



MANNERING PARK AMATEUR SAILING CLUB INC.

STRATEGIC PLAN 2020-25

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1. Forward

1.1 Formulation

The Mannering Park Amateur Sailing Club Strategic Plan was formulated in 2019 by Andrew Whitbourne. The process included a planning workshop, involving all key stakeholders. This broad involvement was intended to ensure that the objectives and strategies contained within the Plan were fully representative of the entire membership of the club.

The workshop was held at the sailing club and involved a number of informal discussions with varying groups of members. The information contained within this Plan was gathered from these workshops and from further consultation undertaken within the club.

1.2 Structure

This Plan is in four main sections, each of which answers an important planning question:

1. Snapshot of the club

Where are we now?

2. Purpose statement

Why do we exist? What do we do?

3. Guiding principles

What is important to us?

4. Action plan

Goals

What do we want to achieve?

Strategies / Actions

What are we going to do?

Key Performance Indicators

How do we measure our success in achieving our goals?

Responsibilities

Who is the club person responsible for achieving the goal?

Timeline

When is the task due?

Resources

How much money and what will be required to achieve this goal?

Q.A.

What records are to be kept to record progress?

1.3 Implementation and Monitoring

This Plan will be tabled at each Annual General Meeting in order to ensure that it is implemented throughout the year and that specified timeframes are being met.

Manning Park Amateur Sailing Club will also hold an annual planning review workshop in line with its AGM to ensure that this plan is updated each year.

Ongoing monitoring of the Action Plan is done via regular monthly or three monthly reports provided to the committee by the various sub-committees and delegated office holders. Reports are variously received from the Vice Commodores, Canteen Coordinator, Regatta Coordinator, Grants Officer and Training Coordinator.

2. Key Stakeholders

Manning Park Amateur Sailing Club will consider the following groups and individuals within this planning process.

- Ordinary Membership base
- Existing Junior sailing members
- MPASC Executive Committee
- Existing Junior sailing parents/guardians
- Local community – through public notice.
- Australian Sailing
- Club Sponsors
- Local Council and Councillors
- State Government member

3. SNAPSHOT OF THE CLUB

3.1 Organisational Chart

The Mannering Park Amateur Sailing Club is governed, in line with its constitution, by an elected Executive Committee and Ordinary Committee members whose numbers can vary from 2-5.

The Executive Committee is made up of the Commodore, Vice Commodore Yachts, Vice Commodore Catamarans, Vice Commodore Juniors, Secretary and Treasurer.

The Executive Committee and the Ordinary Committee members make up the club's committee and are elected annually at the club's Annual General Meeting.

The Commodore is responsible for the overall management of the club, including policy, directions and discipline.

The roles of the Vice Commodores Yachts, Catamarans and Juniors are to:

1. Support the Commodore as required and perform duties as written in the Club's Constitution.
2. Administer the operations of the yacht, catamaran and junior fleets respectively.
3. Coordinate the preparation of Sailing Instructions. Notify all members of any changes in the Sailing Instructions.
4. Prepare a Duty Roster for (a) Yachts and (b) Catamarans for each week of the sailing season and check that each boat or member is aware of their rostered date and confirm attendance.
5. Ensure a roster of a Duty Committee Officer for each week is compiled and posted on the Club's Notice Board and web site.
6. Ensure that each officer knows his duty

The Treasurer's role is to:

1. Apply for the NSW Maritime Licence in time for the season.
2. Receive membership and race fees. Provide a list of financial members and race entrants to the Race Committee and Secretary.
3. Prepare a budget for the year of income and expenditure.
4. Control expenditure and income for current year.
5. Prepare a monthly financial report for the Executive Committee.
6. Review the insurance cover of MPASC and ensure that all appropriate insurances are current and premiums paid.
7. Maintain the Club's bank and card accounts.

The Secretary's role is to:

1. Receive all membership applications.
2. Maintain a register of members' names, addresses and contact numbers.
3. Provide a list of members' names and addresses to the Public Officer.
4. Receive Boat Register Forms and maintain a Register of Boats and Safety Certificates.
5. Keep a list of all keys to the club. Receive all correspondence and reply to all relevant correspondence.

6. Prepare agendas for Club meetings. Keep minutes of all meetings. Post a summary of all Committee meetings on the Club's notice board.

Various Club Officers and Sub Committee members are elected at the General Meeting immediately following the AGM. These Club Officers and Sub Committees perform the week to week roles required to allow the club to function

3.2 Population and Demographics

2016 Census Mannering Park

People: 2,472.

Male 49.2%

Female 50.8%

Aboriginal or Torres Strait Islander 6%

Families 697

Average children per family 1.8

Median family weekly income \$1,310 (State average \$1,780)

The median age of people in Mannering Park was 41 years. Children aged 0 - 14 years made up 18.4% of the population and people aged 65 years and over made up 17.3% of the population.

Source ABS 2016 Census

3.3 Membership Profile

Club membership is made up of the following categories:

- 1) Full Senior Sailing Members
- 2) Junior Membership
- 3) Social/Affiliate Members. The social/affiliate members consist of parents of juniors, partners of sailing members as well as model yacht sailing and the fishing club fraternity.

The following table provides membership information in each of the membership categories:

Table 1. Membership Profile – 2019-2020	
Membership Category	Membership Numbers
1) Full Senior Sailing Members	78
2) Junior Members	21
3) Social/Affiliate Members	21
TOTAL CURRENT MEMBERSHIP	120

The club membership is made up of the following age and gender percentages:

- The club's current members range in age from 7 years to 85 years.

- 33% of the membership is over 60 years while 71% of the senior membership is aged over 40 years.
- The development of the Discover Sailing Program in the past five years has increased the numbers of members that are aged below 18 years. This age group now makes up 18% of the membership base.
- Of our senior membership 82% are male while 18% are female.
- The 2019-20 season junior membership is made up of 48% males and 52% females.

3.4 Financial profile

Recurring costs are funded through Club membership fees, race fees, regatta income and canteen income.

The Club sources various grants from State Government and Local Government permitting the Club to invest in Club infrastructure and equipment

3.5 SCORE Analysis

Below is an analysis of our *Strengths, Constraints, Opportunities, Risks and Expectations.*

<u>Strengths</u>	<u>Constraints</u>
☺ Capable skilled and reliable leadership team.	☹ Land area constrained by adjoining private dwellings and access required to sewerage pumping enclosure.
☺ History of positive financial management by the Executive Committee.	☹ Club and race fees are restricted by the local demographics.
☺ Operational management of club supported by a broad base of reliable and dedicated members	☹ Limited parking for members and visitors
☺ Leadership team successful in obtaining grant funding for Club projects	☹ Limited room for future expansion
☺ Good current and ongoing leadership	☹ Land owned by the NSW Lands Department and administered by Central Coast Council.
☺ Strong sailing knowledge base	☹ Aging membership
☺ Strong business and skills knowledge base	☹ Aging core of reliable and dedicated members
☺ Excellent club storage facilities	☹
☺ Excellent club house amenities	☹

<u>Strengths</u>	<u>Constraints</u>
<ul style="list-style-type: none"> ☺ Excellent open and secluded stretch of water for sailing ☺ Good and accessible foreshore rigging area ☺ Caravan park provides accommodation immediately beside the club ☺ ☺ ☺ ☺ 	<ul style="list-style-type: none"> ☹ ☹

<u>Opportunities</u>	<u>Risks</u>
<ul style="list-style-type: none"> ☺ Seek Regatta opportunities to increase club sailing profile and income. ☺ Seek funding from the area's licensed clubs who are required to assist community organisations. ☺ Seek sponsorship from organisations, who want to be seen as a good corporate citizens in supporting sailing for juniors and disabled sailors ☺ Expand on the growing junior base ☺ Develop a disabled sailing presence ☺ Provide a café/dining facility to the public 	<ul style="list-style-type: none"> ☹ Council fail to renew the 5 year lease ☹ Council puts unsustainable restrictions on our operations ☹ The public overrun our limited parking availability ☹ Membership declines through aging members not being replaced. ☹ Failure to develop a succession plan within management. ☹ Loss of key team members ☹ Increasing insurance and compliance costs

<u>Expectations</u>
<ul style="list-style-type: none"> ☺ The sailing club will be relevant to its members and worthwhile to the local community ☺ The sailing club will run a sailing program that is inclusive and supportive of all members, regardless of skills or ability, who own boats, or who are crew members. ☺ The sailing club will be inclusive and supportive to members by providing safe and secure facilities to socialize and be participants in sailing activities. ☺ The sailing club will have and implement policies relating to the safety of members and visitors to the club ☺ The sailing club will have procedures and practices in place to comply with legislative and regulatory requirements to operate

- ☺ The sailing club will provide and maintain equipment to run the sailing school, Saturday and Wednesday sailing schedule and the appropriate equipment for hosting regattas.
- ☺ The financial accounts of the Club will be kept current with clear identification of income and expenditure and presented to the members on a monthly reconciliation.
- ☺ The sailing club will remain commercially viable so it is capable of fulfilling its objectives and realising its opportunities.
- ☺
- ☺
- ☺

4. PURPOSE STATEMENT

The Mannering Park Amateur Sailing Club's purpose is to provide a welcoming and inviting atmosphere for the club membership and wider community, to primarily participate in the sport of sailing, while also providing the opportunity to engage socially.

5. GUIDING PRINCIPLES

The Mannering Park Amateur Sailing Club believes in adhering to the following guiding principles:

- The club must provide a safe and supportive environment for all members and visitors
- The club must accept and encourage members and visitors, regardless of their sailing abilities.
- The club members and visitors must be respectful of all other members and visitors
- The club must actively encourage and support the development of junior sailors
- The club must actively encourage and support female participation in sailing
- The club must actively encourage and support the development of programs to promote opportunities for sailing for the disabled.

6A. ACTION PLAN – SAIL TRAINING SAILABILITY

Goal	Strategies / Actions	Key Performance Indicators	Responsibility	Time Frame	Resources	Q.A.
1. Introduce 20 children to sailing annually through the Start Sailing Program.	<ul style="list-style-type: none"> Run two Start Sailing 1 & 2 four day courses per year Raise the Start Sailing retention rate Conduct surveys of all participants to gauge areas for improvement Conduct two learn to sail courses on Saturday mornings Progress the learn to sail participants to Saturday afternoon racing Develop a sailing pathway for progression from Learn to Sail to fleet racing 	<ul style="list-style-type: none"> Increase numbers by at least 10 juniors per year Retention rate of greater than 60% for the Start Sailing 1 & 2 Long term retention rate of 30% for the junior fleet. 	<ul style="list-style-type: none"> Executive Committee Senior Instructor Junior Committee Grants co-ordinator 	<ul style="list-style-type: none"> 5 years 	<ul style="list-style-type: none"> Two Senior Instructors Four Assistant Instructors RIB Rubber ducky 10 Open Bic Training fleet 5 Flying Ant Training Boats Development of surveys 	<ul style="list-style-type: none"> 3 monthly reports Participant surveys
2. Reduce juniors leaving the sport	<ul style="list-style-type: none"> Ensure training has fun activities incorporated Promote whole of water skills approach Actively encourage parental participation Conduct ongoing research into participation 	<ul style="list-style-type: none"> KPI Retention rates are maintained Active parental participation in sailing or volunteering 	<ul style="list-style-type: none"> Senior Instructor Assistant Instructors Junior Committee Grants coordinator 	<ul style="list-style-type: none"> Annually 	<ul style="list-style-type: none"> Funding for Junior Boat license Funding for Assistant Instructor courses Development of surveys 	<ul style="list-style-type: none"> 3 monthly reports
3. To have at least 50% of the junior fleet attending regattas in 5 years	<ul style="list-style-type: none"> Seek class regattas to be held at MPASC Encourage juniors to participate in local regattas 	<ul style="list-style-type: none"> First dinghy regatta in two years 10% of juniors travel to a regatta in year two 	<ul style="list-style-type: none"> Regatta Committee Junior Committee Senior Instructor 	<ul style="list-style-type: none"> Annually 	<ul style="list-style-type: none"> Boat transport trailer Club boats for charter 	<ul style="list-style-type: none"> Regatta committee reports

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Goal	Strategies / Actions	Key Performance Indicators	Responsibility	Time Frame	Resources	Q.A.
4. Have juniors participate in Race Management	<ul style="list-style-type: none"> Ensure regular AS officiating courses are conducted. Ensure students are given the opportunity to obtain their junior boat license. 	<ul style="list-style-type: none"> Juniors assisting race management. Juniors operating safety boats regularly 	<ul style="list-style-type: none"> Senior Instructor Junior Committee Grant coordinator 	<ul style="list-style-type: none"> Annually 	<ul style="list-style-type: none"> Grant funding for courses Commitment by committee to fund courses 	<ul style="list-style-type: none"> Member training records
5. Provide high level coaching for advanced juniors	<ul style="list-style-type: none"> Source AS accredited coach Source grant funding for coach Source grant funding to train member as coach 	<ul style="list-style-type: none"> Active participation by juniors in fleet regattas. Improving regatta placings 	<ul style="list-style-type: none"> Senior Instructor Junior committee Grant coordinator 	<ul style="list-style-type: none"> Annually 	<ul style="list-style-type: none"> Coach Grant funding RIB 	<ul style="list-style-type: none">
6. Provide training to allow juniors to become Assistant Instructors	<ul style="list-style-type: none"> Source grant funding Conduct Junior boat License training for students 	<ul style="list-style-type: none"> Junior participation in training assistance 	<ul style="list-style-type: none"> Senior Instructor Grant coordinator 	<ul style="list-style-type: none"> Annually 	<ul style="list-style-type: none"> Funding 	<ul style="list-style-type: none"> Member training records
7. Have Junior Assistant Instructors develop into Senior Instructors	<ul style="list-style-type: none"> Source grant funding 	<ul style="list-style-type: none"> Increasing Senior Instructor ranks 	<ul style="list-style-type: none"> Senior Instructor Grant coordinator 	<ul style="list-style-type: none"> 5 years 	<ul style="list-style-type: none"> Funding 	<ul style="list-style-type: none"> Member training records
8. Have juniors' parents participate in all club activities	<ul style="list-style-type: none"> Introduce parents into helping at the Start Sailing 1 & 2 program Introduce parents into helping children rig and unrig in learn to sail Conduct AS officiating courses 	<ul style="list-style-type: none"> The percentage of parents engaged in club activities 	<ul style="list-style-type: none"> Senior Instructor 	<ul style="list-style-type: none"> 5 years 	<ul style="list-style-type: none"> Funding 	<ul style="list-style-type: none"> 3 monthly report

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Goal	Strategies / Actions	Key Performance Indicators	Responsibility	Time Frame	Resources	Q.A.
9. Introduce juniors parents and mature aged participants to learn to sail classes	<ul style="list-style-type: none"> Initially introduce parents to assisting children Advertise and conduct Start Sailing 1&2 courses for mature age sailors 	<ul style="list-style-type: none"> Increased number of parents sailing Increasing number of mature age participants 	<ul style="list-style-type: none"> Executive Committee Instructors 	<ul style="list-style-type: none"> 5 Years 	<ul style="list-style-type: none"> Dinghy Training class RIB Rubber duck 	<ul style="list-style-type: none"> 3 monthly report
10. Provide coaching for existing mature age sailors	<ul style="list-style-type: none"> To provide coaching to existing senior sailors to improve their sailing and rules knowledge 	<ul style="list-style-type: none"> Better sailor performance in fleet racing Reduced on-water conflict 	<ul style="list-style-type: none"> Executive Committee Instructors and coach 	<ul style="list-style-type: none"> 5 Years 	<ul style="list-style-type: none"> Coach funding 	<ul style="list-style-type: none">
11. Research and implement strategies to improve retentions rates of senior member sailors	<ul style="list-style-type: none"> Actively engage members in club operational activities Actively engage members in club social activities 	<ul style="list-style-type: none"> Increased fleet numbers Increased after sailing club attendance 	<ul style="list-style-type: none"> Executive Committee 	<ul style="list-style-type: none"> 5 Years 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
12. Increase the disabled membership to reflect the community expectations	<ul style="list-style-type: none"> Work with the disability sector to promote our club Continue to promote an open and inclusive atmosphere at the club Work with NSW Sailability to promote our club 	<ul style="list-style-type: none"> Increased membership of those who identify as having a disability 	<ul style="list-style-type: none"> Executive Committee 	<ul style="list-style-type: none"> 5 Years 	<ul style="list-style-type: none"> Disabled amenities 	<ul style="list-style-type: none">
13. Have weekly disabled sailing races	<ul style="list-style-type: none"> Seek assistance from the disability sector 	<ul style="list-style-type: none"> Regular disabled sailing from the club 	<ul style="list-style-type: none"> MPASC committee 	<ul style="list-style-type: none"> 3 Years 	<ul style="list-style-type: none"> Approved jetty Disabled sailing boats Storage facility Safety boats 	<ul style="list-style-type: none"> Sailing program 3 monthly report
14. To develop the storage and toilet facilities for disabled sailing	<ul style="list-style-type: none"> Seek assistance from the disability sector Seek council approvals Prepare plans for club extensions 	<ul style="list-style-type: none"> New extension 	<ul style="list-style-type: none"> Executive Committee Grant coordinator 	<ul style="list-style-type: none"> 3 Years 	<ul style="list-style-type: none"> Disability sector Grant funding 	<ul style="list-style-type: none">

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6B. ACTION PLAN - YACHTS

Goal	Strategies / Actions	Key Performance Indicators	Responsibility	Time Frame	Resources	QA
15. Maintain and increase yacht fleet	<ul style="list-style-type: none"> Yearly skippers' meeting before setting sailing calendar, reviewing sailing instructions, forum for expressing fleet issues. An agreed handicapping method for yacht racing by skippers Timely results posted after daily racing Yacht racing events recognizing female sailors, crews. Recognition given to skippers and crew with yearly presentation. Provide a structure for socialization at the Club after yacht racing. Frequent communication with yacht skippers and crew by email and Club web posting. Ensuring club positions are filled with skippers and crew. 	<ul style="list-style-type: none"> Participation of skippers and crew in yearly review through email or attending meetings Participation of skippers and crew at annual Presentation. Number of female sailor and crew participating in female skipper and crew races. 	<ul style="list-style-type: none"> Vice Commodore Yachts Saturday Yacht Handicapper Wednesday Twilight Handicapper 	Yearly	Club infrastructure	Spring and Summer report on Key performance indicators from Vice Commodore Yachts
16. Provide a pathway for adults to become crew on yachts	<ul style="list-style-type: none"> Adult learn to sail program over six Saturdays with the Spring Sailing calendar Advertise program using Social Media 	<ul style="list-style-type: none"> Number of participants Completion rate of participants Number of participants finding a crew position. 	<ul style="list-style-type: none"> Vice Commodore Yachts Development Officer Adult Instructor 	Yearly	Dinghies borrowed or owned by club	Report by Development officer on KPI's to Commodore

6C. ACTION PLAN - CATAMARANS

Goal	Strategies / Actions	Key Performance Indicators	Responsibility	Time Frame	Resources	QA
17. Maintain and increase Catamaran Fleet	<ul style="list-style-type: none"> Yearly skippers' meeting before setting sailing calendar, reviewing sailing instructions, forum for expressing fleet issues Timely results posted after daily racing Recognition given to skippers and crew with yearly presentation Seek catamaran class regattas to be held at MPASC Weekly email to Cat Sailors recapping Saturday sailing and catch-up next week 	<ul style="list-style-type: none"> Participation of skippers and crew in yearly review through email or attending meetings Participation of skippers and crew at annual Presentation. Catamaran regattas are held as part of sailing program. Evidence of regular communication with cat sailors 	<ul style="list-style-type: none"> Vice Commodore Catamarans Regatta Committee 	Annually	<ul style="list-style-type: none"> Club infrastructure Club members 	<ul style="list-style-type: none"> Report by Catama Vice Commodore end of spring season and end of summer season

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6D. ACTION PLAN – CLUB FACILITIES AND OPERATION

Goal	Strategies / Actions	Key Performance Indicators	Responsibility	Time Frame	Resources	QA
18. To provide a dining and entertainment experience to the community	<ul style="list-style-type: none"> Seek council approvals Prepare plans for the club extensions 	<ul style="list-style-type: none"> New extension complete 	<ul style="list-style-type: none"> Executive committee Grants co-ordinator 	<ul style="list-style-type: none"> 5 years 	<ul style="list-style-type: none"> Grant funding Architect Engineer 	<ul style="list-style-type: none">
19. Develop succession planning strategy	<ul style="list-style-type: none"> Research successful strategies Consult with sports bodies 	<ul style="list-style-type: none"> Operating strategy 	<ul style="list-style-type: none"> Executive committee 	<ul style="list-style-type: none"> 12 months 	<ul style="list-style-type: none"> Research 	<ul style="list-style-type: none">
20. Develop and implement governance documentation	<ul style="list-style-type: none"> Research governance options Consult with A.S. 	<ul style="list-style-type: none"> Implemented Governance policy document 	<ul style="list-style-type: none"> Executive committee 	<ul style="list-style-type: none"> 12 months 	<ul style="list-style-type: none"> Research 	<ul style="list-style-type: none"> Governance reviewed and documented
21. Improve club health check scores	<ul style="list-style-type: none"> Review members expressed opinions Coordinate an approach to improve on low score areas 	<ul style="list-style-type: none"> Club Health check scores increase 	<ul style="list-style-type: none"> Executive committee 	<ul style="list-style-type: none"> 12 months 	<ul style="list-style-type: none"> Research 	<ul style="list-style-type: none"> Member health check scores recorded

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