



BALMAIN SAILING CLUB

**ANNUAL REPORT
2023-2024**





Commodore's Report

The past 12 months has been both a challenging and rewarding period for the Balmain Sailing Club.

Rewarding in that our sailing activities and the successes have strong momentum and challenging in that our resources were severely challenged by the need to bring forward the final repair and replacement work on the club's deck.

This project had to be brought forward because of the deteriorating condition of the deck's support beams and we achieved the goal of having it in place in time for the 2023 regatta which once again was a fantastic event with the addition of the Couta boats in the sailing fleet and the workboat convoy which goes from strength to strength.

But our aggressive timetable to complete the deck renovation in time for the regatta meant the work was funded entirely by the club's reserves and we are now in a period of necessary austerity as we rebuild our finances and the great response of members to the call to renew their membership early and make end of financial year donations has given this process a significant kick start. Thank you!

And as we go to press we are dealing with a new issue around the safety of the leaning brick wall between the club and our neighbours and our tireless secretary Colin Grove is working closely with council and our neighbours to have this safety issue resolved as soon as possible.

But the bigger picture is that the club premises is now in a better state than it has ever been after a decade-long process to renovate its internal and external facilities which means we can turn our attention to utilising the club to its full potential.

This has led to the committee discussing the club's future direction and priorities and I am pleased to be able to set those out in this report.

The term "future directions" often implies a change of direction when in fact it can be more useful to use the process to identify and have a plan in place for the sailing the course an organisation is naturally heading in.

This is true in our case with our improved facilities meaning we can now pursue the obvious priorities of growing and retaining our membership, effectively growing our hall hire business and re-energising the sailing school to provide a pipeline of new members. For this reason, we are Setting a Course, rather than changing direction.

The priorities and next steps for this course setting are set out in a separate document included in this year's report but overall our objective must be to make sure that people who engage with our club have a



rewarding experience - be they our existing members, people who hire the venue or those taking part in the sailing school.

If we aim towards this simple goal it means members will stay members, people will recommend the venue to others and sailing school graduates will become long term members and all those things add up to a successful operation.

And one of the ramifications of this focus on the experience the club provides rather than the infrastructure upgrades which have taken so much time and resources is that we will be calling on directors and members to reignite our volunteer spirit to help deliver on our promise of a rewarding experience.

We need skills in areas like communications, marketing and administration to name a few so we can take the services we offer to a higher level. Again, the skills we need are set out in the future directions plan included in this year's report and the intention is to add an extra layer of support to the work Dave Stenhouse does across the whole of our operations. I look forward to discussing our course setting ambitions at the Annual General Meeting.

In other activities, over the last 12 months the club has been involved with Hunters Hill Sailing club - and many other organisations - in arguing against a proposal to dramatically expand the Woolwich Marina and that is an ongoing process. We have also successfully negotiated with Australian Sailing for the BSC to be placed in a lower affiliation funding band which saves the club significant funds and I am grateful for the fair hearing we received from Australian Sailing.

We have also executed a new five year lease/licence with Transport for NSW which runs until mid February 2029. This lease relates to our deck, pontoon and the parts of the land on which the club premises is located and we are also in ongoing discussions with Inner West Council in respect of a new lease on the portion of the land it owns on which the premises is also located.

But of course the activity that brings us all together is sailing and Vice Commodore Chris Price details the year's activities in his report, but congratulations to Simon Oliver and Chantelle and the Odyssey crew for winning their division at Hamilton Island Race Week and also to Lyn Evans and team Sassy for their stellar performance in Auckland. Also congratulations to Ruth Lawrence, our recently appointed Women's Sailing Representative who with her crew drawn from clubs far and wide flew our flag at the Sydney Women's keelboat series and the S80 One Design Series in WA, both Lyn and Ruth's accounts of their experiences are included in this report.

We are also all enjoying the drone footage of our races and starts that Robert Kaley is capturing. I know how much we are all immersing ourselves in the footage to see where we went wrong (and right) and it's great to hear Robert is committed to continue to create the vision. Thank you!

On a personal sailing note, I took the leap into (virtually) unknown territory and raced in my first world sailing championship since 1989 - in the Fireball class Worlds in Geelong. My skipper Peter Moor and I



finished just on the right side of half way in a fleet of around 60 but our we achieved our personal target of a top 10 finish in at least one race in both the Australian's and The Worlds - we kept consoling ourselves with the knowledge that we were the oldest crew there.

A further sailing shout out goes to our energised dinghy fleet with nearly 20 boats, many crewed by new members now taking part in BSC winter series. The experiment to hold this series on alternate days to the keelboat races is an invitation that invites both yacht and dinghy sailors to compete in both forms of racing and it's great to see people are taking up the challenge.

As always, we are again in the debt of Dave Stenhouse who not only keeps the club running but has added chef extraordinaire to his resume this year with the fantastic Friday night dinner service. This is over and above his expanding expertise as a wedding planner as the number of people choosing to get married at our venue increases. One of our weddings this year had a celebrity guest in the form of our local Federal MP, Prime Minister Anthony Albanese.

My thanks as always on behalf of all of us go to our stalwart volunteer starters, Kathy, Sue and Marilyn and our licensee Tommy Richardson.

And to our committee, my personal thanks to secretary Colin Grove, Treasurer Ed Tacey, Vice Commodore Chris Price, Ray Miller, Sharon Harvey, Geoff Watkins and Chantelle Hodgson.

Ed and Chantelle are leaving the committee and we owe them both a special thanks for their passion and contribution. Ed has served as treasurer for six years of ambitious projects and unexpected challenges and he has gone to great lengths to ensure our financial affairs were always in the best possible order. To use a phrase appropriate to a treasurer's role, Ed, we are in your debt.

Chantelle is one of our most passionate members - and sponsor - and her contribution always goes above and beyond. We will miss her on the committee but are reassured that her passion for what we do goes on unabated.

A final note of recognition goes to our sponsors, Cobden&Hayson who have been with us for many years, SVITZER who are enthusiastic supporters of the Club and the Workboat Convoy, Mabuzi, Woolwich Dock and Octopus Marine.





Vice Commodore's Report

2023/2024 saw a full sailing calendar, with a total of 89 yacht races over 10 series, and 42 dinghy races over five series. Racing continued all year around excluding short breaks over Christmas and Easter, including 3 non-point score races and the Balmain Regatta.

The Twilight series in 23/24 was well attended for both racing and post-race at the club. A total of 20 races, with 34 yachts across 4 divisions, and 13 dinghies in their division. Yacht numbers remained the same compared to 22/23, however, the dinghy fleet decreased from 16 to 13. A highlight this year was the patronage of the club on Friday nights, which reflects the ever-increasing quality of the food and entertainment provided, thanks to the help of bar and kitchen staff.

The Afternoon series ran throughout the year with four Series. This has become very successful with a regular contingent of 12 yachts that start the weekend early.

The West Harbour series runs across Winter, Spring and Summer. This is a joint club series joined by Drummoyne, Greenwich, Parramatta River and Balmain Sailing clubs. Winter attracted the largest fleet with 54 yachts across four divisions. BSC also holds dinghy series in parallel to West Harbour with 7 to 10 sailors regularly competing. I would like to acknowledge the support for this series from DSC (*Alex, Ivan, and Committee boat*).

BSC ran three nonpoint scoring races, scheduled between gaps in the series: The Autumn Three Islands, Parramatta River Pursuit, and Spring Main Harbour Race. These one-off events allow us to use different courses and maximise our experiences on one of the best harbours in the world.

The 2023 Balmain Regatta was a racing and financial success with 56 entries, increased from 50 the previous year and a strong post-race event from sailors and the local community alike. The Pub Challenge was held as a division on the Sunday, with The London (Avalon) taking the win. Thanks to all the club volunteers and sponsors who helped continue to make Balmain Regatta one of the premier sailing events in Sydney, and it was a fitting moment at the regatta celebration to make a special mention of Ian Smith, who made his last regatta appearance at the helm of the historic 18 foot replica, Britannia.

The annual Skippers' Briefing was well attended and there were no protest hearings.

As is mentioned elsewhere and on our club website BSC members represented the club across a range of yacht and dinghy events including Hamilton Island, Australia Day Regatta, Pittwater Event, Sydney to Hobart, Auckland, West Australia and Geelong.

On behalf of the BSC committee and members, I would like to thank our Race Officers; Kathy, Sue and Marilyn, our Rescue Tender drivers Robert, Olivia, Katherine, Fredi and Cecelia, and our Racing Manager, David Stenhouse – who is the West Harbour's most committed and innovative sailing official and his continual efforts are essential for our racing program to be successful.



Treasurer's Report

The Club for the year end March 24 has seen the completion of a cash flow / capital investment cycle spanning the past three years. The usual balancing act of cash flow, grant money and operational finances continued this year, while also being the most challenging inflationary cost cycle to date.

Headline numbers show a \$ 199,570 Gross operating profit however when operating costs and relevant leasehold improvements totalling \$256,238 are taken into account this equates to an on paper net loss of \$27,127.

Trading income, while up 7.6 % to \$367,000 is offset by the cost to support that income going up 10.1 % year on year to \$167,000.

The above result is primarily a derivative this year as the Pontoon Project came to its funding conclusion. I call this out as it has been a deficit on the past 2 years cash flows of an average of \$91,000 per year or \$183,000 combined.

While this was expected, it has meant for the first time the committee took the decision to fund in arrears leasehold improvements based on forward cash flows. Or, to put it more simply, we have used our cash reserves and member funding to complete the ponton project to top up external funding support (grants).

Now this project is complete the club is set up to return to an on-paper operating profit in the coming years.

While we have managed to navigate this from a cash flow perspective it is clear from cost increases and modest revenue increases that we are not immune from the broader economy and this has been evident across the board.

Sailing school revenues are down year on year 8% from \$28,000 to \$26,000 while costs on balance have remained even . As an operating unit the school delivered a profit of \$11,500 down from \$13,400 Last year.

The bar revenue continues to climb, showing resilience to economic headwinds with profit rising 6.9 % up to \$43,000 from \$40,000 the previous year. This was supported by the ambient lift in regatta profit from the bar and I call this out separately in the passages to follow.

Membership revenues are flat year on year and which really should be moving upward based on price and the need to offset inflation in our cost base. While race fees saw a modest increase up \$600 on last year.



Combined operating profit from membership and racing activities jumped to \$87,000 from \$80,000 last year largely due to last year's one off cost increase in tender costs.

The regatta returned to a healthier profit in the order of \$5,3000 within its own cost centre. However due to the nature of how our cash and bar inventory is reconciled this is slightly misleading in isolation. When the event is reviewed wholistically across various revenue and costs, the total inbound revenue for the event totalled \$30 818 while costs to support that revenue were \$11, 466 leaving a contributing \$19,352 regatta profit based on the day itself.

A call out here to a number of volunteers who helped lift incremental profit in areas like the bbq and merchandise – which we managed to sell out of all historically stored stock along with the specifically procured merch as well. Not only do these elements help profit but equally build the BSC brand in the community. The Bar takings of \$8,680 on the day no doubt indicates a good time was also had by all.

Club operational costs have jumped 12 % year on driven by significant increases in building maintenance, electricity and cleaning. Further focus over the coming year will be required to contain costs where possible and search for relevant revenue offset / efficiencies where not.

Hall hire revenue continues to grow steadily at \$36,000, up 11 % year on year. However, the increased cost based to support that revenue meant that profit from hall hire activities has been more modest with a \$2,000 increase year on year but it is great to see the upward trajectory.

Function profit has been break even this year which is down coming off some stellar performances over the past two years based on one off club fundraising events that have involved on-water movie and promotional work. Given current cost pressures I would suggest the committee could look to an additional set of activities in this space in the year to come – targeting specific fund raising as its focus.

The setup of an online merchandise shopify store was also completed this year to encourage brand engagement in boat / club specific merchandise. While it made a small profit it has paved the way for future initiatives should the committee choose to expand the offering and to with a view of extending the club online merch offering – a big thanks to Chantelle for her help here.

From a cash perspective at the end of the financial year the club had \$5,800 cash at bank with \$35,000 of that being member funds.

And at the time of writing this cash position is similar at\$57,200

This is my last Treasurer's report in this tenure and over the past six years it has been a privilege to work with a great committee and volunteer group. A huge shout out to Dave Stenhouse for his ongoing commitment on the ground and driving of operations and day by day finances and to the commodore Campbell who has managed to connect us together as a committee with diverse interests and capabilities.



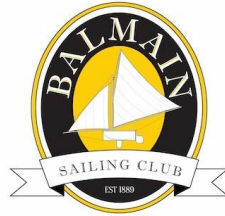
The club as a financial entity will need to extend its close focus on costs as we continue to be exposed to cost of living pressures that exist across the community. I have every faith the committee and management will continue to thread the needle on club profitability as they seek out ongoing improvements in the existing revenue and new opportunities in what continues to be a constrained operating environment.

As a community club I feel we continue to maintain our identity while staying true to the engagement of the sport of sailing in our little neck of the woods. Equally, I look forward to supporting in a non-official role initiatives outlined in the club's Course Setting initiative to expand the club's position in the community and set it up for new members into the future.

Thanks again, see you on the water,

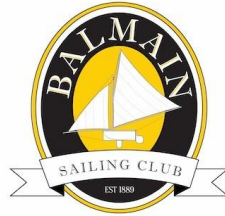
Ed Tacey

Treasurer



Profit and Loss Group Operations
Balmain Sailing Club Inc.
For the year ended 31 March 2024

Account	2024	2023	2022
Trading Income			
Bar Sales (No Inventory)	95,947.88	86,527.14	51,976.82
Donations	2,787.51	250.00	0.00
Food Sales	54,480.45	48,291.01	19,133.91
Function Income	5,920.81	16,158.19	10,000.00
Hall Hire	36,421.37	32,629.84	13,035.64
Interest Received	0.78	206.25	3.65
Keelboat Race Fees	28,752.74	28,150.95	27,911.27
Membership Fees	74,450.65	77,706.00	76,638.39
Merchandise Sales	5,028.52	0.00	0.00
Pontoon Project (ASF Donations)	24,740.38	3,612.50	31,617.52
Presentation Night	0.00	118.18	5,721.45
Raffle	1,432.45	6,578.41	4,970.47
Regatta Pub Challenge	4,000.00	5,580.00	0.00
Regatta Sponsorship	8,000.00	7,000.00	0.00
Sailing School Fees	25,906.02	28,222.98	22,214.52
Sponsorship	(800.00)	0.00	4,300.00
Total Trading Income	367,069.56	341,031.45	267,523.64
Cost of Sales			
Bar Contractor Costs	11,216.00	10,752.20	3,100.00
Bar Supplies	6,738.09	4,708.50	1,048.36
Beer	19,197.94	13,162.38	7,930.37
Food & Food Related	27,916.75	20,561.63	9,947.17
Fuel	1,565.28	1,428.73	753.61
Function Expenses	5,900.63	5,097.34	5,892.11
Hall Hire Expense	4,042.91	1,863.28	210.00
Kitchen Expenses	17,047.03	15,124.23	4,440.00
Merchandise Purchased (Caps/T's/Other)	2,117.92	0.00	0.00
Other Bar Supplies	800.00	0.00	0.00
Other Expenses	3,377.08	2,485.29	2,324.93
Other Racing Expenses	2,683.09	1,371.46	130.45
Prizes	9,578.78	7,982.71	6,290.45
Pub Challenge Expense	872.72	0.00	0.00
Regatta Expenses (5-3000)	5,747.96	10,254.51	0.00
Sailing Repairs	875.00	100.00	0.00
Sailing School Boat/Repairs	2,355.83	1,709.19	825.95
Sailing School Contractors	5,050.00	1,881.63	1,625.00
Sailing School Expenses	7,006.16	11,206.90	10,926.91
Spirits	3,857.49	2,028.73	3,019.28
Tender Expenses	652.69	8,033.35	1,649.31
Tender Operating Costs	6,591.09	5,862.00	3,530.00
Wine	11,224.24	15,724.26	8,539.23
YA Membership	10,977.27	10,736.37	13,295.91
Total Cost of Sales	167,391.95	152,074.69	85,479.04



Gross Profit		199,677.61		188,956.76	182,044.60
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Other Income

ATO-JobKeeper	0.00	0.00	2,000.00
Grant	22,000.00	50,000.00	0.00
NSW Community Sport Recovery Grassroots Sports Fund	0.00	0.00	1,100.00
NSW-Grant	0.00	0.00	23,500.00
Pontoon Project (IWC Refund)	7,583.64	0.00	0.00
Total Other Income	29,583.64	50,000.00	26,600.00

Operating Expenses

Annual Leave Expense	7,096.25	(1,145.60)	7,312.89
Bad Debts Written Off	2,283.95	0.00	0.00
Bank Charges	2.80	(0.80)	1.60
Bookkeeping Costs	3,296.96	3,300.00	3,150.00
Bookkeeping Software	876.25	798.81	712.95
Building Maintenance	22,498.96	15,066.66	6,397.84
Cleaning	8,631.37	5,916.35	2,265.00
Club Management	9,250.00	8,000.00	7,000.00
Council Rates	1,086.56	1,858.14	1,271.61
Electricity	5,789.31	4,483.12	3,350.54
Equipment under \$1000	1,187.59	0.00	0.00
Insurance	23,505.69	20,341.01	25,075.47
Interest Paid	0.00	1,200.00	602.23
Kitchen Consumables	425.31	1,737.85	151.55
Legal Expenses	0.00	2,250.00	0.00
Marketing Expenses	556.50	898.45	699.79
Memberships/Fees/Registration	(2,057.22)	1,332.71	168.00
Merchant Fees	2,224.11	1,795.89	1,401.80
Newsletter & Web Costs	2,179.20	1,586.23	1,552.61
Office Supplies	2,698.14	324.99	324.66
Pontoon Expenses	76,537.20	106,579.82	5,805.00
Rent	694.54	1,764.55	819.09
Security	200.00	0.00	0.00
Subscriptions	1,473.67	789.14	636.29
Superannuation	7,166.10	6,634.74	6,376.33
Telephone/Fax/Internet	4,158.46	3,965.33	3,519.34
TopYacht Charges	5,101.56	1,251.84	3,651.21
Wages and Salaries	65,895.08	63,901.33	64,512.65
Waste Removal	2,645.90	3,847.90	2,766.60
Water	984.37	1,522.62	916.03
Total Operating Expenses	256,388.61	260,001.08	150,441.08

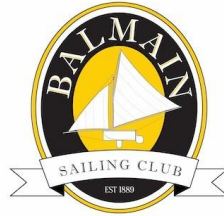
Net Profit		(27,127.36)		(21,044.32)	58,203.52
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Business Operating Units

Selective Break down of profit by Business Unit

Account	2024	2023	2022
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1. Sailing School



Sailing School Fees	25,906.02	28,222.98	22,214.52
Sailing School Expenses	(7,006.16)	(11,206.90)	(10,926.91)
Sailing School Contractors	(5,050.00)	(1,881.63)	(1,625.00)
Sailing School Boat/Repairs	(2,355.83)	(1,709.19)	(825.95)
Total Sailing School	11,494.03	13,425.26	8,836.66

Account	2024	2023	2022
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2. Bar

Bar Sales (No Inventory)	95,947.88	86,527.14	51,976.82
Beer	(19,197.9)	(13,162.38)	(7,930.37)
Spirits	(3,857.49)	(2,028.73)	(3,019.28)
Wine	(11,224.2)	(15,724.26)	(8,539.23)
Bar Contractor Costs	(11,216.0)	(10,752.20)	(3,100.00)
Bar Supplies	(6,738.09)	(4,708.50)	(1,048.36)
Other Bar Supplies	(800.00)	0.00	0.00
Total Bar	42,914.12	40,151.07	28,339.58

Account	2024	2023	2022
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3. Food

Food Sales	54,480.45	48,291.01	19,133.91
Kitchen Expenses	(17,047.0)	(15,124.23)	(4,440.00)
Kitchen Equipment	(1,573.48)	(673.48)	(673.48)
Kitchen Equipment at Cost	(1,899.00)	(1,899.00)	(1,899.00)
Kitchen Consumables	(425.31)	(1,737.85)	(151.55)
Food & Food Related	(27,916.7)	(20,561.63)	(9,947.17)
Total Food	5,618.88	8,294.82	2,022.71

Account	2024	2023	2022
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4. Membership & Racing

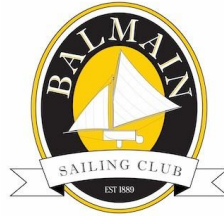
Keelboat Race Fees	28,752.74	28,150.95	27,911.27
Membership Fees	74,450.65	77,706.00	76,638.39
YA Membership	(10,977.2)	(10,736.37)	(13,295.91)
Memberships/Fees/Registration	2,057.22	(1,332.71)	(168.00)
Tender Operations			
Tender Expenses	(652.69)	(8,033.35)	(1,649.31)
Tender Operating Costs	(6,591.09)	(5,862.00)	(3,530.00)
Total Tender Operations	(7,243.78)	(13,895.35)	(5,179.31)
Total Membership & Racing	87,039.56	79,892.52	85,906.44

Account	2024	2023	2022
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5. Regatta

Regatta Sponsorship	8,000.00	7,000.00	0.00
Regatta Pub Challenge	4,000.00	5,580.00	0.00
Regatta Expenses (5-3000)	(5,747.96)	(10,254.51)	0.00
Pub Challenge Expense	(872.72)	0.00	0.00
Total Regatta	5,379.32	2,325.49	0.00

Account	2024	2023	2022
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6. Infra and Grants

Pontoon Expenses	(76,537.2)	(106,579.82)	(5,805.00)
Grant	22,000.00	50,000.00	0.00
NSW-Grant	0.00	0.00	23,500.00
Grant building upgrade	20,000.00	20,000.00	20,000.00
ATO-JobKeeper	0.00	0.00	2,000.00
Pontoon Costs	(3,090.91)	(3,090.91)	(3,090.91)
Pontoon Project (ASF Donations)	24,740.38	3,612.50	31,617.52
Pontoon Project (IWC Refund)	7,583.64	0.00	0.00
Total Infra and Grants	(5,304.09)	(36,058.23)	68,221.61

Account	2024	2023	2022
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7. Operations

Operations Management

Wages and Salaries	(65,895.0)	(63,901.33)	(64,512.65)
Superannuation	(7,166.10)	(6,634.74)	(6,376.33)
Club Management	(9,250.00)	(8,000.00)	(7,000.00)
Total Operations Management	(82,311.1)	(78,536.07)	(77,888.98)
Building Maintenance	(22,498.9)	(15,066.66)	(6,397.84)
Insurance	(23,505.6)	(20,341.01)	(25,075.47)
Cleaning	(8,631.37)	(5,916.35)	(2,265.00)
Telephone/Fax/Internet	(4,158.46)	(3,965.33)	(3,519.34)
Water	(984.37)	(1,522.62)	(916.03)
Electricity	(5,789.31)	(4,483.12)	(3,350.54)
Rent	(694.54)	(1,764.55)	(819.09)
Council Rates	(1,086.56)	(1,858.14)	(1,271.61)
Total Operations	(149,660.44)	(133,453.85)	(121,503.90)

Account	2024	2023	2022
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8. Hall Hire & Functions

Hall Hire	36,421.37	32,629.84	13,035.64
Hall Hire Expense	(4,042.91)	(1,863.28)	(210.00)
Function Income	5,920.81	16,158.19	10,000.00
Function Expenses	(5,900.63)	(5,097.34)	(5,892.11)
Total Hall Hire & Functions	32,398.64	41,827.41	16,933.53

Account	2024	2023	2022
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9. Others

Merchandise Sales	5,028.52	0.00	0.00
Merchandise Purchased (Caps/T's/Other)	(2,117.92)	0.00	0.00
Raffle	1,432.45	6,578.41	4,970.47
Prizes	(9,578.78)	(7,982.71)	(6,290.45)
Presentation Night	0.00	118.18	5,721.45
Total Others	(5,235.73)	(1,286.12)	4,401.47





Course Setting for 2024 and Beyond

'The Balmain Sailing Club is a place where everyone has a great experience'

After a decade focussing on renovating and rebuilding our facilities, it is time to turn attention to continually improving the experience of the people who engage with the club.

The objective of this Course Setting project is to secure the club's future by rewarding our loyal members, recruiting new members, widening the profitable use of our facilities and continually improving our annual Regatta.

We have identified four immediate priority areas and will appoint a Club Director to oversee each area and call for volunteers to help carry out specific tasks to achieve specific goals.

This is a targeted project designed to identify tasks and to personally get the work done. It is not about Blue Sky brainstorming or identifying tasks someone else should be doing and for this reason our priorities are all around incremental improvements to the activities we are already famous for.

FOUR PRIORITY AREAS AND TARGETS

Membership:

30 new long term members in the next 12 months.

Sailing School:

Lift net profit to \$20,000 and have at least 15 sailing school graduates become active sailing members.

Venue hire:

Lift net profit to \$40,000 and develop a business, marketing and compliance plan that means we hire the hall for profitable events with low risk of complaints, accidents or damage.

Balmain Regatta:

To continue to grow the event by attracting 150 sailing competitors, 10 pubs for the pub challenge, continued growth in the Workboat Convoy, more community members on shore, increased sponsorship revenue and a profit of +\$25,000

PRIORITY 1: Membership

'Retain our existing members and build a pipeline of new, long term members'

We will achieve this by:

1. Improving the club's sailing and social offerings to reward existing members for their loyalty
2. Re-engage with members who may have left by re-igniting their enthusiasm for the club.
3. Recruit new members through community marketing and sailing school.

Targets: Grow permanent membership by 30 people in the next calendar year.

Next steps:



1. Nominate a club director to have responsibility for membership.
2. Call for volunteers who can work with director and club manager in areas like:
(Example of the kinds of tasks director and volunteers could undertake:
Increased communications to members.
Improved rewards, prizes and recognition for sailing achievements.
Increased number of club social events and improved post race offering.
Changed fee structure to retain and reward older members and attract younger members.
(New fees for under 30s have already been introduced.)

PRIORITY 2: Sailing School

'The sailing school provides a steady pipeline of new members to the club and potentially and expansion into youth sailing'

We will achieve this by

1. Increase sailing school activities and marketing targeting families first and then children
2. More structured welcome and reward for sailing school attendees.
3. Structured pathway to competitive sailing on yachts and dinghies.
4. Eventual pathway to a sailing school program for children and competitive racing with other nearby clubs.

Target: 15 new permanent members through sailing school. Net profit of \$20,000

Next Steps:

1. Appoint a director with specific oversight of the Sailing School and call for volunteers to be involved.
2. Develop a plan to achieve goals with the existing Sailing School team, get their feedback and lock in their enthusiasm.
3. Present plan to the BSC committee.

(Example of the kinds of work Director and volunteers could undertake:

Upkeep of the sailing school fleet and equipment.

Instructors.

Administrative, marketing and communication support.

Design and delivery of welcome material, caps, certificates etc.)

PRIORITY 3: Venue Hire

'Develop a business strategy that increases hall hire profits to \$40,000 while reducing risk and limiting the kinds of functions likely to cause problems'

We will achieve this by:

Researching and understanding how we can grow hall hire revenue through targeting certain types of events and closely managing them.

Next steps:



Appoint a director to work with the club manager to develop and hall hire business strategy and call for volunteers to help execute it.

(Example of the work Director and volunteers could undertake:

Researching pricing offered by other venues to ensure we are competitive.

Understand compliance and safety risks and institute correct policies.

Develop marketing plans targeting preferred venue hire clients.

Develop catering and event management relationships.)

'To continue to grow the stature and participation both ashore and on water through marketing and delivery of a great annual event'

We will achieve this by:

1. Lifting the number of sailing entrants to 150 boats
2. Continuing to grow and support the Workboat Convoy.
3. Increased onshore community attendance.
4. Increase sponsorship
5. Increased participation in the Pub Challenge.
6. Increase profit to +\$25,000

Next steps:

1. Appoint a director responsible for the Regatta and call for volunteers to be part of the Regatta committee

Example of work Director and regatta committee volunteers could undertake:

Recruit and assign tasks to the Regatta Day volunteer crew.

Local area social media marketing to publicise the event.

Contact sailing associations and classes to drive entries.

Pre and post publicity.

Coordinate with sponsors and Work Boat organisers)





Balmain Sailing Club Management Committee Meetings 2023-2024

There have been 10 formal meetings of the Clubs Management Committee held since the AGM on June 21, 2023 until 30 June 2024.

Following the meetings the minutes were published on the club's website

DIRECTOR ATTENDANCE AT THE COMMITTEE MEETINGS:

POSITION	NAME	POSSIBLE	ATTENDED	APOLOGY
Commodore	Campbell Reid	10	9	1
Vice Commodore	Chris Price	10	7	3
Treasurer	Ed Tacey	10	7	3
Secretary	Colin Grove	10	8	2
Director	Ray Miller	10	10	-
Director	Chantelle Hodgson	10	8	2
Director	Sharon Harvey	10	10	-
Director	Geoff Watkins	10	5	5