

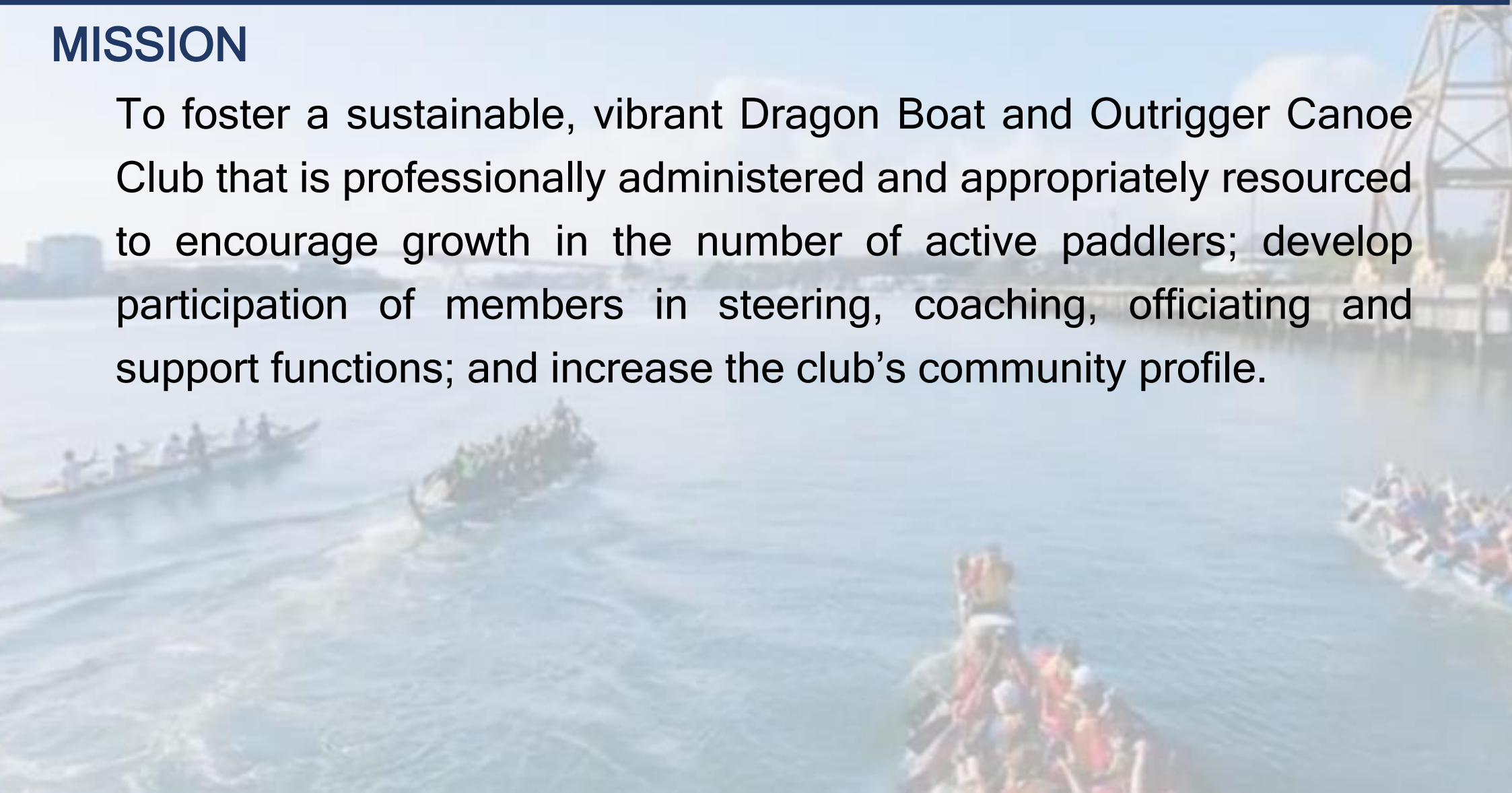


STRATEGIC PLAN 2021-2024

BRISBANE RIVER DRAGONS

MISSION

To foster a sustainable, vibrant Dragon Boat and Outrigger Canoe Club that is professionally administered and appropriately resourced to encourage growth in the number of active paddlers; develop participation of members in steering, coaching, officiating and support functions; and increase the club's community profile.



Our Vision

Provide a community club where paddle sports, specifically **dragon boating** and **outrigger canoeing** thrive; where people of all ages are welcomed; participation is supported and encouraged for general health, wellbeing, fitness, camaraderie, recreation, and team competition and where achievement at all levels is recognised.

Our Values

- **Commitment;** *to training, to the team, to being your best*
- **Respect;** *to self, the team, coaches, and the sport*
- **Courage;** *accept the challenge, push yourself and support others as they challenge themselves*
- **Inclusiveness;** *welcoming to all levels, showing team spirit*

STRATEGIC PILLARS



OBJECTIVES

- ✓ Ensure BRD's **sustainability**. Increase member numbers, generate income through membership, fundraising, corporate events, sponsorship, and access to grants. Maintain current equipment and facilities that are fit for purpose and support safe and inclusive participation.
- ✓ Promote and encourage **Development of members**. Improve member skills through individualised fitness and technique coaching; build the sport through development of coaches steerers and officials. Support and encourage representative participation in all facets.
- ✓ Enhance positive **Club culture**. Boost member communication, increase club engagement and encourage member responsibilities to foster shared ownership.
- ✓ Develop and implement good **Governance**. Maintain and further develop sub-committees; actively manage budget including long term projections; continuous review and improvement of policies, procedures, governance processes and IT systems.

OBJECTIVES			
Ensure BRD's SUSTAINABILITY .	Promote, encourage, and support DEVELOPMENT of MEMBERS .	Enhance positive CLUB CULTURE .	GOVERNANCE
STRATEGIES			
<ul style="list-style-type: none"> Grow the membership of BRD using specific recruitment strategies to target membership gaps. Seek donations, sponsorships, partnerships, and grants to support capital improvement, achieve strategic goals and comply with safety requirements. Build new boatshed to provide: <ul style="list-style-type: none"> improved storage and security of boats off water training facility dedicated boat maintenance area Undertake training, events, and awareness-raising activities to showcase the sports and the club. Seek opportunities to host corporate training, regattas and team building events. Plan and develop positive relationships with local council/councillor, relevant local clubs/societies (including other paddle sports clubs) and the media. Increase social media presence. 	<ul style="list-style-type: none"> Provide opportunities for paddlers to experience all aspects of paddle sport discipline (steering, stroke, leading warm up, benchmarking) Encourage the development of fitness and paddling skills. Support Dragons Abreast breast cancer members to achieve fitness and paddling goals. Develop member skills in the areas of coaching, steering, volunteering, and officiating including support for accreditation and training. Support upskilling through attendance at courses including first aid, governance, and boat licencing. Encourage and facilitate participation in regattas at local, regional, national level. Ensure a transparent team selection process for local, state, national, international and BCS regattas. 	<ul style="list-style-type: none"> Support the awareness of breast cancer through the inclusion and support of members of Dragons Abreast Brisbane (DAB) Enhance member communication through newsletters, social media, forums and in-person interactions. Provide ongoing information, guidance and social support during public health events that impact training such as Covid-19. Increase club engagement through group training and social activities. Encourage member participation in support function roles and facilitate ability to do so with training and policies (e.g. boat licence and support boat, towing) Provide competitive opportunities to participate in local, national, and international events Engage with local community, veterans/ services groups. 	<ul style="list-style-type: none"> Best practice governance which supports evidence-based decision making. Comply with all applicable statutory and legislative requirements. Comply with and, as appropriate, have input into the policies of state and national peak bodies including AusDBF, DBQ AOCRA, SQZone and DAA. Maintain currency with developments in the sport/s regarding rules, events, and activities; take an active interest in the administration of the sport/s. Proactively manage member welfare and safety. Maintain corporate knowledge for transfer to future committees Maintain and further develop sub-committees Actively manage and review policies, procedures, and governance processes Positive financial management and planning.
PERFORMANCE INDICATORS			
<ul style="list-style-type: none"> Secure additional lease to support expansion and construction of secure boat storage shed. Develop and implement a recruitment strategy. Establish/fill a Fundraising (corporate, grants and sponsorship) working group / role. Develop a register of appropriate grants. Apply for grants and pursue opportunities for sponsorships. Host at least one sports regatta a year Develop a social media/internet communication strategy Participate in at least one charity event each year. 	<ul style="list-style-type: none"> Coaching program incorporates varied training and benchmarking opportunities. Improve skills of coaches, officials and sweeps by actively promoting and facilitating training, leading to accreditation. Provide officiating experience and opportunities at one club run sports and any charity/ corporate regattas each year. Identify and mentor members with appropriate skills for committee and volunteer roles. Provide opportunities for members to gain skills such as first aid, boat licences Develop volunteers through mentoring and coaching in specific roles at regattas (e.g. marshalling, starting, announcing) 	<ul style="list-style-type: none"> Promote existing member communication pathways Update BRD website and manage events calendar Provide regular Management and subcommittee meeting updates to all members Survey members for improvement / development suggestions Develop/update and disseminate information and FAQs for support functions (e.g. towing, rib, clubhouse care, recycling, boat storage) 	<ul style="list-style-type: none"> Review BRD Constitution, by-laws and policies and update as required Ensure BRD is represented at DBQ/AOCRA/DAA meetings as required. Review BRD's organisational structure with specific focus on the roles and responsibilities of sub-committees Upgrade BRD website, membership management system and social media presence Maintenance schedule to ensure equipment is safe MC to set annual and long-range budget Bank accounts reconciled regularly, MC review expenditure each month against an approved budget. Acquit grant monies as soon as practicable upon expenditure.