualifications – use in volunteer roles
- A volunteer coordinator for off the water activities
- Need a person that actively approaches and promotes volunteer involvement
- Market the club to specific areas
- Ensure delegation outside the committee structure
- Need support and training for volunteers
- Information night about the club
- Induction for learn to sail parents
- Need to provide info and opportunities
- Noticeboard with jobs and needs
- Progress the handbook to providing information
- Include education for parents as part of the learn to sail program
- Photos of volunteers and their role
- Incorporate social events with the learn to sail program
- Pitch learn to sail to the whole family
- More use of the clubhouse
- Formalise hire agreement
- Instil more pride in the club
- Facebook page
- Uniforms for learn to sail - include in fee
- Merchandise for sale
- Club shirts
- Club rashie
- Sponsorship
- Approach Cbar
- Need a person and package to approach sponsors
- Use member networks to find potential sponsors

- Marketing and sponsorship brochure
- List the benefits of sponsoring
- Approaching sponsors needs to be done professionally
- Done in a businesslike fashion
- Tell a potential sponsor, this is what we're going to do for you
- Sell sponsorship on club boats
- Logos on sails and advertising of large events
- Use specific statistics of Strand usage to indicate potential exposure
- Show a clear return on investment
- Need to outline what the club needs money for
- Do fundraising for specific projects
- Need to not undersell sponsorship
- Assistance with grant writing
- Other marine based training courses
- Grants volunteer
- Clubhouse developments
- Commercial activities
- Paid manager for the club
- Pay someone to do some of the administration
- Boat hire for people off the beach - has been researched and implemented in the past
- Issues with maintenance of boats
- Look at a traineeship schemes
- Shade off a clubhouse to expand the useable area
- Commercial and functional kitchen
- Include other sports
- Change rooms
- Facility needs to be multi-use
- Link with other clubs and events
- Observation deck on the roof
- Positioning for shade off the deck
- As much storage space as possible
- Approach students at JCU to do community volunteer hours
- Link with scouts, guides and naval cadets
- Future clubhouse be the centre of marine activities in Townsville
- Winter training ground for southern sailors
- Incorporate boating safety and maintenance of all boats
- Food outlet, training opportunities - more holistic
- Parking allocation
- Long term vision and pathways where sailing could lead
- Need many skilled volunteers to run regattas
- Use and create more media exposure
- Experienced sailors presenting talks on their experiences
- Raise the profile of the current clubhouse
- Networking with other organisations - navigation centre, coastguard etc
- Tennant to use the building through the week
- Pallarenda venue
- More info on the website
- Videos on website
- Review the classes of boats we're promoting
- What classes to promote?
- Guidelines and lists of preferred classes
- Links with yacht club
- Everyone helps everyone
- Lobby YQ and YA
- Workshops on sailing topics
- Accredited training facility
- Ask YQ and YA for assistance and resources where required
- Tap into residents around the marina

Yachting Australia and Yachting Queensland Strategic Priorities

Yachting Australia and Yachting Queensland's strategic priorities have been combined to reflect a united direction for the sport nationally. The goals and targets outlined within this plan reflect those of the club's state and national bodies. The vision, mission, strategic priorities and objectives of Yachting Australia and Yachting Queensland are outlined below.

Vision

Sailing and boating are activities for life where participation contributes to a healthy community and Australians consistently succeed on the world stage.

Mission

To provide leadership in the development of programs and services for State Associations and clubs and the broader sailing and boating community and the successful delivery of world leading programs for elite sailors.

Strategic Priorities

1. Grow Interest & Participation

Promote interest in all forms of sailing and boating and ensure that appropriate opportunities exist for growing participation as interest increases, particularly amongst the young and older-aged people.

- Participation Initiatives
- State Training Schemes
- Events and Teams

2. Build Sport Capability

Further the delivery of sailing and boating through Yacht Clubs, providing programs and resources to support the role of the club and its members, staff and volunteers and build the capacity of MYAs and Yachting Australia to enhance the services available.

- Technological Development
- Competition Framework
- Racing Rules and Safety
- Rating and Measurement
- Club and Class Support

3. Maintain Competitive Success

Maintain Australia's position and recognition as a leading nation in the sport by ensuring the all necessary resources, people and pathways are in place to support both our high performance and emerging athletes.

- Sport Pathways
- Youth Development
- State High Performance
- Queensland Sailing Team

4. Improve Governance and Management

Provide leadership in the development of a shared vision and in the governance, management and representation of sailing and boating at the national and state/territory level.

- Constitution and Strategic Plan
- Operations and Management
- State Policies
- External Relations
- Communications
- Commercial Activities

Shoot for the moon, even if you miss, you'll land amongst the stars

Les Brown

Future Strategic Goals

The following are the Townsville Sailing Club strategic goals that will guide the direction of the club in future years. These six broad goals are challenging, however, have the potential to develop the Townsville Sailing Club into one of the strongest and most recognised regional sailing clubs in Australia that features a large cross section of families enjoying the sport within an idyllic setting.

1. Develop a new multipurpose facility to relocate to

Before the club's current lease expires, it will be imperative to obtain a new land lease on The Strand and construct a multipurpose facility that caters to off the beach sailing along with other water based activities and local community groups. Thorough planning will be required in the design of this facility to ensure its community and commercial potential is optimised.

2. Develop the number and skill level of club volunteers

To allow the club to develop and be sustainable, it is imperative to attract and retain an efficient team of volunteers. This will be achieved through delegating specific volunteer roles, providing training and education programs to up skill volunteers, incorporating incentives for people to volunteer and recognising the valuable contributions of all club volunteers.

3. Increase and develop the level of participation within the club

Sailing is a wonderful sport that offers families and people of all ages the opportunity to learn and have fun participating in. Through developing quality facilities, building on the programs the club currently offers and implementing a future plan of development activities, the club will have the potential to increase members and participation in a range of social and competitive classes.

4. Enhance promotion and awareness of the club within the community

For the club to continue to be viable into the future, they will need to attract new members, volunteers and support through consistently implementing a range of marketing and promotional campaigns throughout Townsville, creating positive partnerships with club stakeholders and ensuring a constant and effective flow of communication with these stakeholders.

5. Develop a range of revenue streams to increase income

To effectively implement the future facility and development goals, the club needs to increase their revenue stream in both the short and long term. This will be achieved predominantly through sourcing funding from appropriate grants programs, enhancing membership and participation, furthering their sponsorship and implementing effective fundraising events.

6. Implement a range of club policies and protocols

To ensure the club continues to comply with required legislation, their duty of care for all members, operates sustainably and efficiently and can effectively manage a productive group of volunteers, it is important that relevant policies and protocols are formulated, communicated, updated and utilised.

Strategic Goals and Corresponding Targets and Timeframes

To complement the future strategic goals of the Townsville Sailing Club, outlined below are the individual targets that need to be implemented to achieve each respective goal. These targets include an extensive range of projects that will be the responsibility of a number of different individuals within the organisation. Each target has a corresponding timeframe in which it is recommended to be commenced. A number of the targets are ongoing and are vital to be implemented annually, whilst other targets may commence and take a number of years to complete. These timeframes however, will allow the club to measure their progress throughout the life of this plan.

Strategic Goal	Target	Who's Responsible	Commencement
1. Develop a new multipurpose facility to relocate to	Appoint a volunteer facility manager to lead a facility sub-committee	Executive Committee	2011
	Obtain a lease from Council for land on The Strand	Facility Manager	2012
	Conduct broad consultation in the development of a facility master plan, that includes concept designs and a construction cost estimate	Facility Manager	2012
	Develop a business plan for potential commercial utilisation of the facility	Facility Manager	2012
	Source funding and construct the facility	Grants Writer & Facility Manager	2014

Strategic Goal	Target	Who's Responsible	Commencement
2. Develop the number and skill level of club volunteers	Appoint a volunteer coordinator to the executive committee	Executive Committee	2011
	Develop a volunteer register database of member and parent skills and interests	Volunteer Coordinator	2012
	Outline a range of volunteer position descriptions and assign members to specific club roles	Volunteer Coordinator	2011
	Recognise and reward the contributions of all club volunteers	Volunteer Coordinator	2011
	Implement an incentive scheme to encourage people to undertake volunteer roles	Volunteer Coordinator	2012
	Identify and provide opportunities for volunteers to attend accreditation, education and training courses	Volunteer Coordinator	2012
	Create partnerships with local high schools and James Cook University to provide opportunities for students to gain skills and experience through club volunteer roles	Volunteer Coordinator	2013
	Provide an annual induction and resource for all potential volunteers	Volunteer Coordinator	2012
	Explore the opportunities of providing paid management, instructor and administrative roles within the club	Executive Committee	2013

Strategic Goal	Target	Who's Responsible	Commencement
3. Increase and develop the level of participation within the club	Conduct a number of promotional days throughout the year	Event Manager	2012
	Conduct a number of annual learn to sail programs that culminate in mini regattas	Development Officer	2012
	Offer a range of corporate, school and social regattas, whereby teams are allocated a skipper in a class that requires a crew	Event Manager	2013
	Promote junior sailing opportunities and programs through schools	Promotions Officer	2012
	Promote pathways to encourage junior male and female sailors to progress through classes and competition standards	Promotions Officer	2011
	Create a welcoming, inclusive and supportive club atmosphere for current and potential members	Executive Committee	2011
	Implement a strategy to support and promote women and girls to participate on the water	Development Officer	2012
	Conduct regular social events for all members and their families	Event Manager	2011
	Provide coaching clinics, training and mentoring programs on specific aspects of sailing to retain and develop current members	Development Officer	2012
	Review and explore potential opportunities for new racing and class formats	Event Manager	2013
	Continue to purchase club boats in a range of classes	Development Officer & Executive Committee	2011
Utilise resources and programs from Yachting Queensland and Yachting Australia to develop new and existing member skills	Development Officer	2012	

Strategic Goal	Target	Who's Responsible	Commencement
4. Enhance promotion and awareness of the club within the community	Create links with other sporting clubs, schools, businesses and events that take place on The Strand	Executive Committee	2012
	Enhance communication networks with current and former club members, volunteers, sponsors and other stakeholders for information distribution and promotions	Promotions Officer	2011
	Develop a positive relationship with local journalists and media outlets	Promotions Officer	2011
	Create and implement interesting promotional opportunities for the media to report	Promotions Officer	2011
	Implement promotional campaigns to highlight the positives of sailing, create exposure and target specific population groups	Promotions Officer	2012
	Enhance the club's website and utilise social media opportunities	Promotions Officer	2011
	Continue to circulate regular club newsletters that incorporate interesting and fun content	Promotions Officer	2011
	Promote the club to other sailing clubs throughout Australia to create tourist opportunities	Promotions Officer	2013
	Utilise resources from Yachting Queensland and Yachting Australia to assist with promotion of the sport and club	Promotions Officer	2012

Strategic Goal	Target	Who's Responsible	Commencement
5. Develop a range of revenue streams to increase income	Implement a variety of club social events, functions and fun activities that enhance the atmosphere of the club and raise funds	Event Manager	2011
	Identify and apply for appropriate grants on a regular basis	Grants Writer	2011
	Develop sponsorship packages to approach, attract and retain sponsors	Sponsorship & Fundraising Officer	2012
	Develop a range of club merchandise for members, sponsors and families to purchase	Sponsorship & Fundraising Officer	2012
	Promote the hiring of the clubhouse throughout the community	Promotions Officer	2011
	Review membership and race fees annually	Executive Committee	2012
	Provide and promote food and beverage options for members of the public to purchase	Sponsorship & Fundraising Officer	2012
	Implement long term facility fundraising through the Australian Sports Foundation	Grants Writer	2011

Strategic Goal	Target	Who's Responsible	Commencement
6. Implement a range of club policies and protocols	Document all current operating procedures for the benefit of subsequent volunteers	Volunteer Coordinator	2012
	Implement volunteer management protocols	Volunteer Coordinator	2012
	Ensure the club's child protection policy is current and complies with legislation	Executive Committee	2011
	Ensure current club policies, including those adopted from Yachting Queensland and Yachting Australia are being promoted and utilised correctly	Executive Committee	2011
	Implement regular member feedback surveys and planning reviews	Executive Committee	2012

Actions to Achieve our Strategic Goals and Targets

The strategic goals and targets identified and prioritised by the Townsville Sailing Club are both extensive and exciting. For these to be successfully implemented and the club to entirely achieve this plan in future years, it is imperative that the executive committee and club volunteers understand what is involved and how to carry out the identified projects.

To assist this process, the remainder of this plan incorporates an extensive list of actions that will guide the club with the operational component of their goals and targets. Each identified target includes:

- What the target involves
- Who is responsible for achieving the target
- When the target is to be commenced
- What stakeholder resources are available to assist
- A detailed process of how to implement the project

One of the major factors to achieving the goals and targets will be to ensure the volunteers responsible for implementing specific projects understand the requirements of their role, have the knowledge, skills and attitude to carry out their role, can receive training to improve their capacity within the role and are enthusiastic to perform their role to the best of their ability.

Another major factor will be to ensure that the finalised Strategic and Operational Plan is effectively promoted to all Townsville Sailing Club stakeholders so that these people are aware of where the club is heading and what the club wants to achieve in the coming years. As the plan will be a large document, there will be a one page summary brochure that the club can easily distribute. This simple process will contribute considerably to this plan providing a significant benefit for the future of the Townsville Sailing Club.

Obstacles are those frightful things you see when you take your eyes off your goal

Henry Ford

Budgeting for Developments

For the Townsville Sailing Club to feasibly implement future developments that incorporate significant funding allocations, whilst covering the operational costs of the club, it is crucial that the executive committee outline an annual budget. This will allow the club to implement the required fundraising to ensure the outlined goals and targets are achievable.

- Outline the general expenses the club will incur to operate through the year, given the number of members for that year
- Outline the income the club is guaranteed to receive through sponsorship
- Outline the income the club will receive through member registration fees
- Determine what profit is made from specific fundraisers that have been successful in the past and a projected profit for new fundraisers
- Determine what grants programs are available to obtain funding for operational expenses, accreditation courses and participation projects
- Review the member registration fee to possibly include a contribution towards facility developments
- Outline an approximate cost of facility development projects for the corresponding year
- Determine if the project can be fully funded by a grants program (anything over \$35,000 is likely to need a contribution from the club)
- Calculate what level of contribution the club will need to allocate to significant projects
- Plan the number and type of fundraising events needed to achieve this amount
- Determine if there are other funding programs available that you can access to contribute towards the club's overall contribution
- Formulate cash flow projections to ensure the club has sufficient funds when required
- For the club to achieve significant savings through fundraising, it is important that any profits made through fundraising projects are not used for costs that can be covered through grants, so that the fundraising efforts go directly towards developing the club.

**Get excited and enthusiastic about your own dream.
This excitement is like a forest fire – you can smell it,
taste it and see it from a mile away**

Denis Waitley

1. Develop a new multipurpose facility to relocate to

Before the club's current lease expires, it will be imperative to obtain a new land lease on The Strand and construct a multipurpose facility that caters to off the beach sailing along with other water based activities and local community groups. Thorough planning will be required in the design of this facility to ensure its community and commercial potential is optimised.

Target: **Appoint a volunteer facility manager to lead a facility sub-committee**

Who's Responsible: Executive Committee

Commencement: 2011

Stakeholder Resources: Club

Process:

- A facility manager would be responsible for organising and managing the development of a new clubhouse and training facility
- The role would include:
 - Creating working partnerships with other stakeholders within the community that could benefit from the club's facility developments
 - Identifying the next priority project to be implemented
 - Obtaining designs and quotes for projects
 - Working with the club's Income Officer to obtain funding for projects
 - Managing all aspects of facility and infrastructure projects from the start through to completion
 - Identifying any maintenance that is required
 - Ensuring all facilities are of a suitable standard and safe
- A facility sub-committee could be established to share this workload and delegate different roles to people with specific skills and knowledge.
- Communication between the facility manager and sub-committee, with the club executive committee, members and stakeholders will be crucial whilst developing plans and constructing a new facility

Smooth seas do not make skilful sailors
African Proverb

Target: Obtain a lease from Council for land on The Strand

Who's Responsible: Facility Manager

Commencement: 2012

Stakeholder Resources: Council S&R

Process:

- Continue negotiations with Townsville City Council to arrange for a lease of land adjacent to Tobruk Swimming Pool on The Strand
- This is an ideal location for a future clubhouse, as it provides convenient access to the beach and water, is highly visible to the public and creates potential commercial opportunities

Target: Conduct broad consultation in the development of a facility master plan, that includes concept designs and a construction cost estimate

Who's Responsible: Facility Manager

Commencement: 2012

Stakeholder Resources: Yachting Australia, Yachting Queensland, Council S&R, Department of S&R, Sporting Advantage

Process:

- The development of a new clubhouse and training facility will be vital to the long term viability and sustainability of the club
- It's important that extensive consultation is conducted in the development of a facility master plan to ensure the final product will meet the needs of the club and the community
- Some of the aspects a facility master plan should include:
 - A comprehensive summary of all the consultation conducted
 - Research outcomes linking this plan to other plans and studies
 - Future identified facility developments
 - Inclusions of a clubhouse and training facility, such as:
 - Canteen/cafe
 - Large training space or function room
 - Toilets and changerooms
 - Disabled toilets
 - Storage
 - Administration office
 - Kitchen/bar
 - Rigging area
 - Viewing platform or verandah

- Shade awnings
- Identified user groups and potential future user groups, such as:
 - Outrigger club
 - Triathlon club
 - Roadrunners club
 - Ocean swimming club
- Opportunities for multi-use of specific facilities
- Opportunities arising for the hosting of future events
- Commercial opportunities
- Architectural drawings
- Concept designs and layouts
- Site maps
- Facility management frameworks
- Processes of how to implement projects
- Funding opportunities that exist
- Actions to access funding
- Population growth statistics
- Physical activity and sport trends
- Implementation strategies, actions, timeframes, responsibilities and resources to achieve the plan's identified priorities
- Developing architectural drawings will then allow for a quantity surveyor's report to outline a detailed cost estimate to construct the facility
- The facility master plan, architectural drawings or concept designs and the quantity surveyor's cost estimate can all be used to strengthen the club's chances of obtaining grants funding for the development of the facility, whilst providing a realistic fundraising and budgeting goal.

Target: **Develop a business plan for potential commercial utilisation of the facility**

Who's Responsible: Facility Manager

Commencement: 2012

Stakeholder Resources: NQ Small Business Development Centre, Yachting Australia, Yachting Queensland

Process:

- It is imperative that this process be carried out comprehensively to fully understand the feasibility, investment and risks required.
- Seek professional advice concerning the specific requirements of the club potentially starting a commercial operation
- The North Queensland Small Business Development Centre can provide professional advice and resources: www.nqsmallbusiness.com or 4723 8491

- Points to initially consider include:
 - What product/service would the club provide?
 - Is the idea feasible?
 - Is there a market for this product/service?
 - What skills do the people within the club need?
 - Who would be the club's competitors?
 - What difference will the club bring to the market?
 - Does the club have the financial capacity?
 - What would be the club's goals for the business?
 - How much time, effort and resources is the club prepared to invest into the business?
- Identify potential business opportunities that would serve both as a viable source of income and a benefit to the club and the members, for example:
 - Cafe
 - Function facility
 - Restaurant
 - Licensed bistro
 - Personal training studio
 - Boat hire
- Develop a business plan for each of the possible business opportunities the club may look to pursue
- Information to consider incorporating into a comprehensive business plan includes:
 - Marketing Plan
 - Environmental analysis
 - Product/service
 - Customer demographics
 - Competition and competitive advantage
 - Price strategy
 - Advertising and promotional strategy
 - S.W.O.T. analysis
 - Market research
 - Market targets
 - Operations Plan
 - Business structure
 - Scope of operation
 - Regulatory issues
 - Insurance
 - Business premises
 - Location
 - Production arrangements
 - Distribution arrangements

- Credit terms
- Plant and equipment
- Quality control
- Memberships and affiliations
- Communications
- Trading hours
- Commencement date
- Organisation Plan
 - Organisation structure
 - Skills required
 - Personnel
 - Resumes
- Financial Plan
 - Financial strategy
 - Establishment costs and source of funds
 - Balance sheet projections
 - Profit and loss projections
 - Expected cash flow projections
 - Break even cash flow projections
- Other useful websites for background research, information and advice include:
 - www.beca.org.au
 - www.business.gov.au
 - www.business.qld.gov.au

Target: **Source funding and construct the facility**

Who's Responsible: Grants Writer & Facility Manager

Commencement: 2014

Stakeholder Resources: Yachting Australia, Yachting Queensland, Council S&R, Department of S&R, Aust Sports Commission

Process:

- Decide on the exact specifications of the project, as outlined in the facility master plan
- Obtain written permission from the land owner to carry out the project
- Draw a site plan of the facility including the project
- Discuss with Council and the Department of Sport and Recreation, to obtain advice on the project and determine what resources they can potentially provide
- Discuss with Yachting Queensland and Yachting Australia to determine what support and potential resources they can provide

- Discuss with local businesses opportunities for sponsorship or potential resources they can provide towards a community project
- In addition to the quantity surveyor's report from the facility master plan, obtain 3 written quotes from licensed contractors for the project. If the project is broken down into components (ie supply of materials, electrical works, plumbing etc) obtain 3 written quotes for each component)
- It may be recommendable to carry out a tender process to obtain a range of competitive applications to construct
- Ensure price escalations are included in the cost estimates
- Develop a budget for the total cost of the project, including a 10% contingency. Ensure you allow for design fees, engineering fees, building and development application fees and 10% for GST
- Consider the ongoing maintenance and running costs of the project, to ensure you can sustain the facility after it's constructed (ie water consumption, electricity, vandalism etc)
- Lodge and obtain building or development approvals (this can take time) from Council
- Ensure you can enter into a contract with the company or contractor outlining specifications of the components of the project, the finalised project, the total cost, a payment schedule, timeframes of when the project and its components will be completed and a defects liability period
- Develop a project plan outlining the timeframes of when milestone components of the project should be started and completed, who within the club is responsible for ensuring each milestone has been suitably met and the contractor or company responsible for delivering each milestone
- Ascertain if someone within the club will be able to manage the project (ie the Facility Manager) or if a professional project manager needs to be contracted
- Develop a cash flow spreadsheet outlining when payments will be required to be made to contractors or companies and when income will be received, to ensure payments can be met on time
- Research applicable grants programs, apply for funding assistance and ensure the chosen contractor can deliver the project within the specified timeframes
- Funding programs that currently exist that include the construction of facilities are listed in the following table

Program Name	Website	Project Cost	Funding Limit	Club Contribution %
Gambling Community Benefit Fund	www.olgr.qld.gov.au/grants	\$35,000	\$35,000	0
Sport and Recreation Minor Infrastructure Program	www.sportrec.qld.gov.au	\$400,000	\$300,000	25%
Sport and Recreation Medium Infrastructure Program	www.sportrec.qld.gov.au	\$1.25 million	\$750,000	40%
Sport and Recreation Major Infrastructure Program	www.sportrec.qld.gov.au	\$4 million	\$2 million	50%
Regional Development Australia Fund	www.regional.gov.au	Minimum \$500,000	\$25 million	Varying
Australian Sports Foundation Sport Incentive Program	www.asf.org.au	Varying	Varying	Varying

2. Develop the number and skill level of club volunteers

To allow the club to develop and be sustainable, it is imperative to attract and retain an efficient team of volunteers. This will be achieved through delegating specific volunteer roles, providing training and education programs to up skill volunteers, incorporating incentives for people to volunteer and recognising the valuable contributions of all club volunteers.

Target: **Appoint a volunteer coordinator to the executive committee**

Who's Responsible: Executive Committee

Commencement: 2011

Stakeholder Resources: Club

Process:

- This role is important to ensure all volunteers are being supported, trained and recognised for their vital contributions towards the club. It will demonstrate that the club recognises the importance of volunteers and ensure all volunteers are enjoying what they are doing. Overall, it will assist with the smooth running of the club through enhanced communication and delegating a number of responsibilities away from the President, Secretary and Treasurer
- Appoint an appropriate member of the club committee to the role of volunteer coordinator
- Generally a person with good communication and people skills will be an ideal volunteer coordinator
- The volunteer coordinator's role will include:
 - Responsible for ensuring all volunteer positions are filled and being carried out effectively
 - Manage the development of the club's volunteers
 - Identify required training courses for volunteer coaches, officials and administrators
 - Assist the committee identify what volunteers are required
 - Improve communication between the committee and volunteers through a single point of contact
 - Provide, explain and evaluate position descriptions to prospective volunteers
 - Recruit new volunteers
 - Assist, support and evaluate current volunteers
 - Develop and manage a volunteer budget (ie accreditation, reimbursement for expenses, recognition and rewards, incentives etc)
 - Develop and manage a directory of volunteer education and training courses
 - Ensure all current volunteers document their role, knowledge and experience

Target: **Develop a volunteer register database of member and parent skills and interests**

Who's Responsible: Volunteer Coordinator

Commencement: 2012

Stakeholder Resources: Club

Process:

- Gather information from members and parents of juniors when they register, concerning:
 - Current job
 - Trades
 - Tertiary study
 - Interests/hobbies
 - Skills they may be able to assist the club with
 - Interest in assisting the club
 - If they were to volunteer with the club, what would they be most comfortable doing (list a range of options)
 - Contact details
- Compile this information in a spreadsheet
- Use this information to personally approach individuals who may be able to assist with an upcoming project, or with a view of volunteering in a specific role within the club
- Regularly update this spreadsheet register, incorporating comments of when individuals were contacted and the result
- Ensure the access to this register is controlled
- The following questions can be integrated onto the club's membership form
 - Do you have a coaching qualification?
 - Do you have a officials qualification?
 - What is your occupation?
 - Do you have a trade or specific qualification?
 - Do you have experience in volunteering with other sporting clubs?
 - What aspect of sailing or club administration would you be interested in learning more about?
 - Would you be prepared to volunteer to assist with the club?
 - What would you be comfortable volunteering with? For example, website upgrades, newsletters, coaching, team managing, finances, facility development, boat maintenance, canteen sales, grant writing, sponsorship, communication, promotions, marketing etc

Target: Outline a range of volunteer position descriptions and assign members to specific club roles

Who's Responsible: Volunteer Coordinator

Commencement: 2011

Stakeholder Resources: Yachting Australia, Yachting Queensland, Council S&R, Department of S&R, Aust Sports Commission

Process:

- Following are a range of position descriptions recommended for the successful implementation of this plan
- It is recommended that general committee members are allocated a role, so that vital club tasks are being implemented by individuals with specific skills
- The following position descriptions can be used as a base that the club can build upon as the respective positions evolve
- Yachting Queensland and Yachting Australia can also provide template position descriptions
- Position descriptions are important to be utilised when approaching prospective volunteers to indicate what the role entails
- Position descriptions are also essential for the monitoring and assessing of current volunteers within respective positions, to ensure they are contributing effectively and being supported where required

President

- The principle leader of the club who has overall responsibility for the club's administration and management
- The President sets the overall annual committee agenda (consistent with the views of members), helps the committee prioritise its goals and then keeps the committee on track
- Lead and set an example for the whole club
- Manage and facilitate effective executive committee meetings
- Manage the annual general meeting
- Represent the club at all levels, maintaining a positive relationship with Yachting Queensland and Yachting Australia
- Act as a facilitator for club activities
- Ensure the planning and budgeting for the future is carried out in accordance with the wishes of the members and the club's planning documents
- Ensure compliance with all governing body requirements

Vice President

- Responsible for providing support to the president to ensure the club is operating appropriately
- Act in the president's role when they are unavailable
- Support and assist the president's role where possible
- Understand the club's situation and future plans and directions

- Ensure the club and the committee are operating in accordance with club policies and strategic direction

Secretary

- The key administration officer of the club who provides the link between members, the club committee and external stakeholders
- Organise all inward and outward mail and correspondence
- Carry out meeting procedures including agendas and minutes
- Write the annual club report
- Maintain all club records in an ordered fashion
- Word processing of all internal and external correspondence
- Organise administration equipment, supplies and keys

Treasurer

- Responsible for all financial aspects of the club
- Ensure that adequate accounts and records exist regarding the club's financial transactions including accurate and up-to-date records of all income and expenditure
- Coordinate the preparation of a budget and monitor it carefully
- Issue receipts and promptly deposit all monies received in the club's bank account
- Make all approved payments and invoice groups/members promptly
- Act as the signatory to the club's bank accounts, cheque accounts, investments and loan facilities (with at least one other management committee member)
- Manage the club's cash flow and be accountable for the club's petty cash
- Prepare and present regular financial statements to the committee at meetings
- Prepare financial accounts for an annual audit, and provide the auditor with information as required
- Prepare an annual financial report

Volunteer Coordinator

- Responsible for ensuring all volunteer positions with the club are filled and being carried out effectively
- Manage the development of the club's volunteers
- Identify required training courses for volunteer coaches, officials and administrators
- Improve communication between the committee and volunteers through a single point of contact
- Provide, explain and evaluate position descriptions to prospective volunteers
- Recruit new volunteers
- Assist, support and evaluate current volunteers
- Develop and manage a volunteer budget (ie accreditation, reimbursement for expenses, recognition and rewards, incentives etc)
- Develop and manage a directory of volunteer education and training courses
- Ensure all current volunteers document their role, knowledge and experience

Coach Coordinator

- Assisting to source new coaches for each team
- In conjunction with the volunteer coordinator, identify and organise accreditation and training courses for club coaches to attend
- Assisting club coaches to provide players with organised training sessions
- Ensure there is a range of suitable equipment that coaches understand how to use effectively
- Identify and assist in implementing come and try days to promote further participation with the club
- Outline development and representative pathways for the coaching staff and players
- Provide specific training sessions for club coaches to demonstrate new or different techniques
- Encourage the interaction of club coaches and players to learn from each other
- Communicate any issues club coaches may be experiencing back to the committee

Promotions Officer

- Responsible for identifying opportunities to promote the club, advertising, raising the awareness of sailing within the community, organising of promotional events and ensuring efficient communication throughout the club, its stakeholders and the community
- Networking with stakeholders to identify where the club can be promoted
- Networking with stakeholders to improve the identity, image and awareness of the club
- Organise promotional events within the community to promote sailing
- Develop an extensive database and distribution list of stakeholders
- Distribute relevant information to club stakeholders
- Compile all promotional material for the club so that they are professionally presented
- Create contacts and a positive working relationship with the local media
- Maintain the club's website and social media
- Maintain the club's network contact lists of stakeholders, current members, and past members
- Produce a regular newsletter

Sponsorship and Fundraising Officer

- Responsible for approaching businesses to organise sponsorship packages, reporting to sponsors, maintaining sponsors and identifying other opportunities for raising funds for the club
- Develop a professionally presented sponsorship package
- Approach businesses to source sponsorship for the club
- Report to the sponsors of how the club is promoting them and their services
- Identify new fundraising event opportunities in conjunction with the promotions officer
- Implement fundraising projects
- Develop a range of merchandise that the club can sell to fundraise
- Report on fundraising efforts and progress

Grants Writer

- Responsible for identifying grant programs, matching club projects to appropriate grants and submitting applications
- Identify a range of grants programs the club is eligible to apply for
- Liaise with the advisors from the grants programs to obtain information of how to apply
- Work with a range of volunteers throughout the clubs to obtain ideas for projects that are eligible to apply for funding on (ie facilities, equipment, accreditation courses, volunteer recognition, travel, junior representative players, come and try days, events to increase participation etc)
- Work with a range of volunteers throughout the club to obtain specific details and quotes for grant applications
- Develop and submit grant applications
- Obtain feedback when an application is not successful, so that future applications can be improved

Facility Manager

- Responsible for organising and managing the upgrades and development of facilities and infrastructure
- Create working partnerships with other stakeholders within the community that could benefit from the club's facility developments
- Identifying the next priority project to be implemented
- Obtaining designs and quotes for projects
- Working with the Income Officer to obtain funding for projects
- Managing all aspects of facility and infrastructure projects from the start through to completion
- Identifying any maintenance that is required
- Ensuring all facilities are of a suitable standard and safe
- Purchase and maintain ground maintenance equipment

Event Manager

- Responsible for organising and managing club events and social functions
- The event coordinator will need to develop an event subcommittee of individuals responsible for different aspects of events
- Organise and manage specific events, including planning, implementation and reporting
- Assist and provide support for the implementation of events being managed by members of the subcommittee
- Document procedures involved with organising events, for future reference
- Provide opportunities for volunteers and players to socialise after training
- Provide opportunities for all players, volunteers, sponsors and supporters to be involved in club social functions

Development Officer

- Responsible for developing opportunities for people to experience sailing, participate in competitions and sustaining junior participation that progress into seniors
- Creating links and competitions within local schools
- Organising or running introductory clinics for juniors at local schools
- Organising come and try days that incorporate learn to sail programs
- Liaising with Yachting Queensland and Yachting Australia to identify opportunities for further junior development
- Promoting pathways for juniors to progress as competitive and social sailors

Target:

Recognise and reward the contributions of all club volunteers

Who's Responsible: Volunteer Coordinator

Commencement: 2011

Stakeholder Resources: Yachting Australia, Yachting Queensland, Council S&R, Department of S&R

Process:

- This is an integral component of maintaining happy and fresh volunteers
- Recognition shouldn't be reserved for extra special achievements, but for volunteers who are simply carrying out their role for the club
- Determine what achievements the club would like to recognise volunteers for example:
 - Organising an event
 - Having fun whilst coaching or being an official
 - Work developing a grant submission
 - Gaining or maintaining a sponsor
 - Carrying out their position description
 - Long service within a committee position
- Ensure recognition is measurable, so the club can determine and justify who is recognised
- Determine what the recognition should include. For example:
 - A simple and sincere thank you – this goes a long way!
 - A sponsor or club water bottle, hat, key ring, shirt etc
 - Tickets to a show, movie or sporting event
 - An announcement at club events or functions
 - A notice emailed throughout the club's network
 - An article in the club's newsletter
 - A personal congratulations
 - A certificate of achievement
 - A nomination for a Council volunteer award

- A party or dinner for all volunteers paid for by the club (there are some grants that allow for a volunteer recognition contribution)
- Recognition can be as elaborate or simple as the club would like, however, it's important to be consistent and also to take into account the personality of who you are recognising, as some people are embarrassed by public recognition, while others love it

Target: **Implement an incentive scheme to encourage people to undertake volunteer roles**

Who's Responsible: Volunteer Coordinator

Commencement: 2012

Stakeholder Resources: Yachting Australia, Yachting Queensland, Council S&R, Department of S&R

Process:

- To provide incentives for people to volunteer with the club, it's helpful to understand what the research indicates why people volunteer:
 - To help others or the community
 - Personal satisfaction
 - To do something worthwhile
 - Fun
 - To be with family or friends
 - Social contact
 - Felt obliged / just happened
 - Use skills / experience or learn new skills
 - Gain work experience
 - To be active
- Using these research results, ideas and incentives that will allow the club to attract and maintain volunteers include:
 - Promote the benefits that the club provides to the community
 - Create and maintain an enjoyable atmosphere – have fun! (Read the book 'Fish' for further insight into this)
 - Provide rewards for volunteers based on their contribution – be imaginative and creative!
 - Member registration discounts
 - Club merchandise
 - Sponsor benefits
 - Education and training
 - Boat equipment
 - Develop a list of volunteer jobs that can be carried out and what the volunteer can receive in return
 - Ensure support is easily available if a volunteer is unsure what they need to do

- Ensure communication within the club is clear so misunderstandings are limited
- Provide annual induction and information kits and training
- Provide education and training courses to up-skill volunteers (eg coaches, trainers)
- Create links with the high schools to encourage older students to volunteer and gain experience with the club, in roles such as:
 - Develop and update the website
 - Develop and provide regular messaging on a social media page
 - Compile a regular newsletter
 - Assist in coaching
 - Club record keeping and administration
 - Boat maintenance
 - Assist in organising and running club events
- Appreciate and recognise all volunteers for their contributions
- Encourage older junior sailors to volunteer to assist the younger junior sailors within the club
- Carry out performance appraisals and focus on the volunteers' strengths, ways to improve their skills and their feedback for the club

Target: **Identify and provide opportunities for volunteers to attend accreditation, education and training courses**

Who's Responsible: Volunteer Coordinator

Commencement: 2012

Stakeholder Resources: Yachting Australia, Yachting Queensland, Council S&R, Department of S&R, Aust Sports Commission

Process:

- Identify a range of education and training programs that would be of benefit to members, for example:
 - Nutrition
 - Fitness training
 - Specific sailing or training techniques
 - Life coaching
- Identify a range of accreditation courses volunteers within the clubs require, including:
 - Coaching
 - Officials
 - Sports first aid
 - Boat licenses
 - Responsible service of alcohol
 - Food handlers
 - Club administration and management

- Sports leadership
- Administrative
- Volunteer management
- Financial
- Risk management
- Determine the details of providing programs including:
 - Costs
 - When and where courses are available
 - Opportunities to source presenters to deliver programs specifically for the club
- Often, if there are enough people within the club who want to participate in the same course, it can be run specifically for the club at your convenience
- Identify grants programs you can apply for to fund the accreditation courses and their timeframes
- Develop communication networks with training providers to receive information of upcoming courses and their requirements.
- Courses could also be made available to sponsors, parents and other stakeholders
- Advertise courses and opportunities through the club's networks
- Approach the Department of Sport and Recreation, Council, or other Government agencies concerning opportunities they may be able to provide for free education and training workshops

Target: **Create partnerships with local high schools and James Cook University to provide opportunities for students to gain skills and experience through club volunteer roles**

Who's Responsible: Volunteer Coordinator

Commencement: 2013

Stakeholder Resources: Local High Schools, James Cook University and James Cook University Student Association

Process:

- Skills that can be learnt through volunteering with the club can form a basis for career development of high school students
- Liaise with schools to determine how volunteering opportunities with the club can link with their curriculum
- Students may be able to obtain coaching, umpiring, refereeing or other volunteer accreditations through school and apply these with the club
- The school may be able to identify particular students that have an interest in the types of roles that they could gain experience with through the club, for example:
 - Develop and update the website
 - Develop and provide regular messaging on a social media page
 - Compile a regular newsletter
 - Assist in the learn to sail program

- Assist in organising and running home games or social events
- Examples of particular skills that could potentially complement students' learning include:
 - Leadership and management
 - Planning
 - Event and risk management
 - Administration and IT
 - Communication
 - Marketing and promotion
 - Networking
 - Teaching and coaching
 - Time management
 - Conflict resolution
 - Business principles

Target: Provide an annual induction and resource for all potential volunteers

Who's Responsible: Volunteer Coordinator

Commencement: 2012

Stakeholder Resources: Yachting Australia, Yachting Queensland

Process:

- Determine what is important to be included in the induction, such as:
 - History of the club's achievements
 - The club's goals and targets
 - What being a member and sailing with the club has meant to past members
 - What being involved with the club means to current members
 - The desired atmosphere, attitude and culture of the club
 - Behaviour and presentation
 - Development pathways
 - Sponsor requirements
 - Calendar of events
 - Development opportunities for volunteers
- For an induction to be well received, it needs to be professionally presented, enjoyable and motivational. If people perceive they are being lectured or disciplined, then their attitude towards the club may be effected
- Attract a guest speaker/presenter, or a high profile local or national sailor, to add a different aspect to the induction
- Provide a booklet that outlines the expectations – keep it fun and informative
- Positive outcomes from the induction will greatly depend on how it was delivered

- The club committee must lead and set an unwavering example to all members
- Reiterate the expectations at club events, so that volunteers are constantly aware of their responsibilities
- Ensure the expectations are passed on through club volunteers to members
- Monitor and respond to issues immediately that may contradict the expectations from the inductions

Target: **Explore the opportunities of providing paid management, instructor and administrative roles within the club**

Who's Responsible: Executive Committee

Commencement: 2013

Stakeholder Resources: Yachting Australia, Yachting Queensland, Council S&R, Department of S&R

Process:

- Position descriptions would need to be determined
- Wages congruent with the outlined roles and responsibilities would need to be set
- Information regarding wage payments, tax, superannuation and insurances would need to be obtained from a professional source
- An annual budget would need to be prepared that included the expenses of the paid roles
- Determine what increase in club income would be required to pay employees and how this could be sustained, for example:
 - Further sponsorship
 - Review of member fees
 - Opportunities for revenue raising from competitions
 - Fundraising events
 - Government or Council funding
- Liaise with Yachting Queensland and Yachting Australia to determine if there is any further funding or support they are able to offer for this role
- Determine the timeframes of the roles (ie, whether it's a short term contract or permanent role) Depending which option the club decides, will affect the quality and number of applicants
- Clearly communicate the role and responsibilities of the paid roles to members, particularly if their membership fees need to be increased to assist fund the position
- A fair, rigorous and transparent interview process would need to be conducted to employ suitable people
- Alternatively to employing people, the club could explore the benefits of contracting a consultant to carry out various roles, such as sourcing sponsorship, writing grant applications, implementing promotions etc.

3. Increase and develop the level of participation within the club

Sailing is a wonderful sport that offers families and people of all ages the opportunity to learn and have fun participating in. Through developing quality facilities, building on the programs the club currently offers and implementing a future plan of development activities, the club will have the potential to increase members and participation in a range of social and competitive classes.

Target: Conduct a number of promotional days throughout the year

Who's Responsible: Event Manager

Commencement: 2012

Stakeholder Resources: Yachting Australia, Yachting Queensland, Council S&R, Department of S&R

Process:

- Implementing promotional come and try days that allow potential new participants to see what the club and sailing is all about, is a great way of attracting new members
- Funding is available to conduct such events
- Plan the event with enough time to organise and advertise it
- Check the date of the event to ensure it doesn't clash with other significant events
- Make plans of how the event can run if it rains
- Contact club sponsors and stakeholders to determine if they can assist
- Organise to include at the event:
 - A well known sailing or local personality, to attract people to attend
 - Members to run sailing lessons and demonstrations
 - Volunteers to showcase and explain their boats and rigs
 - Catering to suit the time of the day (BBQ lunch, fruit and muffin morning tea etc)
 - Club committee members to provide information about the club
 - Flyers to include what the club provides, fees, when and where you sail, equipment requirements, club history, future plans, contact details and why the club exists
 - Newspaper and radio media to attend
 - Promotion of your sponsors
 - Giveaways for participants (ie balls, hats, socks, water bottles etc)
 - An attendance sheet for people to record their name, contact details, what class of sailing they're most interested in, their previous experience in sailing etc.
 - A representative from Yachting Australia or Yachting Queensland to attend
- Organise extensive advertising of the event
- Set up the event early on the day, well in advance of the starting time
- Incorporate as many people from the club as possible for the event to ensure everyone who attends enjoys themselves and wants to become a member
- At the end of the event, thank all those that have contributed and do a summary report of how it ran, to use for future events

Target: **Conduct a number of annual learn to sail programs that culminate in mini regattas**

Who's Responsible: Development Officer

Commencement: 2012

Stakeholder Resources: Yachting Australia, Yachting Queensland, Council S&R, Department of S&R

Process:

- A series of different learn to sail programs needs to be planned at the start of each year, so that these dates can be promoted in advance
- Learn to sail programs can follow on from come and try days, so that interested people have the opportunity to get further involved
- Programs can be structured to be a shorter 4-6 week period, or a longer 10-12 week period, depending who the club is targeting to be involved
- A mini regatta at the end of the learn to sail program will provide the new sailors with the chance to experience a racing situation
- Create plenty of hype and excitement around the mini regatta, to encourage the learn to sail participants to continue sailing after the program has finished
- The mini regatta can be run in conjunction with other club sailing events, to showcase what opportunities the club offers
- A number of mini regattas could be run for learn to sail participants, to make the transition to club member less daunting
- It will be important to promote the learn to sail programs widely throughout the club's network or members and stakeholders, plus through the community
- This is a great opportunity to attract new members through showcasing how much fun sailing is and teaching people new skills

Target: **Offer a range of corporate, school and social regattas, whereby teams are allocated a skipper in a class that requires a crew**

Who's Responsible: Event Manager

Commencement: 2013

Stakeholder Resources: Yachting Australia, Yachting Queensland, Council S&R, Department of S&R

Process:

- There are a number of potential one day regattas or short term competitions that can be organised to target different people to participate
- Target businesses and schools to create involvement
- Develop a competition plan and proposal incorporating:
 - Length and format of the competition
 - Who they would be playing against

- Who can be involved
- Days and times
- Length of time rigging, unrigging and on the water
- Rules and race format
- Equipment the club will provide
- Equipment the individuals would need to supply
- Training participants would need to undertake
- Contact the appropriate schools or businesses to determine their interest and support
- These events are an opportunity to promote the club, increase membership, develop new sponsorship and increase income
 - To begin with, the shorter formats may attract people simply wanting to trial the sport
 - An extensive advertising and marketing campaign would need to be implemented to promote the existence of the competition
 - Link with other sporting clubs to run the competitions at times when their members may be available to participate
 - Contact Townsville Enterprise and the Chamber of Commerce to determine how information about the competitions can be promoted through their networks
 - Encourage corporate involvement from Townsville businesses
 - Promote the event to the club's sponsors and encourage them to all enter teams
 - Sponsorship can be sourced to provide the winning team with a significant prize, along with random prizes
 - These would be a good events to create media exposure around
 - The advertising and marketing of the event would largely dictate if it was successful or otherwise
 - Approach Yachting Australia and Yachting Queensland to determine what support they may be able to offer
 - Explore the opportunities of attracting sailing personalities or local identities to be involved

Target: **Promote junior sailing opportunities and programs through schools**

Who's Responsible: Promotions Officer

Commencement: 2012

Stakeholder Resources: Yachting Australia, Yachting Queensland, local schools

Process:

- Identify which schools the club should target and who is the best contact person within that school
- Contact Yachting Australia and Yachting Queensland to determine what support they may be able to provide for school programs

- Contact representatives from the Townsville Secondary School Sports Association and the Townsville Primary Schools Sports Association
- Determine if club volunteers may be able to conduct learn to sail sessions in conjunction with school physical education programs
- Develop promotional material to be used through the schools, for example:
 - Flyers
 - Club information sheets
 - Newsletters
 - Advertisements for school publications
 - Stationery with the club's logo for school children
 - Water bottles with the club's logo to school teams
 - Hats and bags with the club's logo (could be donated to the school to be used as prizes or incentives for children)
- Contact each school to determine how you can promote the club (ie newsletters, publications, show bags, specific teachers etc)
- Setup an email distribution list with representatives from all schools
- Regularly forward information to the schools that can be promoted to students
- Ensure a functional level of communication with each school to ensure you don't miss any promotional opportunities when they arise (ie school fetes, publications, sports days etc)

Target: **Promote pathways to encourage junior male and female sailors to progress through classes and competition standards**

Who's Responsible: Promotions Officer

Commencement: 2011

Stakeholder Resources: Yachting Australia, Yachting Queensland

Process:

- Graphically map out the opportunities and development pathways for young children starting to sail, through to international sailing, such as Olympic events
- Utilise information and resources from Yachting Australia and Yachting Queensland that promotes involvement and development
- Include this information in promotional material that is distributed through the community and at come and try days for new and returning members
- Promote the pathways and opportunities at all appropriate club functions
- Use senior club members that have sailed at a high level, to present at learn to sail programs, come and try days, workshops or social events on their sailing experiences
- Promote local sailors that have progressed through the club and various representative levels as examples of development pathways within the club
- Use examples of male and female sailors at a national and international level to showcase the opportunities and experiences that can be achieved within the sport, for example:
 - Olympic Games

- Commonwealth Games
- America's Cup
- National Titles
- Sydney to Hobart
- Use video footage, power point displays, glossy flyers etc to highlight the fun that people can have through sailing

Target: Create a welcoming, inclusive and supportive club atmosphere for current and potential members

Who's Responsible: Executive Committee

Commencement: 2011

Stakeholder Resources: Club, Fish (the book)

Process:

- People join clubs to have fun and enjoy a sport
- All members and their families need to feel included within the club through integration
- Opportunities to integrate people can include:
 - Planned club social events
 - Providing nibbles to families whilst their partners or children are sailing
 - Encouraging families to have a drink whilst their partners or children are sailing
 - Taking new members and their families on an introduction tour through the clubhouse, rigging area etc
 - Providing an introductory booklet with interesting club information to new members and their families
 - Offering new members or families the opportunity to sail with other crews or in other boats
 - Introduction sessions for learn to sail parents and/or families
 - Encouraging involvement from the whole family in learn to sail programs
 - Assigning a volunteer with the role of welcoming and including new members and families
 - Assisting other members within the club where possible
 - Being friendly off the water, even if you've had a disappointing race result and are feeling grumpy
 - Go out of your way to 'make someone's day'

**If winning isn't everything, why do they keep score?
Vince Lombardi**

Target: **Implement a strategy to support and promote women and girls to participate on the water**

Who's Responsible: Development Officer

Commencement: 2012

Stakeholder Resources: Yachting Australia, Yachting Queensland, Council S&R, Department of S&R, Aust Sports Commission

Process:

- Sailing is a sport that can be competed at the same level between males and females
- A sub-committee within the club can be formed to implement a program that targets involvement in sailing by women and girls
- The program could include for example:
 - Come and try days targeting women and girls
 - Promotion through and links with all-female schools
 - Targeting sponsors such as fashion stores or accessory retailers
 - Creating incentives for women and girls to get involved
 - Promoting the achievements of women in sailing
 - Using female sailors as role models
 - Promote the opportunities for women and girls at a representative level
 - Link with other programs that promote the involvement of women and girls in sport
 - Provide awards for the achievements of women and girls within the club
- There are funding programs, such as the Australian Sports Commission's Women's Sport Leadership Grants, that specifically provide funding to develop opportunities for women and girls in sport

Target: **Conduct regular social events for all members and their families**

Who's Responsible: Event Manager

Commencement: 2011

Stakeholder Resources: Sponsors

Process:

- Identify and determine early in the year what social events can be implemented throughout the year
- These functions can double as fundraising events
- Start planning these events early to ensure they are well organised
- Social events may include:
 - A formal club dinner and ball
 - A season launch and presentation evening
 - Competition or championship functions

- Memorabilia auction
- Poker tournaments
- Family fun days
- Themed functions, such as valentine's day, mother's day, Halloween etc
- Dinners and entertainment at the clubhouse – catered roast, bbq, pizza, hungi etc
- Fancy dress sailing days
- Old time dancing nights
- Dancing competitions or lessons
- Talent and variety shows
- Low impact exercise classes such as yoga, pilates, tai chi or zumba
- Movies projected onto a big screen
- Major sporting events projected onto a big screen
- Sponsor events
- Trivia or bingo nights
- Food competitions – everyone brings a dish, eats and judges
- Involvement as a club with community events such as shave for a cure or relay for life
- Promote events extensively through the club to encourage people to get involved and have fun

Target: Provide coaching clinics, training and mentoring programs on specific aspects of sailing to retain and develop current members

Who's Responsible: Development Officer

Commencement: 2012

Stakeholder Resources: Yachting Australia, Yachting Queensland, Council S&R, Department of S&R

Process:

- Every sailor wants to develop or refine their skills, whether they are brand new to the sport or been sailing for many years, therefore providing coaching clinics, training and mentoring programs is a great way to attract and retain members
- Coaching clinics can be designed to be in small or large groups, target men, women or juniors, be for beginners, or relate to specific aspects of sailing
- Coaching clinics could be offered to:
 - Improve the skill level of sailors
 - Improve the enjoyment level of sailors through an increase in their individual skills
 - Allow members to learn more about sailing in a casual, fun environment
 - Increase the number of members accessing coaching in a group situation
 - Increase the number of members accessing individual coaching through wanting to develop further from the group sessions
 - Be included as a part of club membership

- Offer sessions before competitions, so members can practice what they just learnt
- Introductory coaching programs can be implemented that include specific technique aspects, followed by specific races to practice, then finish with refreshments
- These programs can operate over a 6-10 week period and culminate in a mini regatta
- These programs can be offered at specific times to target specific groups
- Promote widely throughout the club's members and stakeholders

Target: **Review and explore potential opportunities for new racing and class formats**

Who's Responsible: Event Manager

Commencement: 2013

Stakeholder Resources: Yachting Australia, Yachting Queensland

Process:

- As sailing includes many different classes of boats, it is important that the club remain open to including new class formats
- Integrating different types of boats into the club will encourage further participation in the sport
- Remain aware of changing national and international trends in sailing
- Adapt to changing trends – the attitude of 'this is how it's always been done' isn't conducive to long term sustainability
- Accept and consider proposals from members or potential members on the inclusion of new racing and class formats

Target: **Continue to purchase club boats in a range of classes**

Who's Responsible: Development Officer & Executive Committee

Commencement: 2011

Stakeholder Resources: Yachting Australia, Yachting Queensland

Process:

- Identify what boats the club requires that will encourage new sailors to get involved, and allow current members to progress or try different classes
- Obtain quotes for the cost of boats, to ensure quality at a good price
- Identify funding programs or sponsorship that may contribute to purchasing equipment
 - The Gambling Community Benefit Fund and Breakwater Island Casino Community Benefit Fund are ideal grants programs for purchasing boats
- Purchase the boats and adhere to warranty requirements (if new)
- Include an inventory of all boats and associated equipment

Target: Utilise resources and programs from Yachting Queensland and Yachting Australia to develop new and existing member skills

Who's Responsible: Development Officer

Commencement: 2012

Stakeholder Resources: Yachting Australia, Yachting Queensland

Process:

- Ensure close communication with Yachting Australia and Yachting Queensland to remain aware of resources available that may benefit the club
- Identify resources, programs and initiatives that may be useful for Yachting Australia and Yachting Queensland to develop and implement for the club. These may have broader benefits for sailing within the entire region, not just for the club
- Use the strategic initiatives of Yachting Australia and Yachting Queensland (as outlined within this document under the heading 'Yachting Australia and Yachting Queensland Strategic Priorities') when requesting support, to demonstrate how the support you are asking for can assist them to achieve their goals
- Utilise the range of resources provided on both organisation's websites
- Determine in what ways the resources Yachting Australia and Yachting Queensland provide can be best used for the club, for example:
 - Linking to their sailing promotions
 - Explore opportunities with the Tackers Program
 - Development officer or instructor visits
 - Provision of coaching courses
 - Provision of officiating courses
 - Skills sessions for sailors that are non accreditation based
 - Advice and support for club governance and administration
 - Volunteer seminars
- Continue to request assistance, support and resources from both organisations where required

Some people want it to happen, some wish it would happen, others make it happen

Michael Jordan

4. Enhance promotion and awareness of the club within the community

For the club to continue to be viable into the future, they will need to attract new members, volunteers and support through consistently implementing a range of marketing and promotional campaigns throughout Townsville, creating positive partnerships with club stakeholders and ensuring a constant and effective flow of communication with these stakeholders.

Target: Create links with other sporting clubs, schools, businesses and events that take place on The Strand

Who's Responsible: Executive Committee

Commencement: 2012

Stakeholder Resources: Yachting Australia, Yachting Queensland, Council S&R, Department of S&R, Aust Sports Commission

Process:

- Creating partnerships with other sporting organisations has the potential to increase interest and support in sailing
- Partnerships with specific stakeholders could include for example:
 - Schools
 - Inter school competitions
 - Learn to sail programs during physical education lessons
 - Promotion of the club to students
 - Providing work experience opportunities in volunteer roles
 - Active After Schools Program
 - Other sporting clubs and community events
 - Social sailing opportunities for teams or clubs
 - Participation in club social regattas
 - Promotion to their members to sail in their off season
 - Facility for club events
 - Council
 - Venue for workshops or seminars
 - Participation in corporate events and regattas
 - Support for projects
 - Promotion of club events through Council stakeholder networks
- To approach a potential partner with an idea, it is important to first develop a proposal
- Proposals to partner with other organisations need to be professionally developed and presented to the appropriate person
- Proposals may include:
 - What the club is proposing, for example:
 - Cross promotion to members
 - Involvement at club events
 - Sharing or hiring of facilities

- Providing volunteer training programs
- Networking between administrators
- Combined fundraising
- Linking events or promotions together
- The benefits each stakeholder will potentially receive
- The time, cost and commitment required from each stakeholder
- How the sport of sailing will be able to grow and benefit
- Communication and reporting processes throughout the project
- After the proposal has been presented, adjust specific details where required, to suit the two organisation's needs
- Document the final agreement
- Ensure the project is carried out in line with the agreement and communication between the two organisations is clear and ongoing
- Provide a summary or report on the outcomes of the project, to assist with future support

Target: **Enhance communication networks with current and former club members, volunteers, sponsors and other stakeholders for information distribution and promotions**

Who's Responsible: Promotions Officer

Commencement: 2011

Stakeholder Resources: Yachting Australia, Yachting Queensland, Council S&R, Department of S&R

Process:

- Communication networks are important to ensure club members, volunteers, sponsors and stakeholders are regularly informed and aware of club operations and events
- Identify who within the Townsville and broader community would benefit from email updates about the club
- Develop the club's network of stakeholder contacts, that could potentially include:
 - All current and former members
 - All current and former club volunteers and spectators
 - Yachting Australia
 - Yachting Queensland
 - Primary and Secondary Schools
 - Other sailing clubs across the State
 - Council and Councillors
 - State and Federal MPs
 - Other community and sporting organisations
 - Specific businesses and companies
 - Club sponsors

- Government departments
- Media outlets
- Make this list as extensive as possible, to promote as much interest in the club as possible
- Obtain stakeholder contact details from any source available including member registrations, a register in the clubhouse, through other stakeholders etc
- Ensure all information that is distributed looks professional, is relevant and not too lengthy
- Continue to update contact details and add new contacts as they arise

Email Distribution

- Determine groups of contacts you regularly distribute information to, for example:
 - Committee
 - Club volunteers
 - Entire membership base
 - External stakeholders
 - Media outlets
- Only forward relevant information to specific groups, to increase the likelihood that emails are read and not ignored or deleted
- Ensure the subject heading of the email is interesting to encourage the recipient to open it
- Incorporate a clear contents page so recipients can quickly browse to see what is included
- Employ a similar method to distribute information via text messages, including competition start times, results, upcoming events, reminders etc
- Research suitable phone plans that may include unlimited text messaging

Target: **Develop a positive relationship with local journalists and media outlets**

Who's Responsible: Promotions Officer

Commencement: 2011

Stakeholder Resources: Yachting Australia, Yachting Queensland

Process:

- The promotions officer would need to create effective contacts and develop a good rapport with the local media
- Meet the local sports journalists from:
 - Townsville Bulletin
 - Townsville Sun
 - Channel 7
 - Win
 - Prime Media (Zinc and 106.3)
 - Southern Cross Media (Hot FM, 4TO and Channel Ten)

- Invite and encourage media outlets to attend club competitions and events
- Regularly provide stories about the club that could be used in the media
- Utilise free community announcements and billboards
- Promote the inclusion of interesting types of sailing stories, such as:
 - Profiles of members and crews
 - Junior or school competitions
 - Articles from members on their experiences
 - The spread of member ages sailing
 - Different generations of one family sailing with the club
 - History of traditional inter-club rivalries
 - Club involvement in community events
 - Results or winning streaks
- Approach the local radio stations for support in promoting upcoming competitions, events and results – this could potentially be setup as an in-kind sponsorship arrangement

Target: **Create and implement interesting promotional opportunities for the media to report**

Who's Responsible: Promotions Officer

Commencement: 2011

Stakeholder Resources: Yachting Australia, Yachting Queensland

Process:

- The media are unlikely to approach the club for stories, therefore it is important for the club's manager to be proactive to encourage media exposure
- The club can create interesting promotional opportunities for the media to utilise, such as
 - Representative or exhibition games
 - Family days
 - Corporate challenges
 - Other entertainment during or after competitions
 - A sportspeople's dinner and sporting memorabilia auction
 - Season launch and presentation evening
 - Sponsor days
 - New regattas
 - Inter-club social events
 - Father and son or mother and daughter combinations
 - New school programs
 - Facility developments
 - Interesting photo opportunities such as a fancy dress sailing day
 - Dawn to dusk continuous sailing challenges for charity

- Write media releases and circulate to all media outlets around Townsville
- A template media release is outlined below
- Contact media outlets in relation to media releases to encourage journalists to do interviews, take photos or footage
- Have some fun with creating angles for the media to report on – the more original your idea, the more chance it will feature in the media

TEMPLATE MEDIA RELEASE

Friday, 28 October 2011

Headline Here

The headline should be a simple description of the release to capture attention

The first paragraph should set the scene of the media release and should contain the basics: What, Who, Where, Why and How in 25 words or less

The second paragraph should introduce a speaker by name and title and what it is they've got to say

"The third paragraph is a quote which expands on the introduction," Mr Jones said.

"This should be followed by a second quote to conclude the thought."

It is then a good idea to put in some background information in this next paragraph.

Add some more in this one.

"Another quote here can help to break up the release and gives the option of introducing some new information," Mr Jones said.

"One more quote is usually enough to round things off."

The last paragraph should provide a rounding-off of what the release was about.

ENDS...

Insert the details of the person who can be interviewed, where it is to take place and the time here.

For more information contact: The person who is coordinating the interviews. Make sure to put a land line, mobile number and email address.

Target: **Implement promotional campaigns to highlight the positives of sailing, create exposure and target specific population groups**

Who's Responsible: Promotions Officer

Commencement: 2012

Stakeholder Resources: Yachting Australia, Yachting Queensland, Council S&R, Department of S&R

Process:

- When implementing marketing and advertising campaigns, target specific groups or areas of the community and identify what details this group of people would find appealing, so that you can develop all promotional material from the aspect of 'what's in it for me'. For example:
 - Young children – fun, fun and more fun, development and health benefits targeting parents
 - General community – have fun, opportunity to meet people, become fitter, lose some weight
 - Corporate sector – increase fun and social aspects with colleagues, improve productivity whilst at work, decrease sick days, increase energy and strength to cope with long work days better
 - Seniors – social and fun aspects, improve general health, decrease risks of health related diseases, increase quality of life
 - Tertiary students – fun, social and a chance to blow off some steam
- Identify how you can best reach these specific groups and target advertising and marketing there. For example:
 - Come and try days
 - Information to specific businesses – determine who is the best contact within these organisations
 - Flyer distribution in the local area
 - Through established stakeholder networks
 - School programs
 - Flyers at retirement villages
 - Other sport and community groups
 - Signage and banners around town
 - Regular email, newsletter, website and social media updates
 - Open days or orientation periods
 - Health providers
 - Through other Council or government networks
- Television and radio advertising have the potential of reaching a lot of people, however, it is important to choose which station by the demographics they are likely to reach
- Always try to incorporate something within your marketing campaign to be able to measure the outcomes and success in relation to the expenditure, for example:
 - Vouchers to bring into the club

- Website traffic and hits
 - Mentioning an offer
 - Requesting of further information
 - One point of contact for the club
 - Products or services to give away
- When promoting the club, it is essential that all advertising looks professional, there aren't any spelling or formatting errors on the material, the logo and what you are offering is clear and there isn't too much information crammed into a small area
 - Be alert for opportunities that may arise to market the club through the community, such as local school events, community events, Government or Council events
 - Obtain as much exposure for the club through the media. A good relationship with the media will ensure positive exposure
 - Conducting come and try days, school promotions, business promotions, an information stall or raffle at shopping centres or attending community events are effective ways of raising the awareness of the club throughout the local community
 - Continually forward information to your networks about club events, achievements, changes and improvements and update appropriate website and social media pages regularly with this information

Target: **Enhance the club's website and utilise social media opportunities**

Who's Responsible: Promotions Officer

Commencement: 2011

Stakeholder Resources: Yachting Australia, Yachting Queensland

Process:

- Maintaining an up to date website has the potential to enhance the profile and image of the club through incorporating a range of appealing articles, race previews and reviews, player profiles, upcoming events and promotion of the club's sponsors. Social internet pages similarly create this opportunity to access and appeal to a broader cross section of the community.
- Ensure the website remains up to date and includes information that people would find interesting including:
 - Race previews, reviews and team lists
 - Articles that appeared in the media
 - Footage of race highlights and interviews
 - Tipping competition
 - Photos
 - History
 - Profiles of coaches, sailors, committee and volunteers
 - Draws, results and ladders

- Representative sailors
- Upcoming events
- Contact information
- Strategic plan
- Sponsors
- Links to other sailing websites
- Recognition of volunteers, members, sailors, spectators, sponsors etc

Social Media

- Maintain and monitor a club social media page such as Facebook
- Information included can be similar to that of the website
- Promote the page to all club stakeholders
- Constantly monitor the use of this and encourage it as a system of disseminating information, rather than a conversation
- Capture race action on film and upload this to You Tube, then promote on the website or other social media pages
- Explore other options, such as using a blog to promote race reviews or twitter to connect to a range of different people

Target: **Continue to circulate regular club newsletters that incorporate interesting and fun content**

Who's Responsible: Promotions Officer

Commencement: 2011

Stakeholder Resources: Yachting Australia, Yachting Queensland

Process:

- Continue to produce a regular newsletter for email distribution to include information such as:
 - Competition previews and reviews
 - Upcoming competitions and events such as family days
 - Recognition of individual, crew or club achievements
 - Education and training courses available
 - Member, coach, volunteer or team profiles
 - Submissions from members
 - Upcoming representative competitions or opens
 - Yachting Australia or Yachting Queensland promotions
 - Website updates and information
 - Sponsor news or offers
 - Website updates and information

- Sponsor news or offers
- General club news
- Recipes for healthy treats
- Reminders
- Administration requirements
- Boats for sale
- The newsletter can be circulated electronically by email, be posted on the club's website and hard copies distributed throughout the clubhouse
- Ensure the subject heading of the newsletter email is interesting to encourage the recipient to open it
- Incorporate a clear contents page of articles in the newsletter (if it's quite lengthy) so recipients can quickly browse to see what is included
- Create an electronic newsletter template that can be professionally sent via websites such as Campaign Monitor (www.campaignmonitor.com)

Target: **Promote the club to other sailing clubs throughout Australia to create tourist opportunities**

Who's Responsible: Promotions Officer

Commencement: 2013

Stakeholder Resources: Yachting Australia, Yachting Queensland

Process:

- Townsville is a wonderful tourist destination, particularly for sailing and even more so through our very mild winter
- Develop the club's communication networks to include clubs from all around Australia
- Particularly target clubs in the southern states and New Zealand that have a higher probability of members travelling around North Queensland in the cooler months of the year
- Use Yachting Australia and Yachting Queensland to determine if they can provide links to clubs or distribute information on behalf of the club
- Search club websites and directories to develop an email distribution list
- Phone clubs to obtain contact details to forward club information to
- Develop flyers and attractive promotional brochures advertising the club to tourists
- Regularly forward information to other clubs, encouraging them to pass this information on to their members
- Provide incentives for travellers to attend the club, for example:
 - Sail as a guest in a club race
 - Social races against club members
 - Race, food and drink packages
 - Invites to attend club social functions
- Advertise opportunities for travellers on the club's website and social media pages

- Organise events that can be marketed directly at travellers, so they can potentially plan to be in Townsville to attend
- Be welcoming and accommodating to visitors to the club
- Provide visitors with a welcome to Townsville pack with information such as:
 - Sites to visit
 - Places to eat
 - Activities to enjoy
 - Special offers or discounts from club sponsors
- Approach Townsville Enterprise and the Chamber of Commerce to determine if they can assist with tourist information and promotion

Target: **Utilise resources from Yachting Queensland and Yachting Australia to assist with promotion of the sport and club**

Who's Responsible: Promotions Officer

Commencement: 2012

Stakeholder Resources: Yachting Australia, Yachting Queensland

Process:

- Ensure close communication with Yachting Australia and Yachting Queensland to remain aware of resources available that may benefit the club
- Identify resources, programs and initiatives that may be useful for Yachting Australia and Yachting Queensland to develop and implement for the club. These may have broader benefits for sailing within the entire region, not just for the club
- Use the strategic initiatives of Yachting Australia and Yachting Queensland (as outlined within this document under the heading 'Yachting Australia and Yachting Queensland Strategic Priorities') when requesting support, to demonstrate how the support you are asking for can assist them to achieve their goals
- Utilise the range of resources provided on both organisation's websites
- Determine in what ways the resources Yachting Australia and Yachting Queensland provide can be best used for the club, for example:
 - Linking to their sailing promotions
 - Use of policy documents
 - Development officer or instructor visits
 - Provision of coaching courses
 - Provision of officiating courses
 - Skills sessions for sailors that are non accreditation based
 - Advice and support for club governance and administration
 - Volunteer seminars
- Continue to request assistance, support and resources from both organisations where required

5. Develop a range of revenue streams to increase income

To effectively implement the future facility and development goals, the club needs to increase their revenue stream in both the short and long term. This will be achieved predominantly through sourcing funding from appropriate grants programs, enhancing membership and participation, furthering their sponsorship and implementing effective fundraising events.

Target: **Implement a variety of club social events, functions and fun activities that enhance the atmosphere of the club and raise funds**

Who's Responsible: Event Manager

Commencement: 2011

Stakeholder Resources: Sponsors

Process:

- Given the future planned clubhouse developments, it is important that there are at least two major fundraising events organised for the year that are well planned and implemented successfully, along with a number of smaller, more regular events
- Identify and determine in advance what the two fundraising events for the following year will consist of
- Start planning these events early
- Potential major events may include:
 - Competitions or regattas
 - Hosting representative or exhibition races
 - A sportsperson's dinner/memorabilia auction
 - A formal club ball
 - A boat and water sport expo
 - A corporate challenge
 - A 12-24 hour continuous sailing event where participants source sponsorship
- Develop a projected budget for the event outlining the expenditure and expected profit
- Develop a project plan that outlines what tasks need to be completed, who needs to complete each task, when they are required to be completed and applicable costs or resources for each task
- The event manager should organise a committee to lead and manage the project, ensuring the project plan is being completed
- Develop an extensive advertising and marketing plan to promote and encourage involvement in the event
- After implementing the event, document a report outlining how it was implemented and the outcomes
- To complement the two major fundraising events, the club can conduct social functions that can also provide fundraising such as:
 - Season launch and presentation evening
 - Fancy dress or themed functions

- Fancy dress or themed sailing days
- Catered dinners with music and entertainment
- Old time dancing nights
- Dancing competitions or lessons
- Talent and variety shows
- Low impact exercise classes such as yoga, pilates, tai chi or zumba
- Movies projected onto a big screen
- Major sporting events projected onto a big screen
- Sponsor events
- Trivia or bingo nights
- Food competitions – everyone brings a dish, eats and judges
- Involvement as a club with community events such as shave for a cure or relay for life
- These events can incorporate a cover charge to attend, with a percentage covering the cost of the event and the remainder going towards fundraising
- Events can be advertised to be fundraising for specific projects, such as the new clubhouse
- Any idea for a function that will attract members or the general community to the club will also create secondary spending through the bar

Target: Identify and apply for appropriate grants on a regular basis

Who's Responsible: Grants Writer

Commencement: 2011

Stakeholder Resources: Yachting Australia, Yachting Queensland, Council S&R, Department of S&R, Aust Sports Commission

Process:

- Grants that may be available to the club are listed on the following page, along with website addresses to access further information
- They range in:
 - The amount of funding available
 - Club and project eligibility
 - When the club can apply
 - Information required for the application
 - Club financial contributions towards the project
 - The timeframes around when projects can be implemented
- Other programs will become available through different government departments and organisations at various times, so it is important that the club remains alert for opportunities

- Ensure the club is receiving correspondence from the Department of Sport and Recreation and Council's Sport and Recreation Officers, as they will regularly forward information about upcoming grants
- Appointing a Grants Writer will greatly assist identifying and submitting quality applications
- Always obtain feedback from the funding body when a grant was not successful

Program Name	Eligible Projects	Website	Approximate \$\$
Woolworths Fresh Food Kids Community Grants	Health eating, equipment	www.woolworths.com.au	\$5,000
Breakwater Island Casino Community Benefit Fund	Facilities, equipment	www.olgr.qld.gov.au/grants	\$5,000
Gambling Community Benefit Fund	Facilities, equipment		\$35,000
Women's Sport Leadership Grants	Programs, courses	www.ausport.gov.au	\$10,000
Queensland Country Credit Union	Flexible	www.qccu.com.au	Varying
Sport and Recreation Active Inclusion Program	Programs, courses, volunteers	www.sportrec.qld.gov.au	\$5,000
Sport and Recreation Infrastructure Programs	Facility developments		Minor: 75% of \$400,000 Medium: 60% of \$1.25 Million Major: 50% of \$4 Million
Sport and Recreation Disaster Recovery Program	Equipment or facilities effected by flooding		\$5,000 or \$20,000
Young Athlete Assistance Program	Junior representation		\$200
Australian Sports Foundation Sport Incentive Program	Facility developments		www.asf.org.au
Volunteer Grants Program	Volunteer recognition, equipment	www.fahcsia.gov.au	\$5,000
Local Sporting Champions Program	Junior representation	www.ausport.gov.au	\$500 - \$3,000
Townsville City Council Community Organisations Grants Program	Programs, courses, equipment	www.townsville.qld.gov.au	\$5,000
Townsville City Council Sponsorships and Partnerships Program	Programs, courses, equipment		Varying
Townsville City Council S&R Facility Assistance Program	Facility developments		\$10,000
Townsville City Council Grants for Excellence in Sport	Junior representative teams		\$150 - \$500
Regional Development Australia Fund	Facility Developments	www.regional.gov.au	\$500,000 to \$25 Million

- Download guidelines of the program to determine if the club and the project are eligible
- Contact the program's advisors to discuss your project and specific areas of the application you can focus on
- Most applications will require you to justify the need of your project
- Excerpts identifying projects within this plan will assist, as the plan incorporates extensive community consultation and prioritises the needs of the club
- Approach the Yachting Australia and Yachting Queensland to determine how they may be able to assist or support
- Obtain letters of support and survey members concerning their thoughts on the proposed project
- Discuss your project with the club's stakeholders and obtain their feedback and support
- Ensure you are thorough and cover all the requirements of the application in detail. For example, facility development projects will require clear designs and scope of works, evidence of land tenure, permission from the land owner for the project, 3 quotes from licensed contractors for each component of the project, building and development approvals, a budget including contingencies, a cash flow projection and evidence of funds if the club needs to allocate funding towards the project. Each component you can't show evidence of, decreases your probability of being successful
- Submit the application in the format requested and ensure you have attached all the relevant supporting documents
- If successful, ensure the project is carried out in line with what the funding body approved and record all expenses related to the project if the need arises to supply evidence of how the funding was used
- Keep in close communication with the funding body to advise how the project is progressing and adhere to their acknowledgement requirements

Target: **Develop sponsorship packages to approach, attract and retain sponsors**

Who's Responsible: Sponsorship & Fundraising Officer

Commencement: 2012

Stakeholder Resources: Yachting Australia, Yachting Queensland, Council S&R, Department of S&R

Process:

- It is imperative that sponsorship proposals are presented professionally and sponsors' needs are satisfied
- When sourcing potential sponsors, identify opportunities within the club for sponsorship, for example:
 - Club naming rights sponsor
 - Specific competition sponsor
 - Boat sponsors
 - Development sponsors
 - Learn to sail sponsors

- Regatta sponsors
- Social sponsor
- Clubhouse sponsor
- Identify businesses that would have the most potential to benefit from sponsoring a sailing club, for example:
 - Food/restaurant outlets
 - Retail stores
 - Chandlery stores
 - Health services
 - Banks
 - Outdoor and recreation stores
 - Businesses located on The Strand
- Develop a professionally presented sponsorship package that includes:
 - Details about the club including:
 - History
 - Season, competitions and tournaments
 - Participation numbers
 - Member demographics
 - Family involvement
 - Facilities
 - Junior and school involvement
 - Promotional and fundraising events
 - Strand usage statistics
 - Benefits the club can offer the sponsor including:
 - Exposure to a large number of members and their families
 - Use of sponsors' name in the media
 - Facility signage at the club
 - Prominent signage on boats that are sailing off The Strand
 - Logo on club dress shirts
 - Logo on club merchandise - shirts/hats/bags/stubby coolers etc
 - Acknowledgement at events
 - Logo on the website, newsletters, advertisements, flyers etc
 - Use of their venue for social functions
 - Opportunity to promote their services at club events
 - Distribution of information through the club's email network
 - Special privileges at competitions or events
 - Benefits to the club including:
 - Cash contribution
 - Contra products
 - Contra products to raffle

- Reduced cost of purchasing products for the canteen, equipment or apparel
- Different sponsorship options for different levels of commitment that provide differing levels of benefits
- Communication and reporting mechanisms of the benefits the sponsor is receiving (vital and often over looked)
- Approach businesses to present and sell the sponsorship package
- Ensure the package is presented professionally and be flexible with what you are willing to receive, but ensure you get value for the benefits you are providing
- Document an agreement with the sponsor outlining what both will be providing/receiving
- Ensure the sponsor is receiving the benefits outlined in the agreed proposal and the benefits are being communicated and reported to the sponsor. This will provide the club with the optimal probability of the sponsor continuing their sponsorship
- Include the sponsor in the club, for example invite them to club events such as the season launch, promotional come and try days, club competitions, annual presentation evening, regattas, social events etc

Target: **Develop a range of club merchandise for members, sponsors and families to purchase**

Who's Responsible: Sponsorship & Fundraising Officer

Commencement: 2012

Stakeholder Resources: Sponsors

Process:

- Identify a range of merchandise the club can produce for promotion. This could include:
 - Polo shirt (men's and women's)
 - Dress shirt (men's and women's)
 - Rashies
 - Wide brim hats or caps
 - Beach towels
 - Water bottles
 - Tubes of sunscreen
 - Travel mugs
 - Key rings
 - Stubby coolers
 - Coasters
 - Stationery
 - Temporary tattoos
- Obtain quotes for the purchasing of this equipment
- Source sponsorship to include on merchandise, particularly clothing

- Purchase equipment within the club's means. It is unlikely there will be grants programs that this is eligible through, unless it can be used as a volunteer recognition component
- Promote the purchasing of the club's merchandise at the clubhouse, at competitions, to sponsors, on the website, at community events, through the club's communication network etc

Target: **Promote the hiring of the clubhouse throughout the community**

Who's Responsible: Promotions Officer

Commencement: 2011

Stakeholder Resources: Council S&R, Department of S&R, Townsville Enterprise, Chamber of Commerce

Process:

- If this has not already been documented, determine the guidelines for hiring the facility, taking into consideration:
 - Cost
 - Set up
 - Clean up
 - When it's available
 - Breakages or damage
 - Liquor licensing
 - Inclusions and exclusions
- Carry out a risk assessment of hiring the facility
- Develop promotional material outlining what the clubhouse could be hired for, for example:
 - Birthday or anniversary parties
 - Weddings
 - Family reunions
 - Other sport or community group functions
 - Commercial businesses such as yoga, pilates, tai chi or group fitness trainers
 - Craft groups
 - Business functions, meetings or conferences
- Promote hiring broadly through the community via:
 - Club networks
 - Flyer drops
 - Newsletter
 - Website and social media
 - Media
 - Council
 - Posters

- Advertisements
- Ensure bookings for facility hire are handled professionally and the requirements and limitations of both the hirer and the club are clearly outlined
- Maintain the hire facility and associated equipment in presentable and working order
- Be as accommodative as possible to the hirer, as future recommendations through word of mouth is an invaluable and cost effective form of marketing

Target: **Review membership and race fees annually**

Who's Responsible: Executive Committee

Commencement: 2012

Stakeholder Resources: Yachting Australia, Yachting Queensland

Process:

- All clubs want to keep their membership fees as low as possible, however, it is important for the club to determine if the fees need to be increased to allow the club to progress and develop
- Carry out this process in conjunction with annual budgeting, taking into account major facility developments in the near future
- Taking into account the number of members in the club, the cost to maintain the club and the club's income, determine how much it costs for each individual to be a member
- Determine how much money from each membership is going towards the club and how much is going towards affiliation fees and insurance
- Ensure the club is receiving a reasonable percentage of funds from each membership that can contribute to the operation and development of the club for the benefit of the members
- Determine if membership fee payment options need to be offered, that may include:
 - An initial lump sum payment, then a weekly/fortnightly/monthly charge
 - An initial lump sum payment that covers the entire year
 - Regular direct debits from bank accounts
 - A regular payment system throughout the season
 - A payment when competing at each competition
- Are there added extras members can receive with their registration (eg sponsor discount cards, club merchandise, food or drink voucher etc)
- Be transparent by fully justifying and communicating any membership fee increases through documenting a clear list of the measurable benefits members will be receiving, such as shade over the green, clubhouse improvements or further playing opportunities. Don't lay cost increase blame on issues such as the global financial crisis, inflation or tax.

Target: Provide and promote food and beverage options for members of the public to purchase

Who's Responsible: Sponsorship & Fundraising Officer

Commencement: 2012

Stakeholder Resources: Council S&R, Sponsors

Process:

- Currently the licensed bar provides income for the club
- Expanding the food and beverage options has the potential to significantly increase this form of income
- Options could include:
 - A range of quality coffee
 - Fresh cakes
 - Healthy rolls, wraps and sandwiches
 - Pies, sausage rolls and pasties
 - Lasagne, quiche and salads
 - Milkshakes
 - A casual lunch menu
 - A casual dinner menu
- The club would need to determine the financial and human resources required to provide specific options and the potential profit
- Cafe style coffee and cakes would not require significant costs to establish and have the potential to offer a positive return on investment
- If choosing to provide a casual lunch or dinner menu, it could be offered on particular days or evenings initially to determine the feasibility (ie Friday, Saturday and Sunday lunch and dinners)
- This would also be dependent upon the capacity and limitations of the clubhouse kitchen
- The introduction of new food and beverage options can be used as a significant marketing tool, therefore organise a promotional and advertising campaign to target specific groups and a launch
- Consult with Council to determine if any licenses or permits are required



Target: **Implement long term facility fundraising through the Australian Sports Foundation**

Who's Responsible: Grants Writer

Commencement: 2011

Stakeholder Resources: Aust Sports Commission

Process:

- The Australian Sports Foundation (ASF) was established by the Australian Government to assist eligible organisations raise funds for the development of Australian sport
- The ASF is supported by the Australian Sports Commission (ASC) and is located on the ASC/AIS campus in Canberra
- The ASF is a company limited by guarantee and has an independent Board of Directors and eight team members
- Facility development projects will only be considered where:
 - The organisation has the authority to develop or contribute to development of the facility, that is, it has a renewable lease or ownership of land
 - The proposal is not subject to any legislative or administrative claim
 - The organisation has addressed environmental impact issues (if applicable)
 - Planning approval has been sought from the relevant planning authority
- Examples of projects that will be considered include:
 - Building new facilities such as tennis courts, football ovals, hockey pitches and sporting complexes
 - Upgrading, extending or relocating an existing facility, such as installation of lighting, irrigation systems, access for people with disabilities, spectator seating
 - Building ancillary facilities such as toilet blocks, shade structures, change rooms and pontoons.
- The ASF is unable to accept applications for facility projects which relate to:
 - The development of commercial areas such as bar, catering, retail and gambling
 - Administration areas
 - Recreational facilities such as playgrounds and cycle paths
- Projects registered with the ASF must be sport related. Matters relating to supporting everyday operational activities of clubs or commercial activities are unable to be registered with the ASF. In the case of developing a clubhouse, the ASF could register a facility development project with the club, including plans for the areas that will directly benefit the sporting nature of the club (changerooms, toilets, gym, storage areas). The commercial areas of the club (kitchen, dining, bar) could not be included in the ASF project.
- Most facility projects however, include a number of funding streams, possibly including state and local government, sponsorship, self funding and fundraising via the ASF. Subject to availability of other funding options, the facility upgrade could still go ahead in its planned entirety, with non-ASF funding used for the commercial areas.
- More information about the ASF can be found at <http://www.asf.org.au/>

6. Implement a range of club policies and protocols

To ensure the club continues to comply with required legislation, their duty of care for all members, operates sustainably and efficiently and can effectively manage a productive group of volunteers, it is important that relevant policies and protocols are formulated, communicated, updated and utilised.

Target: Document all current operating procedures for the benefit of subsequent volunteers

Who's Responsible: Volunteer Coordinator

Commencement: 2012

Stakeholder Resources: Club

Process:

- Identify and develop a list of everything that is organised to operate the club, for example:
 - Registering members
 - Preparation and operation of teams
 - Organising coaches
 - Learn to sail programs
 - Race day operations
 - Canteen and bar
 - Advertising
 - Promoting media exposure
 - Fundraising events
 - Sourcing sponsors
 - Applying for grants
 - Purchasing boats or equipment
 - Administrator payments
 - Meeting the requirements of Yachting Australia and Yachting Queensland
 - Newsletters
- Identify who currently organises each aspect
- Approach the respective volunteer to ask them to document the process of what is involved in organising their task
- Culminate all responses into the one document that is easy to navigate
- Ensure this document is saved and stored in a location that will not be lost as volunteers within the club change
- Promote this document throughout the club to assist volunteers with their roles
- Constantly update this document as procedures are improved or altered

Target: **Implement volunteer management protocols**

Who's Responsible: Volunteer Coordinator

Commencement: 2012

Stakeholder Resources: Yachting Australia, Yachting Queensland, Council S&R, Department of S&R, Aust Sports Commission

Process:

- There are a number of written policies and procedures that should be documented to assist volunteers, such as:
 - Club volunteer structure, responsibilities and authority, for example:
 - Who is responsible for what and who/how are particular decisions made
 - Orientation and induction for new volunteers, for example:
 - What is their role, who do they ask for assistance and how can they best contribute towards the club
 - Support structures for volunteers, for example:
 - What training is available, who can show them what to do and how do they go about asking for some help
 - Training appropriate for volunteer responsibilities, for example:
 - What courses are available for specific volunteer roles, what other aspects of the club might a volunteer like to learn about and what's required for specific accreditations
 - Reporting and accountabilities, for example:
 - What are the responsibilities of particular volunteer roles and what needs to be provided to the committee so that all the club's operations are transparent
 - Discrimination, complaints and disciplinary procedures, for example:
 - Conflict resolution between volunteers or players, damage of equipment or facilities or general complaints
 - Reimbursement of out of pocket expenses, for example:
 - Travel, phone, postage, food, drinks etc
- The majority of policies that the club needs are provided by Yachting Australia and Yachting Queensland. Other useful resources and templates can be found at:
 - Volunteering Australia www.volunteeringaustralia.org
 - Volunteering Queensland www.volunteeringqueensland.org.au
 - Queensland Department of Sport and Recreation www.sportrec.qld.gov.au
 - Australian Sports Commission www.ausport.gov.au

Target: **Ensure the club's child protection policy is current and complies with legislation**

Who's Responsible: Executive Committee

Commencement: 2011

Stakeholder Resources: Aust Sports Commission

Process:

The following advice concerning the responsibility of the club towards child safety has been supplied by the Australian Sports Commission. If the club is unsure of any aspect of child protection at any stage, it is advisable to seek professional, legal advice.

- Sport organisations and clubs have a legal and a moral responsibility (duty of care) to create an environment where children can have fun and be safe from any form of abuse while participating in sport.
- Abuse can occur in a variety of circumstances, however, research reveals that abuse is more likely to take place in organisations that have the following characteristics:
 - Limited resources
 - Poor coordination and consistency
 - Gaps between policy and practice
 - Inadequate policy and guidelines
 - Lack of specialised skills
 - Limited staff support
 - Unwillingness to listen to the child/complainant
 - Lack of information
- In addition, the Royal Commission into the NSW Police Service – Paedophile Inquiry in 1997 found that many organisations' procedures were inadequate. When allegations were made against a staff member, each organisation generally had:
 - A disbelieving and disparaging attitude towards complainants, particularly those in vulnerable positions
 - A disinclination to accept that any of its officers would engage in wrongful conduct
 - A concern as to the possible scandal which would arise as a result of investigation
 - A belief that it was better to 'fix' the problem from within
 - On occasions, a readiness to penalise an officer or employee who reported possible misconduct by another worker
- In order for sporting organisations to provide a safe environment for children and minimise the risk of child abuse, parents, coaches and sporting organisations need to implement measures that address the above points

- Yachting Australian and/or Yachting Queensland should be able to provide appropriate resources and training to assist the club with child safety. Other useful resources can be found at:
 - Commission for Children and Young People and Child Guardian www.ccypcg.qld.gov.au
 - Play by the Rules, making sport inclusive, safe and fair www.playbytherules.net.au
 - Australian Child Protection Legislation <http://www.aifs.gov.au/nch/pubs/sheets/rs14/rs14.html>
 - Queensland Department of Sport and Recreation www.sportrec.qld.gov.au
 - Australian Sports Commission www.ausport.gov.au

Target: **Ensure current club policies, including those adopted from Yachting Queensland and Yachting Australia are being promoted and utilised correctly**

Who's Responsible: Executive Committee

Commencement: 2011

Stakeholder Resources: Yachting Australia, Yachting Queensland

Process:

- Yachting Australia and Yachting Queensland provide policies for the majority of club requirements, including the code of conduct
- It is important that the club use these policies
- Circulate policies to club parents, volunteers, members and stakeholders to ensure they are aware they exist
- Include information about these policies in inductions
- When required, immediately act on club issues as outlined in the respective policy
- If policies are not used and communicated, they will not be of any benefit to the club
- The club needs to ensure they are operating by the law and adhering to the required policies
- Although it is easy for policies to be forgotten or at times ignored when volunteers are busy trying to run a club, it is imperative for the sustainability of the club that they are used and carefully followed

Target: **Implement regular member feedback surveys and planning reviews**

Who's Responsible: Executive Committee

Commencement: 2012

Stakeholder Resources: Club

Process:

- The club has prioritised the development of this plan, however, for the plan to be correctly used and beneficial to the club, it is vital there are annual reviews to determine:
 - What has been achieved
 - What hasn't been achieved as yet
 - What needs to be altered to continue to develop the club
 - Where have particular situations changed
 - What new challenges have arisen
 - Where do timeframes need to be adjusted
 - Are there any new targets that need to be included
 - Is the club operating as well as it could be
- It is great to be able to include all club members, players, volunteers and stakeholders into the future direction of the club, as we have done in the formulation of this plan, therefore it is advisable to annually:
 - Survey members – make it quick and easy
 - www.surveymonkey.com this is a great online survey resource that's free!
 - Conduct planning review workshops – include some food and ensure its pre planned to run to a set agenda
 - Talk to club volunteers, players and supporters to obtain their views and ideas for how the club is progressing
- The more people within the club you can incorporate into this process, the more people will feel ownership and pride in the club which will potentially lead to more volunteer participation in the future

**If you always do what you've always done,
you'll always get what you've always got**

Vicki Wilson

Implementation of this Plan

For the Townsville Sailing Club to experience the full benefits of this Strategic and Operational Plan, it is imperative that the following occurs:

Task	Timeframe
All targets and actions are implemented utilising the operational component of the plan	2011 – 2016
The club's goals and the plan is promoted to members, prospective members, sponsors and stakeholders	December 2011
All members of the executive committee and volunteers involved with the club have a copy of the plan and are aware of the aspects that relate to their role	December 2011
The plan is reviewed at the start and finish of each year	February and November annually
The plan is updated to reflect what has been achieved and where targets may change	November annually
Recognise and celebrate when specific targets have been achieved	Ongoing
Have fun and enjoy the ride of putting into action your club's goals	Always

It has been a pleasure developing this plan for the Townsville Sailing Club. Sporting Advantage sincerely hopes the club benefits through implementing the targets identified within this plan and you achieve your goals for future success. Remember to enjoy the ride along the way!

You Now Have the Sporting Advantage

Sporting Advantage is a sports consultancy business based in Townsville that provides professional planning, consultation, advice and an ongoing service to assist sport and recreation clubs and clubs with their future developmental aspirations.

Sporting Advantage consists solely of the managing director and North Queensland local, Luke Wilson. Luke's experience within the sport, recreation, health and fitness industry is surpassed only by his passion and enthusiasm for sport and recreation itself. This combination ensures Sporting Advantage's clients receive unwavering personal attention from a sports minded industry professional, dedicated to the future development of quality community sport and recreation opportunities.

In the years preceding the commencement of Sporting Advantage, Luke obtained a Bachelor of Sport and Exercise Science from James Cook University. He promptly began a successful career within the health and fitness industry in South East Queensland, firstly as an exercise physiologist and personal trainer, then as the manager of multiple health and fitness centres. Since returning to North Queensland in 2003, Luke has managed sport and recreation programs and assisted in the development of not for profit clubs and societies at James Cook University. He then expanded his role within the sport and recreation industry through the position of Senior Advisor and Acting Regional Manager with the Department of Sport and Recreation.

It was within this role that Luke identified the need for a quality sports consultancy business that understands the unique and constantly evolving challenges of regional sport and recreation in North Queensland.

Sporting Advantage PTY LTD
Luke Wilson BSpExSc
Director
PO Box 1697
Thuringowa Central BC QLD 4817
Phone: 07 4788 7196
Mobile: 0407 171 164
Email: luke@sportingadvantage.com.au
Web: www.sportingadvantage.com.au
ABN: 37 134 812 212
ACN: 134 812 212