

MCC Strategy & Five-Year Plan 2020

Rev F

Mission Statement - the purpose of MCC



Manly Combined Clubs provides a means for the promotion, support and co-ordination of the sailing events of the clubs based in Manly.

It also runs its own focused, affordable and quality program of racing and social experiences, specifically for keelboat, trailer sailer and multihull sailing.

MCC Vision



- The MCC Vision is that by 2025:
 - MCC is recognized as an inclusive organisation that engages with sailors and the community, within Manly and Moreton Bay
 - MCC is actively supporting new sailors and racers; and are providing a conduit for club membership
 - MCC is recognized as a one-stop location for the promotion and co-ordination of sailing events across Moreton Bay
 - The MCC Committee reflects a confederacy of enthusiastic and competent sailors and volunteers across the clubs that comprise MCC
 - MCC runs a focused, affordable and quality program of racing and social experiences, specifically for keelboat, trailer sailer and multihull sailing

MCC Values



- We are guided by our values
 - The Safety of our officials and participants is our highest priority, in everything that we do
 - Our sailing community should be approachable and welcoming; and shall encourage all to be involved
 - We expect everyone to be respectful and kind in their interactions with others, on and off the water
 - It is important to be future oriented and willing to consider new ideas
 - Decisions are made in the best interests of our sport and its participants, with due consideration of the need to provide value and to manage the load on volunteers
 - Our ethos is inclusive and unaligned, reflected in our open-minded, non-parochial and apolitical approach

MCC Stakeholders



- Volunteers – the key driving force
 - MCC Committee Members
 - Race Officers
 - Start/Finish boat owners
- Race & Event Participants
 - Owners
 - Crew
- The MCC Clubs – Committees and Staff
 - Moreton Bay Trailer Boat Club
 - Multi-Hull Yacht Club of Queensland
 - Royal Queensland Yacht Squadron
 - Trailer Sailor Club of Queensland
 - Wynnum Manly Sailing Club
- Other Moreton Bay Clubs
 - Moreton Bay Boat Club
 - Queensland Cruising Yacht Club
- The MBTBC Committee
 - Financial and Legal Accountability
- Sponsors

MCC Supporting Organisations



- Maritime Safety Queensland
- Coastguard and Rescue Services
- Australian Sailing
- Training Schools and Sailing Educators
- Software providers, e.g. SailSys, TackTracker, etc

Opportunities Identified (1)



- Improved Communication
 - Portal for information across the Clubs
 - Sharing of information
 - Cross Marketing and promotion
 - Engage with club members
 - MCC drive greater participation in each of the Club's key events
- Better Co-ordination
 - Dovetailing 'aligning' calendars
- MCC Operations
 - Seamless entry process with clubs being able to pull results out for their series
 - Agreed handicaps which are transferrable
 - Sharing of resources (race officers, boats, equipment, etc..)
 - Sail Pass – understand it and implement

Opportunities Identified (2)



- Program
 - Saturday racing
 - More use of windward marks
 - Course development - more sailing courses identified on the bay
 - Most Trailer Sailors can travel by road to events, remote from Manly
 - Cater for boats from those that sail cat 1 through to Trailer Sailors
 - Review how we define divisions – split by handicap?
- Increase Participation and Training – achieve potential numbers
 - Welcome packs
 - Build out participation in Div. 2 and Div. 3
 - Pathway out of sailing schools – entry into sailing
 - Buddy system for new entrants
 - Introduction to RRS – Sailing 101
 - Promote a constructive safety culture
- Review structure of the MCC organization
 - To meet the Vision, Mission and Strategy
 - Need a robust vehicle to deliver the series
 - Potential for new entity with shared ownership

Threats Identified



- **Volunteers**
 - Loss of focus by MCC Committee – trying to do too much
 - External parties/events distracting us from our key objectives
 - Volunteer fatigue
- **Cultural**
 - Not recognising the heritage of the Clubs
 - Fear we are trying to take business from the Clubs
 - Resistance to change
- **Participants**
 - Competing (non-sailing) activities
- **MCC Legal, Contractual and Operational Exposure**
 - Legal structure
 - Insurance
 - Compliance – yachting safety, land safety, Covid-19 compliance
 - AS imposing requirements for auditing etc.
 - Aquatic permits

Other General Points Raised



- Legal Exposure Matters
 - As consequence of recent events
 - Check out whether the MBTBC Club has sailing written into the Constitution of the Club
 - Public Liability for MBTBC – does it specify committees or officers of the Club, etc.
- Australian Sailing
 - Agreed Strength - Sailing Education
 - Need to establish/clarify the MCC relationship

Strategic Goals & Development Plans



- Goals and Objectives need to be cognisant of one or more of:
 - Governance and Processes (GP)
 - People and Training (PT)
 - Resources and Equipment (RE)
 - Communication and Promotion (CP)
 - Co-ordination and Planning (CO)
- Long-term (five year) and well as short-term (one-year) goals.
 - Focus is on achieving key objectives which are important to our strategy
 - Objectives must be measurable and broken down into actionable steps.
 - The action plan for each goal should specify who is responsible for implementing the strategy, a timeline for starting and ending the action, and how the outcomes will be evaluated.
 - Some objectives may not have any associated cost and/or income.

Strategic Goals – Governance & Processes



Goal	Type	Action	Led By and Due Date
GP1 - Approve and Implement this Strategy	Governance & Processes	Gain MCC Committee Approval and communicate this plan to stakeholders	Approved by MCC Committee 15/9/2020. CE to present to MBTBC Commodore and MBTBC AGM by 21/9/2020
GP2 - MCC Committee Broadened and Enlarged for the implementation of these Strategic Objectives	Governance & Processes	Recruit individuals from all Manly Clubs onto the Committee	CE to lead supported by DM & MM – due 17/11/2020
GP3 – Identify and Assess Potential MCC Structural Concepts	Governance & Processes	Consider options for Structure, Responsibilities and Accountabilities. Review/Determine Legal Liability and Insurances. Identify how best to interact with our key stakeholders and partners. Define options for MCC Committee consideration.	DM by 30/4/2021
GP4 – MCC Budget Prepared and Implemented	Governance & Processes	Budget prepared and approved, to meet Strategic Objectives. Leaders of other action items to submit estimate of costings, where appropriate.	LP by TBD
GP5 - MCC Meetings Reformatted	Governance & Processes	Review Format and Frequency of Meetings and/or other communication methods	SL COMPLETE
GP6 - Develop MCC Policies	Governance & Processes	Propose/Develop simple policies that reflect Vision and Values, for inclusion in the processes on the MCC webpage	MM COMPLETE

Strategic Goals – People & Training



Goal	Type	Action	Led By and Due Date
PT1 - Encourage more female participation	People & Training	Propose/Develop means/methods to achieve greater female involvement in all aspects of MCC, including support of female sailing events and leverage of AS SheSails programs	LP by 30/6/2021
PT2 - Greater engagement with our local community	People & Training	Propose/Develop options to achieve greater engagement with our local community, such as open days, themed events, pathways to sailing experiences, charity fund raising, support of causes.	DM by 30/6/2021
PT3 - Introduce new participants and provide supporting guidance. Provide additional support to MCC participants.	People & Training	Propose/Develop a program, including options such as seminars, welcome packs, coordination with sailing schools. Address resources and costs involved.	SL by 30/6/2021

Strategic Goals – Resources & Equipment



Goal	Type	Action	Led By and Due Date
RE1 - Review technologies to improve entry, results and sailing experience	Resources & Equipment	Review/Develop the way we use technologies such as Sailsys, Sail Connect and Tacktracker and others to best meet the needs of sailors and clubs. Identify resources required and costs.	MM by November 2020
RE2 - Gain financial support via Grants	Resources and Equipment	Identify appropriate qualifying bodies for grants. Identify grants and make applications.	LP - ongoing

Strategic Goals – Communication & Promotion



Goal	Type	Action	Led By and Due Date
CP1 - Promotion of Clubs and Club Events and improve Webpage to make it more User-Friendly	Communication & Promotion	Restructure MCC webpage to make it a hub for all events and easy access to all MCC documents and processes. Use it to encourage increased membership of all clubs. Promote suppliers/sponsors.	MW supported by CE and MM by 31/12/2020
CP2 - Improve communication with participants and clubs	Communication & Promotion	Identify how we can best use the webpage, emails, SMS, Facebook etc. to improve communication. Document in the form of a new Communication Strategy/Process	GB supported by CE by 31/12/2020

Strategic Goals – Co-ordination & Planning



Goal	Type	Action	Led By and Due Date
CO1 - Revise/Rationalise Bay Race Program and Courses	Co-ordination & Planning	Develop a freshened and focused program that does not compete with other events. Recommend which days sailed, types of courses and identify at least one MCC Signature Event each year. Introduce greater variety of courses.	DM by 17/11/2020
CO2 -Review Race Division Allocation	Co-ordination & Planning	Rationalise Divisions used for racing and determine the method proposed to allocate boats to divisions. Emphasis is on performance expectations of each division and basis for encouragement of participation.	DM supported by MM by 31/12/2020
CO3 - Introduce one Offshore Race/Event	Co-ordination & Planning	Conduct a feasibility study of potential options, including format, courses, approvals, insurances and liability. Ideally finishing at Manly. Consider timing with respect to typical weather/temperature and other offshore events. Review race and cruise options.	MM by 31/12/2020
CO4 - Improve Co-ordination of Events (Clubs and MCC) and Sharing of Resources	Co-ordination & Planning	Propose communication and coordination channels/processes, including methods and protocols to share resources and volunteers. Consider how qualifications of race officials identified.	CE by 31/12/2020

Evaluation



- The success of our Strategic Plan will be measured/judged by
 - The degree of achievement of each action and by their due dates (all achieved on time)
 - Make-up of MCC Committee (all clubs involved)
 - MCC Participation Growth (target 100%)
 - Club Membership Growth (via MCC introduction)
 - Survey Satisfaction Rates (crews and owners)
 - MCC Website Traffic (200% increase)
 - MCC Financially sustainable (meet or exceed budget)