



Rolling Strategic Plan 2013 - 2017

October 2013



Vision

Australia's most unified, inclusive sport built on strong, healthy clubs providing a safe, active lifestyle choice for every Australian and delivering global sailing success

Mission

To provide collaborative leadership in the development of programs and services for State Associations, Clubs and the broader sailing and boating community and the successful delivery of world leading programs for elite sailors

Goals for this Plan

- Common objectives and plans and clear responsibilities as between Yachting Australia, State Associations and Clubs
- Adoption of common performance measures, and achievement of stretch targets, by Yachting Australia and State Associations
- A significant increase in participation in sailing at Clubs through effective attraction and retention programs and policies
- Sustainable success in the performance of Australian sailors in all areas of international competition and especially the Olympic Games
- Improved understanding of the value that Yachting Australia and State Associations deliver to Clubs, their members and others
- Appropriate support for the activities of Yachting Australia and the State Associations
- Recognition of Yachting Australia as a leader in both High Performance and Sport Development in Australia and internationally

Measures (targets to be agreed)

- Club membership data based on the information of the nation database
- Participation Program numbers based on information on the national database
- Capacity based number of trained and qualified instructors, coaches officials
- Safety based on take up of risk management scheme and reported incidents
- Number of Australians on podium in International Class Events
- Compliance with agreed budget, including targets of raising additional revenue

SITUATION ANALYSIS AT START OF PERIOD

STRENGTHS

- Olympic/Australian Sailing Team and related success deliver relatively high profile of sailing
- Attractive/aspirational sport with Australians keen to try it (gemba)
- Relatively functional Federated structure albeit with limitations around consistency and capacity
- Demographic attractive to sponsors, media - assists self funding. 50 large, successful clubs
- Government and ASC support – especially funding

WEAKNESSES

- Participation relatively low in absolute numbers. Trend flat at best. Junior participation level poor with numbers too low for sustainability (120 clubs >20 members <20 years old). Aging club membership & fierce competition from other sports
- Public perception of cost and clubs (gemba)
- Limited and inconsistent funding and resources amongst states and at national level & reliance on federal and state government funding
- Communication of value of Yachting Australia and State Associations to stakeholders
- Aging IT platform, limited knowledge of functionality and poor take up of tools by clubs

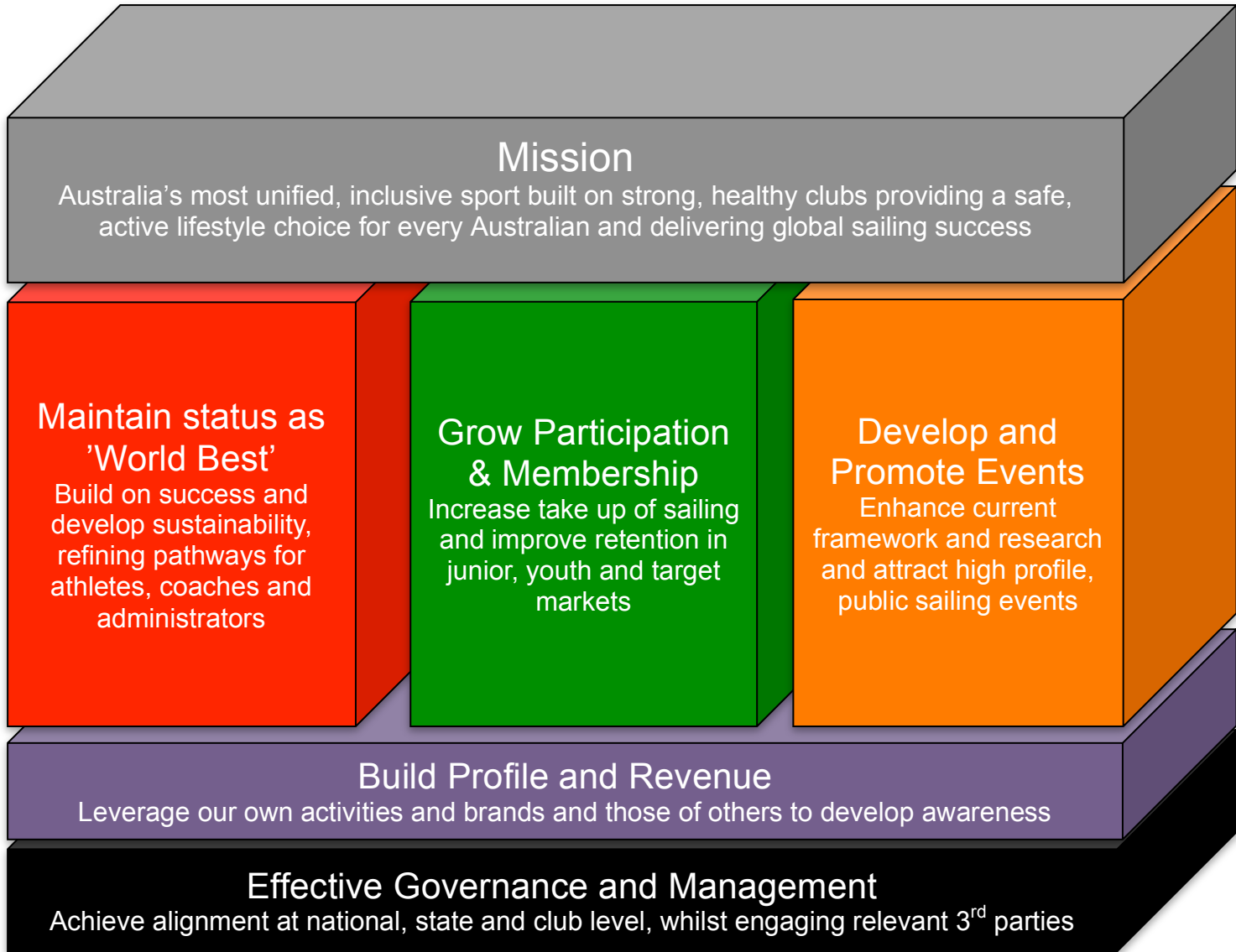
OPPORTUNITIES

- Major growth in participation and membership, especially juniors, families (gemba) and conversion of current participants to club membership
- Aligned YA and State Strategic Plans with agreed, stretched performance targets to drive change
- Improved use of developing technology in sport management, presentation and communication
- Increase non-government income through sponsorship and commercial activities

THREATS

- Changing consumption of sport - more casual participation less interest in traditional membership
- 2/3rds of total of 350 clubs with less than 100 members, threatening viability
- Increased Federal and State Regulation, especially around safety related issues
- Lack of willingness to change
- Aging infrastructure at many clubs – need to renew boats, equipment, buildings and other infrastructure

PLAN SNAPSHOT



PILLAR	Grow Participation and Membership: Increase take up of sailing and improve retention in junior, youth and target markets	
FOCUS	Attract Participants	STRATEGY: Attract new participants to sailing, especially juniors and families, through the development, promotion and adoption of Discover Sailing and particularly the National Junior Sailing Program, Tackers and Sailability.
	Tackers	<p>INITIATIVE: Attract and retain juniors (primary school age) through Tackers</p> <ul style="list-style-type: none"> • Encourage Tackers adoption by Clubs and Centres, ensuring delivery is consistent and meets customer expectations • Educate State Association and Club personnel in the values of Tackers for deployment in all junior activities, including green fleet. • Educate Clubs and Centres in engaging families, building on the interest generated by Tackers • Address any barriers to entry that limit the take up of Tackers by Clubs and participants and consider, if appropriate, introducing alternative delivery providers of Tackers • Promote Tackers to the target market, through primary schools, and local area marketing initially, but through broader campaigns as the program is established and commercial support is attracted • Research and address issues that lead to both attraction and attrition of junior sailors
	Discover Sailing	<p>INITIATIVE: Implement the 'Discover Sailing' Program at Clubs and Centres</p> <ul style="list-style-type: none"> • Educate and support Clubs and Centres on the implementation of the gamba recommendations and the Discover Sailing Program • Encourage the take up of the 'Discover Sailing Days and Experiences' and Introductory Courses, by Clubs and Centres, as an entry point for new participants. Provide local marketing support for these activities • Develop and promote crewing and volunteering as attractive options for participation, and develop services that facilitate and encourage these • Educate Clubs in inclusion under the Sailability Program, encouraging Clubs to provide opportunities, facilities and activities for people of all abilities • Work to ensure clubs are benefiting from developing areas of sailing such as kiteboarding
	Skill Development	<p>INITIATIVE: Encourage skill acquisition to increase confidence and enjoyment</p> <ul style="list-style-type: none"> • Extend Training Programs into more Clubs and encourage the regular promotion and running of courses for new participants • Promote coaching in Clubs and ensure the availability of club coaches to correctly impart basic skills, especially to junior and youth sailors • Increase the level of participation in the better sailing and racing levels of both the dinghy and keelboat learn to sail programs • Support and promote the RYA-Yachting Australia Training Programs for keelboat sailors and sailors seeking commercial and overseas recognition

FOCUS	Retain Members	STRATEGY: Review and refresh activities available, with the aim of ensuring what is on offer is relevant in attracting and retaining club members, especially junior and youth sailors
	Junior and Youth Retention	<p>INITIATIVE: Retain juniors and youth by building and promoting pathways supporting both recreational and competitive sailing</p> <ul style="list-style-type: none"> • Encourage Clubs to adopt the gemba recommendations for youth participation and retention, especially increasing less competitive, more social options • Support Clubs to develop schools based teams racing and provide effective national and state participation pathways for it • Develop, and promote vocational pathways for youth, starting with instructing and officiating options • Promote formats of competition to encourage greater take up by schools and universities, especially in events where equipment is provided, such as Team Racing
	Pathway Promotion	<p>INITIATIVE: Increase the awareness of the Sailing Pathway amongst Clubs and Classes and those new to sailing</p> <ul style="list-style-type: none"> • Educate club officials in the sailing pathway, and the benefits of social and introductory sailing options to Club racing and also club coaching • Educate and support Clubs in embedding the recreational sailing pathway as the backbone of their on water activity
	Changing Offerings	<p>INITIATIVE: Encourage Clubs and Classes to consider their offering to members, introducing new activities as required</p> <ul style="list-style-type: none"> • Share activities adopted by Clubs and Classes that have a positive influence on member interest and involvement • Monitor international developments that are successful in building interest and promote concepts nationally to Clubs and Classes
FOCUS	Club and Class Capability	STRATEGY: Build capability and capacity through the provision of appropriate training and resources to support the management, governance and operations of clubs.
	Race Officials Development	<p>INITIATIVE: Promote the training, accreditation and on-going development of Race Officials.</p> <ul style="list-style-type: none"> • Streamline existing qualification pathways to recognise prior learning and qualifications and emphasise practical competence • Increase the adoption of the National Officiating Program and number of qualified Race Officials at all levels, in all disciplines, in the officiating pathway • Provide all Officials with opportunities for development and progression, especially through the adoption of online learning technologies • Encourage progress towards international qualifications

	Management and Governance	<p>INITIATIVE: Provide tools and support to assist Club and Class volunteers in managing and governing their organisations</p> <ul style="list-style-type: none"> • Develop and implement Club and Class focused digital strategy with a view to providing tools that deliver improved efficiency in the running their organisations. • Review the current IT platform and tools, in particular MySailor, MyClub, MyClass and MyCentre • Improve training for Clubs, Classes and Centres in the IT platform, with face to face support and on-line tools available to users • Support Clubs and Classes in the adoption of Yachting Australia Policies, including Membership Protection and Anti-Doping • Provide development opportunities for State and Club based sailing administrators and staff, promoting career paths in sailing
	Risk and Policy Framework	<p>INITIATIVE: Provide and maintain policies, procedures and templates to Clubs and Classes to assist in meeting their duty of care</p> <ul style="list-style-type: none"> • Roll out risk management framework for use by Clubs and Classes, including reviewing insurance to ensure key risks are covered. • Develop risk management education program for the benefit of Clubs and Classes • Strengthen the safety framework, reviewing Special Regulations and further aligning with International Regulations • Introduce a National Safety Auditor scheme and align under ISAF Special Regulations • Improve incident reporting systems with online tools, monitoring trends to introduce strategies aimed at reducing injuries in sailing and boating • Review practices in the organisation of dinghy, windsurfing and kiteboarding racing and provide revised guidelines to Clubs and Classes
	Information and Planning	<p>INITIATIVE: Support and positively influence the planning processes of Clubs and Classes by providing relevant information</p> <ul style="list-style-type: none"> • Promote the strategies and initiatives in this Strategic Plan to Clubs and Classes for their own adoption • Encourage Clubs and Classes to review the gemba report, and particularly the key findings relating to building participation • Develop and provide planning and other templates to Clubs and Classes • Develop and promote a 'best practice' database, accessed by Clubs and Classes, to allow information to be better shared across the sport

PILLAR	Maintain status as 'World Best': Build on success and develop sustainability, refining pathways for athletes, coaches & administrators	
FOCUS	Resources and Sustainability	TO BE FINALISED FOLLOWING REVIEW OF GOLD MEDAL PLAN
	Sponsors	
	Patron's and Supporters	
	ASC	
FOCUS	Technical Innovation	TO BE FINALISED FOLLOWING REVIEW OF GOLD MEDAL PLAN
	Environmental	
	Equipment	
	Human	
FOCUS	Coaching & Management	TO BE FINALISED FOLLOWING REVIEW OF GOLD MEDAL PLAN
	Coach Development	
	Retention & Succession	
FOCUS	Pathway & Talent ID	TO BE FINALISED FOLLOWING REVIEW OF GOLD MEDAL PLAN
	Underpinning Programs	
	State Performance Programs	
	Athlete testing	
FOCUS	Athletes and Team Approach	TO BE FINALISED FOLLOWING REVIEW OF GOLD MEDAL PLAN
	Culture and Values	
	Athlete Engagement	

PILLAR	Develop and Promote Events: Enhance current framework and research and attract high profile, public sailing events	
FOCUS	Club and Local	STRATEGY: Build interest in local events, promoting relevant formats and encouraging greater engagement and participation from sailors.
	Existing Events	<p>INITIATIVE: Research and promote 'best practice' activities amongst Clubs that have been successful in building interest in Club and local competition, sharing information through the 'best practice' database</p> <ul style="list-style-type: none"> • Examine ways in which current events can be made more attractive for participants • Promote 'social racing', including twilight racing, as way of engaging and retaining interest
	New Events	<p>INITIATIVE: Explore interest in new events and formats, building on the interest in and success of twilight racing</p> <ul style="list-style-type: none"> • Survey current participants and non participants to better understand the motivation of those involved in Club racing • Research format of racing best suited the lifestyle of likely participants and properly trial and assess new options in conjunction with MYAs and Clubs
FOCUS	State and National	STRATEGY: Build and support existing state and national based events, encouraging interest and participation, especially amongst Club sailors and local audiences
	Existing Events	<p>INITIATIVE: Consider ways in which existing, high profile events can be utilised to better to promote the sport</p> <ul style="list-style-type: none"> • Review event titles, such as the IRC Australian Championship, with a view to making these more understandable to the public • Improve the presentation of appropriate events, including the location of the racing, with a view to attracting and retaining live audiences • Seek media and other partners with an interest in promoting local events to the public
	Olympic and Youth	<p>INITIATIVE: Promote participation in events involving in ISAF Youth and Olympic Classes</p> <ul style="list-style-type: none"> • Continue to develop the State and Australian Youth Championships, working in conjunction with the relevant Class Associations • Maintain the successful rotation of the AYC and associated Class National Championship • Work with the relevant Class Associations to build interest and participation in Olympic Class Events, especially the Class National Championships • Consider options for combining the Class National Championships of two or more Olympic Classes, so providing a showcase for the AST and other Olympic and Paralympic aspirants
	New Events	<p>INITIATIVE: Consider and research the development of an event or series of events to promote the sport and leading, elite athletes</p> <ul style="list-style-type: none"> • Establish interest in an inter Club competition culminating in State and National finals • Research spectator and media interest in an annual small boat national competition featuring the best Australian and invited international sailors

FOCUS	International	STRATEGY: Build interest and participation in sailing through the hosting of major international competitions, encouraging high profile events to Australia as appropriate
	Class World Championships	<p>INITIATIVE: Support the efforts of National Class Associations, MYAs and other agencies to attract International Class World Championships to Australia</p> <ul style="list-style-type: none"> • Discuss with NCAs intentions to bid for World Championships with a view to building a cost effective program of international events • Coordinate an approach to State Government(s), in conjunction with the relevant MYA(s), to secure support for a Class World Championship(s) • Seek to ensure that the presence of International Officials at events in Australia is maximised, so limiting costs to different organisers
	Olympic and Youth	<p>INITIATIVE: Work to build interest and participation in major international competitions held in Australia in ISAF Youth and Olympic Classes</p> <ul style="list-style-type: none"> • Support Sail Melbourne in building interest in the ISAF Sailing World Cup, increasing the number of national and international competitors participating in the event • Work with countries in Asia and Oceania to build a viable series in the Olympic and Youth Classes, supporting Sail Melbourne and other Olympic and Youth Class events
	Other Major Events	<p>INITIATIVE: Develop a strategy that results in major international events regularly being staged in Australia, promoting these events to improve public awareness of the sport</p> <ul style="list-style-type: none"> • Review opportunities to attract high profile international events to Australia, working with promoters as appropriate • Engage more actively with the state event authorities, in conjunction with MYAs as appropriate, to promote the economic and other benefits of major sailing events

PILLAR	Build Profile and Revenue: Leverage our own activities and brands and those of others to develop awareness	
FOCUS	Information and Communication	STRATEGY: Improve communication internally and externally, utilising interactive technology and social media to reach segmented audiences.
	Internal Communication	<p>INITIATIVE: Communicate the value provided by Yachting Australia and the MYAs to the sailing community, highlighting the alignment and collaboration between the organisations</p> <ul style="list-style-type: none"> • Segment the membership as the basis for all communication, ensuring that messaging is tailored and engaging • Innovate in the delivery and presentation of communications to each audience segment, especially to volunteer officials • Facilitate the sharing of best practice case studies between clubs, providing access to 'best practice' database or similar resource
	External Communication	<p>INITIATIVE: Elevate the profile of sailing amongst the media, commercial organisations, potential supporters and the general public</p> <ul style="list-style-type: none"> • Resolve the issue of a change of name from Yachting Australia to Sailing Australia, addressing the names of the constituent members (MYAs) as part of the same process • Develop a plan for investment in, and the communication of, Discover Sailing, Tackers and Australian Sailing • Develop and implement marketing and communications plan in support of all major programs and initiatives, based on effective segmentation • Provide clubs with the appropriate collateral to drive external communication
FOCUS	Commercial Activities	STRATEGY: Build commercial programs and revenues to ensure the long term sustainability of the Yachting Australia and MYAs and to allow reinvestment in the development of the sport
	Commercial and Sponsorship	<p>INITIATIVE: Finalise and implement a commercial plan, investing in resources as required to secure sponsors and build the long term financial sustainability of Yachting Australia and the MYAs</p> <ul style="list-style-type: none"> • Clarify and document the ownership by Yachting Australia, MYAs and Clubs, of sponsorship and other rights associated with all national programs • Develop commercial properties appropriate to the demands of the market, packaging existing properties accordingly • Increase revenues from sponsorship and other commercial activities to support program delivery • Actively engage with the industry regarding the funding of mutually beneficial initiatives and programs

	<p>Brand</p>	<p>INITIATIVE: Continue to build value into the brands owned by Yachting Australia, especially Discover Sailing, Tackers and Australian Sailing</p> <ul style="list-style-type: none"> • Clarify and communicate an overall brand architecture and the values associated with each brand, only introducing new brands where a key need is identified and a new brand can be properly resourced • Promote national brands wherever possible in cooperation with MYAs and Clubs, building consistency and value in each • Continue to support MYAs through the provision of associated logos and guidelines to reinforce the links across the Federation • Develop a plan for investment in, and the communication of, the individual brands owned by the sport, with a focus on Discover Sailing, Tackers and the AST
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PILLAR FOCUS	Effective governance and management: Achieve alignment at national, state and club level, whilst engaging relevant 3 rd parties	
	Advocacy and Representation	STRATEGY: Continue to advocate strongly on behalf of the community whilst actively contributing to the organisations at which Yachting Australia represent the sport and recreational of sailing and boating
	International Affairs	<p>INITIATIVE: Continue to take a lead role internationally and support the activities of ISAF, the Oceania Sailing Federation (OSAF) and the Asian region</p> <ul style="list-style-type: none"> • Re-establish influence at ISAF following the 2012 elections and the reduction in the number of Australians in key committee roles • Influence international policy generally and in particular around changes to the Olympic Sailing Competition and other major international events • Take an active, leadership role in the development of the sailing in the region, contributing to OSAF and working closely with the Asian Sailing Federation and member countries • Work to source funding through the Federal Government initiatives to support development activities in the Oceania and Asian regions
	National Sport	<p>INITIATIVE: Maintain position as a leading, respected National Sporting Organisation in Australia</p> <ul style="list-style-type: none"> • Continue to be an active part of the Australian Sporting community, contributing positively to the ASC, AIS, AOC, APC and ACGA and the equivalent organisations at state/territory level • Work with other National and State Sporting Organisations, collectively and individually, sharing knowledge and best practice, contributing to relevant forums as appropriate • Continue to take a leadership role, responding in a considered manner to all requests for the ASC and other agency
Legislative Framework	<p>INITIATIVE: Continue to ensure that the sport remains free, as far as practical, from external control and legislation by maintaining enduring relationships with statutory authorities</p> <ul style="list-style-type: none"> • Maintain strong relationships with National and State Maritime Organisations, continuing to make the strong case for self governance of recreational sailing and boating • Monitor and make representation as necessary to discussions on proposed changes to legislation impacting on the sailing community • Ensure the case for self determination is not weakened by organisers and third parties electing to act outside the agreed national framework for safety 	

FOCUS	Organisational Performance	STRATEGY: Deliver improved outcomes to the sport and Yachting Australia stakeholders by ensuring continuous improvement in all areas of management
	Governance	<p>INITIATIVE: Continue to develop 'best practice' governance arrangements, ensuring the requirements of the ASC are complied fully with</p> <ul style="list-style-type: none"> • Ensure compliance with the ASC Mandatory Sports Governance Principles (MSGPs) by July 2014 or as otherwise agreed and maintain compliance thereafter • Plan and assess the additional costs of becoming and maintaining status as a Company Limited by Guarantee, particularly considering the membership structure of the new company • Revise Constitution in line with best practice, align the Constitutions of Yachting Australia and the MYAs, providing standard constitutions for Clubs and Classes and/or standard clauses for adoption • Further develop the process for Board evaluation and skills gap analysis, making any changes to the Constitution that may be necessary following the introduction of the Nominations Committee • Meet the ASC target of at least 40% of each gender on the Board by 2014, considering constitutional changes to ensure this • Provide a mechanism that better allows States, Clubs and NCAs to implement National Policies such as Anti Doping and Member Protection • Develop agreements between Yachting Australia and the States to encourage consistent, national behaviours and outcomes • Regularly review policies to provide an appropriate governance framework and clarity around the role of the Board
	Management	<p>INITIATIVE: Ensure continuous improvement in the management of the organisation</p> <ul style="list-style-type: none"> • Review the management structure in line with the annual review of the rolling 4-year strategic plan to ensure it is aligned with and delivers the agreed priorities. • Seek annual feedback from staff and third parties on the performance of Yachting Australia and MYAs and the areas for improvement • Research and adopt technology and management practices to improve the efficiency of the Yachting Australia and interaction with MYAs and Clubs • Introduce an organisation-wide performance management system and training plan linked to agreed strategic and operations plan outcomes • Ensure all staff are operating consistent with the mission, vision and values agreed and adopted by the organisation

	<p>Funding and Finance</p>	<p>INITIATIVE: Work towards a sustainable financial position, less reliant on government grants and with all business areas sustainable based in on income</p> <ul style="list-style-type: none"> • Move to a position where the sailing community meets the real costs of services provided by Yachting Australia and the MYAs • Review the arrangements for membership reflecting the consumer preferences with regard to club membership • Continue to develop income streams to remove cross subsidy, with the different business areas to become self supporting after overhead costs • Develop protocols and attract funds for a philanthropic foundation to assisting with funding of sailings development • Engage with the sailing and boating industry to attract financial support for initiatives and programs from which all parties benefit • Continue to commercialise activities, especially with a view to increasing sponsorship income
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