

Darling Point Sailing Squadron



Towards 2032

STRATEGIC PLAN 2023-2032

STRATEGIC GOALS

OUR VISION

To be the premier volunteer-run community dinghy and skiff club in south-east Queensland

OUR MISSION

To create a successful, diverse, family-friendly club dedicated to sailors of off-the-beach dinghies and skiffs

OUR VALUES

Respect—We value each other's experience and knowledge.

Safety – We make safety a priority in all decision-making

Integrity—We act honestly and take responsibility.

Teamwork—We work as one crew to help each other perform.

Excellence—We exceed expectations and strive for the best.

Environment—We care for our waters.

PARTICIPATION

Increase participation in sailing through quality programs and competition

RESOURCING

Ensure our people and our facilities meet the future needs of our club

COMMUNITY

Foster relationships with our community and our strategic partners

SUSTAINABILITY

Plan for the Darling Point Sailing Squadron of tomorrow



STRATEGIC GOALS

PARTICIPATION

Increase participation in club sailing through quality programs and competition

RESOURCING

Ensure our people and our facilities meet the future needs of our club

CONNECTION

Enhance relationships with our community and our strategic partners

SUSTAINABILITY

Plan for the Darling Point Sailing Squadron of tomorrow

INITIATIVES

- To deliver quality programs that increase participation in our sailing pathways
- To conduct safe and efficient competitive sailing at all levels
- To provide inclusive sailing opportunities
- To maintain and upgrade existing facilities and equipment to meet future needs
- To develop the capacity of our people to operate our club and our Discover Sailing Centre
- To promote the club, its programs and its facilities to the wider community
- To build connections with our people, our sponsors, the sailing community, relevant government parties and like-minded organisations
- To develop and sustain our position as the local community sailing club in Manly Harbour
- To embrace the long-term requirements of the Olympic Masterplan and resulting legacy



PARTICIPATION	
Strategic goal: Increase participation in sailing through quality programs and competition	
Quality programs	
DPSS will deliver quality programs that increase participation in our sailing pathways.	
Strategies	Actions
Discover Sailing Centre Expand our offering of Discover Sailing Centre (DSC) courses and experiences to increase participation	<ul style="list-style-type: none"> • Design, cost and implement a marketing strategy to promote DSC courses and experiences to the wider community • Offer existing Australian Sailing courses and experiences to more people in the wider community • Deliver further Australian Sailing courses and initiatives to suit the club's pathway programs • Conduct two Discover Sailing sessions per year • Conduct two club open days per year to showcase club activities, facilities and resources • Increase the number of Tackers 1 and 2 courses each year • Increase the number of OutThere experiences and courses offered each year • Deliver the adult AS Start Sailing 1&2 course in partnership with local clubs
Pathway programs Develop and implement sailing pathways from DSC courses and club programs to club racing for children, youth and adults	<ul style="list-style-type: none"> • Design sailing pathways for children, youth and adults from entry level to club racing • Implement junior programs for progression at each step of the pathway to retain junior sailors • Continue to develop the junior 'Dolphins' program • Implement youth programs for progression at each step of the pathway to retain youth sailors • Implement an adult pathway program to retain adult sailors • Provide resources to implement sailing pathways : club dinghies, safety equipment, technology • Conduct twice-yearly try sailing days in classes sailed at DPSS for participants in pathway programs
Coaching program Develop and implement a club training and coaching program to benefit members	<ul style="list-style-type: none"> • Secure funds to employ a club coach • Employ a club coach to develop a coaching and training program for members • Provide coaching opportunities for members • Develop skills of members wishing to progress to higher levels of sailing • Secure funds to purchase technology for training and coaching purposes: e.g. GPS trackers and GoPro cameras

Competitive sailing	
DPSS will conduct safe and efficient competitive sailing at all levels.	
Strategies	Actions
Race management Identify and implement best practices in race management	<ul style="list-style-type: none"> • Liaise with AS Club Services Officer to identify best practices at club, state and national levels; identify like clubs implementing safe and efficient race management systems • Implement race management systems using best practices • Attract volunteers to participate in race management roles • Train volunteers to support race management through Australian Sailing and other related courses • Implement a mentoring program to train volunteers in race management • Annual update of Safety Operating Procedures and Incident Management Plan • Upskill volunteers in safety requirements of race management • Secure funding to purchase a suitable starter boat
Race participation Support members to grow in their knowledge and skill of competitive sailing	<ul style="list-style-type: none"> • Provide opportunities for those in pathway programs to participate in club racing • Provide race coaching for members on and off the water • Implement on and off-water race training sessions for members accessing latest technology • Conduct regular rules sessions to upskill members
Regatta venue Promote DPSS as a quality and affordable venue for state and national regattas	<ul style="list-style-type: none"> • Train and mentor volunteers to manage regattas at club, state and national levels • Design a regatta package for state and national regattas held at DPSS • Implement current best practices, including use of technology, to manage regattas
Inclusive opportunities	
DPSS will provide inclusive sailing opportunities.	
Strategies	Actions
Discover Sailing Centre Offer Discover Sailing Centre courses to a more diverse range of abilities	<ul style="list-style-type: none"> • Develop and deliver a marketing strategy that encourages people of all abilities to participate in DPSS pathway programs • Deliver Australian courses to a wider range of abilities • Provide resources to allow a wider range of abilities to participate in sailing programs
Partnerships Develop partnerships with a range of agencies to encourage participation in DPSS's pathway programs	<ul style="list-style-type: none"> • Determine relevant agencies that provide sailing experiences • Invite agencies to experience sailing at DPSS (e.g. BABI, Mates4Mates, • Liaise with Sailability Bayside to develop a program that includes participation of their clientele in DPSS's pathway programs • Provide resources for people of varying abilities to access DPSS pathway programs

RESOURCING

Strategic goal: Ensure our people and our facilities meet the future needs of our club

Facilities and equipment

DPSS will maintain and upgrade existing facilities and equipment to meet future needs.

Strategies	Actions
Club assets Maintain and replace assets as required	<ul style="list-style-type: none"> • Develop an asset management plan to maintain and upgrade assets • Secure funding to upgrade assets • Appoint a person to oversee managing of club assets • Conduct regular maintenance of facilities and grounds
Building and grounds Maintain and upgrade the clubhouse and grounds, improving safety, security and energy efficiency.	<ul style="list-style-type: none"> • Secure funding to upgrade clubhouse and grounds • Replace roof and install solar power • Install fans and air-conditioning inside clubhouse • Extend verandah and replace verandah roof, including a weather-proof BBQ area • Upgrade harborside rock retaining wall • Replace concrete ramp • Replace bitumen driveway from roadway to ramp • Install security cameras • Install sliding front gate and upgraded security access • Extend width of driveway from the road to gate • Renovate first floor to provide viewing area, conference facilities and improved storage • Create a visitors' area with information about the club and its programs • Install a lift to first floor to allow accessibility for all
Club boats Maintain and upgrade the club's boats, including support boats and learn-to-sail dinghies.	<ul style="list-style-type: none"> • Maintain current boats in good working order • Secure funding and replace support boats over ten years • Conduct annual safety audit of support boats and replace equipment as required • Purchase a boat suitable for starting races and for training purposes • Replace club sabots as required • Purchase dinghies as required for pathway programs
Club equipment Maintain and upgrade other equipment and furniture, such as the VHF radio system, safety devices and technology.	<ul style="list-style-type: none"> • Replace indoor and outdoor furniture considering future requirements • Install updated technology inside clubhouse including computers, audio visual systems, television screens • Replace VHF radios as required – base station, handhelds and in safety boats • Install NBN and Wi-Fi to allow connection on all club devices

	<ul style="list-style-type: none"> • Update and install race management equipment on start boat (e.g. VHF radio, flagstaff, flags, technology, timers) • Replace club's personal flotation devices as required
Capacity of our people	
DPSS will develop the capacity of our people to operate our club and our Discover Sailing Centre.	
Strategies	Actions
Club operations Enhance club operations to ensure continued safe and efficient running of DPSS	<ul style="list-style-type: none"> • Develop a governance framework considering best practices of like sailing clubs • Review governance framework annually • Develop a governance handbook • Provide committee members opportunities to participate in governance training • Review and update club Constitution • Determine committee and other roles and build awareness of these roles within the club • Provide volunteers with the skills and knowledge to operate the club successfully • Host training courses to upskill volunteers: e.g. First Aid, Powerboat Handling, Safety Boat, Race Management • Employ an administrative person to support club operations • Develop and implement an annual survey of members identifying areas of excellence and areas for improvement
Discover Sailing Centre Develop Discover Sailing Centre operations	<ul style="list-style-type: none"> • Provide instructors and aspiring instructors with the skills and knowledge to conduct AS courses • Develop a pathway program for instructors wanting to progress to coaching and to positions at higher levels of the sport • Develop a handbook for coaches and instructors supporting the pathways programs • Review annually Safety Management Policies, Integrity Policies and Operating Procedures as related to the DSC • Attain annual Australian Sailing accreditation of DSC

CONNECTION

Strategic goal: Enhance relationships with our community and our strategic partners

Promotion

DPSS will promote the club, its programs and its facilities to the wider community.

Strategies	Actions
DPSS programs Promote club events and programs to other sailing groups and like-minded community groups	<ul style="list-style-type: none"> • Determine which groups will benefit from being involved in DPSS programs • Develop a marketing strategy to promote club activities and programs • Liaise with sailing and community groups/organisations to promote club's programs and events • Update club website and social media sites to include promotional material
DPSS facilities Promote the use of the club's facilities to the wider community	<ul style="list-style-type: none"> • Promote facilities to allow for further use of clubhouse and grounds by wider community • Develop a facility package for potential users of the club grounds and facilities • Employ a person to manage and promote facility use • Host promotional sessions to encourage use of the facility by the community
100th Anniversary Celebrate DPSS's 100 th Anniversary in 2027 with members and the wider community	<ul style="list-style-type: none"> • Elect a 100th Anniversary sub-committee to research, collate and share DPSS's history • Elect a 100th Anniversary sub-committee to organise, promote and host celebration events

Build connections

DPSS will build connections with our people, our sponsors, the sailing community, relevant government parties and like-minded organisations.

Strategies	Actions
Our people Keep our members and supporters connected with the club and each other	<ul style="list-style-type: none"> • Develop and deliver a communications strategy to promote club programs, activities and events to members and supporters • Instigate a regular club newsletter for members and supporters via RevSports platform • Develop and instigate a new members' handbook/package, updated annually • Form a social committee to increase range of social experiences for members and supporters • Host regular members' and guests social events • Host members' and guests' social sailing events • Design and distribute an annual members' survey to understand how to build better relationships within and outside the club
Our sponsors Connect with sponsors to support club activities and programs	<ul style="list-style-type: none"> • Design a sponsorship package with levels of support for potential sponsors • Promote the club's activities and programs to potential and current sponsors • Host sponsors' sailing and social events to promote and acknowledge sponsorship opportunities and commitments

Like-minded organisations Connect with regular users of DPSS and community sailing groups	<ul style="list-style-type: none"> • Liaise and initiate events or programs with current club users to build connections between groups • Connect with Manly Harbour sailing groups to promote club's programs, pathways and events • Initiate inter-club challenges, both on and off the water
Government connections Connect with relevant government people with an interest in DPSS	<ul style="list-style-type: none"> • Engage local, state and federal members in club activities and marketing • Engage with officers of Transport and Main Roads Department to promote club activities and position in Manly Harbour

SUSTAINABILITY

Strategic goal: Plan for the Darling Point Sailing Squadron of tomorrow

Our position

DPSS will develop and sustain our position as the local community sailing club in Manly Harbour.

Strategies	Actions
Long-term tenure Extend the tenure of DPSS in Manly Harbour with Department of Transport and Main Roads (TMR)	<ul style="list-style-type: none"> • Elect a person or sub-group to liaise with TMR Harbour Leasing Management team to understand the lease application process • Employ a member of the legal profession to support DPSS's negotiations • Develop a Business Plan - plan of development, a business case and a financial capacity/capability report - as part of the request for lease renewal as per TMR policy • Negotiate with TMR to secure a long-term lease for DPSS on the current location in Manly Harbour
Future needs Create a club that will support the future needs of members and the community	<ul style="list-style-type: none"> • Investigate best practices of similar sports club designs that will enhance future practices of DPSS • Survey members on their ideas for a future club design • Plan and design a facility where technology, space and storage is better utilised • Build a modern facility that showcases best practices

Brisbane Olympics 2032

DPSS will embrace the long-term requirements of the 2032 Olympic Masterplan and resulting legacy.

Strategies	Actions
Olympic legacy Determine the position of DPSS in the lead-up and during the Olympics and the resulting legacy	<ul style="list-style-type: none"> • Elect a sub-committee to liaise with Australian Sailing, TMR and Manly Harbour clubs to support DPSS before, during and after the Olympics • Leverage interest in sailing before and after Olympics to increase participation at DPSS • Promote the facility as an Olympic venue before and after the event • Promote the legacy of the Olympics for sailing at DPSS and in Brisbane
Promoting DPSS Promote club facilities and resources for use leading up to the 2032 Olympics	<ul style="list-style-type: none"> • Develop a facility use agreement and costing for teams wanting to utilise DPSS as a training facility • Develop a boat user agreement and costing for teams wanting to charter a DPSS RIB • Promote the use of DPSS facilities and support boats to national and international teams • Invite Olympic sailors to engage with members and supporters to share their sailing experiences