

BIMSARA STRATEGIC PLAN 2026–2029

COMMUNITY SUPPORTING COMMUNITY



BIMSARA acknowledges the Quandamooka People, Traditional Owners and Custodians of the lands and seas where we work. We pay our respects to Elders past, present and emerging.

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WHO WE ARE

The Bay Islands Multi-Sport and Recreation Association (BIMSARA) was established in . by the SMBI community, for the SMBI community. We coordinate and support activities, events, and programs that help people connect, be active, and thrive.

In 2020-2022, we **broadened** our scope **beyond sport and recreation** to include general community support – using activities as a vehicle for inclusion and wellbeing.

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OUR IDENTITY

Vision: A connected SMBI community through coordinated & inclusive activities and recreational initiatives.

Purpose: To provide opportunities for the SMBI community to engage in activities and recreation in more ways. more often.

Values: Inclusion: We welcome and embrace everyone. We act openly and ethically; We lead collaboratively and embrace new ideas.

Culture Statement: We act with honesty, transparency, and respect, and lead collaboratively with courage and openness. Our culture is simple: community supporting community.



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OUR STRATEGIC FRAMEWORK

How this plan translates to action

- Identity: Vision, Purpose, Values, Culture
- Road Ahead: Goals → Strategic Priorities → Intended Impacts
- Indicators of Success to track progress
- Annual Operational Plans to deliver projects, budgets, and responsibilities
- Reviews: Quarterly dashboard; Annual report; Mid-term (2027); End-of-term (2029)

GOAL 2 - OUR PEOPLE

Grow and sustain meaningful relationships with our volunteers, members, and stakeholders

Priorities:

Grow & Activate Membership

Attract, Support & Retain Volunteers

Build High-Value Partnerships



Intended Impacts

A larger, more engaged membership base that feels connected and valued

Volunteers who feel supported, equipped, and motivated

Partnerships that add skills, resources, and reach to strengthen BIMSARA's community impact

Indicators

Membership growth and retention

Increased volunteer numbers and positive volunteer feedback

Clear volunteer roles and improved training/support

Number and quality of partnerships; partner-led initiatives

Stronger shared resources and collaboration across community groups



GOAL 3

OUR CONNECTION

Design and deliver a balanced program of activities and recreation that is appealing, accessible, and well-known across the community

Priorities



- Strengthen Promotion & Visibility
- Deliver a Balanced, Inclusive Program
- Build Community Awareness & Engagement

Intended Impacts

- Greater recognition and reach of BIMSARA's activities and initiatives
- A well-rounded program meeting diverse needs across ages, abilities, and interests
- A community that understands who BIMSARA is, what we offer, and how to get involved

Indicators

- Increased attendance at activities and events
- Higher digital and social media engagement
- Growth in enquiries and community participation
- Balanced program mix with strong uptake across demographic groups
- Community-driven ideas and collaborations increasing over time



INCLUSION & PARTNERS

Championing diversity, supporting connection, and strengthening community relationships

Inclusion & Community Wellbeing

BIMSARA champions diversity across cultures, ages, abilities, and neurodiversity.

We design programs and communication that are:

- Welcoming
- Affordable
- Accessible
- Supportive of all community members

We maximise community benefit by sharing equipment and resources across BIMSARA subcommittees and partnering organisations



Stakeholders & Partners

Our work is strengthened through collaboration with:

- Members, clubs, associations, and activity groups
- Volunteers and community leaders
- Participants and families
- Seniors, youth, schools, and educators
- Disability services and NDIS providers
- Culturally and linguistically diverse communities
- Redland City Council
- State and Federal government agencies
- Local businesses and sponsors
- Community and neighbourhood organisations

Our Partnership Approach

We seek partnerships that:

- Add skills, knowledge, or services
- Increase community reach
- Strengthen program delivery
- Build long-term community impact
- Support inclusion and accessibility across the islands



Implementation & Governance

Strong governance ensures this plan becomes reality and remains transparent, accountable and achievable.

Operational Planning

- Annual Operational Plans map out projects, budgets, and responsibilities
- Clear role descriptions for committee, subcommittees, coordinators, and volunteers
- Shared resources and consistent processes across BIMSARA teams

Monitoring & Reporting

- Quarterly dashboard tracking progress and indicators
- Annual report to members, partners, and the community
- Mid-term Strategy Review in 2027
- End-of-term Evaluation in 2029

Risk & Compliance

- Updated and contemporary policies and procedures
- Financial oversight including annual budgets, cashflow monitoring, and acquittals
- Safety, safeguarding, and privacy compliance
- Alignment with grants, regulations, and partnership agreements 

DECISION-MAKING & IMPLEMENTATION

Ensuring clarity, alignment, and strong delivery across all BIMSARA initiatives

Strategic Decision-Making Tool

Before any new idea, activity, or partnership proceeds, BIMSARA uses a simple but effective 4-step assessment:

1. Alignment

Does this idea align with our Vision, Purpose, Values, and Strategic Goals?

- If yes, proceed to Step 2
- If no, decline or park for later review

2. Responsibility

Is this BIMSARA's role to lead, support, or partner on?

- If yes, proceed to Step 3
- If no, refer to another organisation

3. Capacity

Do we have the resources (people, funding, time) to deliver it well?

- If yes, proceed to Step 4
- If no, explore partnerships or schedule for a future date

4. Value

Is the community benefit significant enough to justify the cost, time, and risk?

- If yes, include in the Operational Plan
- If no, do not proceed

This ensures all initiatives are strategic, achievable, and beneficial for the SMBI community.

SUMMARY

BIMSARA is a volunteer-driven, community-focused organisation dedicated to strengthening the wellbeing, connection, and vibrancy of the Southern Moreton Bay Islands.

We work alongside clubs, community groups, service providers, and residents to make activities and recreation accessible, inclusive, and meaningful for all.

Our Commitment

We commit to delivering this Strategic Plan with:

- Honesty
- Transparency
- Respect
- Courage
- Openness

We will continue to listen, collaborate, and respond to the needs of the SMBI community.



Bay Islands Multi Sport and Recreation Association



Community Supporting Community



