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sports council wales  
cyngor chwaraeon cymru

**2009-2013**

## **A Strategic Plan for Sailing in Wales**

**“More and Better Sailing”**

**8 Llys Y Mor, Plas Menai, Caernarfon, Gwynedd. LL55 1UE**

**[www.welshsailing.org](http://www.welshsailing.org)**

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## 1. About the WYA

The Welsh Yachting Association (WYA) is the National Governing Body for the sports of sailing, windsurfing and powerboating in Wales. The WYA is also the Royal Yachting Association (RYA) Council for Wales. The RYA is the British Governing Body and is a Member National Authority of the International Sailing Federation (ISAF). The WYA is funded by Sports Council for Wales (SCW) and the Royal Yachting Association as well as creating revenue from events, training and sponsorship opportunities. This plan focuses primarily on dinghy sailing and windsurfing.

The Royal Yachting Association has 85 affiliated member clubs in Wales. Affiliation is a requirement to run racing under the International Sailing Federation (ISAF) International Racing Rules of Sailing. Welsh Clubs are also encouraged to affiliate to the WYA. There are no personal members of the WYA as individuals join the UK National Governing Body, the RYA. There are also 64 RYA registered Training Centres (TCs) in Wales.

The WYA is a company limited by guarantee and has a Board of Directors, national Strategy Committee and three Regional Committees in north, south and west Wales. Its members are clubs and affiliated organisations.

The WYA Staff are based at the head office at Plas Menai, the National Watersports Centre with which the Association has a close working relationship. Regional offices are within Cardiff Bay Yacht Club and Pembrokeshire Activity Centre.

The WYA is committed to working towards SCW and RYA objectives and to feed the RYA GBR performance pathway, and ultimately Team GBR 2012 and beyond. Great Britain has consistently been the most successful sailing nation for the past three Olympic cycles and won 4 gold, 1 silver and 1 bronze medal at the 2008 Beijing Olympic Games. Currently Wales contributes 10 -15% to the Olympic Sailing Squads with elite Welsh sailors collecting 8 National titles, 6 European titles and 4 World titles over the past 4 years in Olympic, Youth & Junior classes, an achievement underpinned by the Welsh youth and junior performance programme.

The WYA is committed to equality and ensuring the sport is a sport for all, our programmes seek to enable people regardless of age, gender, disability or race to enjoy safely the sport of sailing in all its varied facets throughout Wales.

### **Our Vision – “More and Better Sailing”**

- Promote sailing and ensure it is accessible to anyone who is interested in ‘having a go’
- Enable the best to reach for the top and encourage the rest to achieve more than they thought possible
- Work to ensure retention of both newcomers and those already involved in the sport

### **Our Values**

- Achieving through partnership
- Encouraging a socially inclusive attitude
- Promoting fair play and competition
- Securing personal development
- Respecting the marine environment
- Striving to achieve better sport outcomes

## Our Desired Outcomes

- Establishing a club development framework
- Sustaining volunteer capacity within the sport
- Setting up a network of Dragon Sail, Volvo Champion Clubs and RYA Training Centres
- Linking young people with Training Centres and clubs
- Establishing clear competitive pathways
- Refining training and coach education programmes
- Securing continuous improvement in competitive achievements
- Enhancing the elite performance support programme
- Encouraging and supporting alternative pathways for those not following the performance route

Our Vision, Values and Desired outcomes gave shape to the 2007 Springboard strategic review which has led to the development of the 2009 - 2013 strategic focus which is centred on 3 key areas of activity ensured by effective governance;

## Our Key Objectives 2009 - 2013

- Growing Participation
- Club Development
- Developing Excellence
- Organisational Effectiveness

This strategic plan sets out to provide an executive summary of the Association's achievements within the key objective headings for 2005-2009 and then sets out the key objectives for the next four year cycle. Finally the Organisational Management and funding requirements are set out summarising the requirements contained in detail in each program Appendices and Regional Plan.

## 2. Four year review

### 2.1 Introduction

In the last four years, the WYA has examined its working practices, and with the help of the SCW, reorganised to reflect the needs of sailors and its member clubs. The Association currently has 3 full-time Regional Development Officers (RDOs) in place to deliver the Association's Growing Participation and Club Development programmes. The National Racing Coach has evolved into the Welsh High Performance Manager (WHPM) and is tasked with running the performance and excellence programmes, with the Association's administration being further supported by the appointment of a full time office manager.

This process was concluded in October 2007 with the appointment of a Director of Sailing responsible for all aspects of the business and staff. We believe however that the Association must continue to evolve and proposals to make better use of funding are contained within this plan.

The WYA has and will continue to work closely with the National Watersports Centre for Wales at Plas Menai<sup>6</sup>, and it would be remiss not to recognise the support and facilities that the centre offers. It is our belief that without the Centre, the work of the Association would be compromised with the current level of success inevitably diminished. The success of Welsh sailors at junior, youth and senior levels has been notable, and a testament to the work the Association has carried out, not just in the last 4 years, but in years before. This is the result of a consistency of approach in the development and application of training and coaching plans, which the WYA seek to continue and evolve.

The Association is aware of the time needed to develop young athletes. The current achievement at performance levels is the result of work started 10 or more years ago. It also recognises the challenges that the growth of development opportunities presents as more sailors have taken up the coaching offered at club and regional level. However, as more sailors come through the development programmes, the opportunities for success at all levels grow accordingly.

Our key achievements are summarised below:

## **2.2 Growing Participation**

A culture of training and safety runs through all the WYA's activities. The WYA distinguishes between training – learning to sail; and coaching – developing technical and tactical skills to achieve competitive success.

The WYA manage on behalf of the RYA centre inspections of the 64 RYA Recognised Training Centres in Wales and communicate with over 500 qualified instructors and coaches. Training Centres range from commercial sailing schools, outdoor education centres to voluntary clubs and youth organisations. Training Centres are subject to an annual inspection in order to maintain a high standard of safety and the same standards apply whether the centre is run by professionals or volunteers.

A recent participation initiative is the implementation of the RYA “Onboard” programme, which operates successfully in England with Sport England funding. The programme seeks to encourage 500,000 young people to try sailing as a sport and go on to join a club. With the assistance of the RYA, a pilot was successfully run in Cardiff, and consequently some funding was offered by the RYA to run two schemes in partnership in Wales, one based at Plas Menai and the other at Cardiff Harbour Authority. This has enabled two Onboard Development Officers to be employed during 2008, directly recruiting children from schools to be given the opportunity to *start* and *continue* sailing.

Onboard is conceived to be a key initiative to grow participation over the next 4 year cycle in Wales with securing the current posts and establishing a 3<sup>rd</sup> ODO in west Wales, key to our plans.

There are a number of other initiatives that clubs have used to encourage and increase both junior and adult participation. Some examples are club ‘open days’, ‘try sailing’ sessions, 5x60 programmes, schools links, local boat shows and other events. SCW grants have been available to help with this work, for example, Community Chest. Additional funding is proposed to support this activity in the next Forward Plan.

## **2.3 Club Development**

Over the past 4 years, considerable progress has been made by the full time Regional Development Officers in building club capacity. By using a range of programmes and initiatives listed below, the RDOs have ensured a solid foundation of club development within their region's priority clubs.

- Dragon Sail – (Engaged with the WYA)
- RYA Training Centre (Good Practice Learn to Sail)
- RYA Onboard (School Linked Club)
- RYA Volvo Champion Clubs (Race Training)

A key driver for this work has been the SCW Coaching Plan enabling more volunteers to be trained and mentored in clubs by WYA community coaches.

The three regions of Wales also run a club based racing series for youth and junior sailors known as the Club Youth Racing Circuit (CYRC) series and attract circa 150 – 200 sailors per annum.

Many clubs now have a development plan in place due to the significant input by the RDOs which will ensure the club's success in the future.

## **2.4 Developing Excellence**

The Association also has a strong performance programme and squad structure for junior (under 16) and youth (under 19) sailors. This system is proven to produce National, European and World Champions over the last 4 years and is feeding the RYA junior, youth and Skandia Team GBR Olympic Squads.

Welsh sailors currently make up the highest proportion ever of GBR Squads at junior, youth and Olympic level. The performance and excellence programme in Wales consists of;

- 6 Welsh National Squads (Junior classes: Optimist and Topper, Youth classes: Laser Radial, Laser, 420 and 29er)
- 4 Regional Squads (Junior Classes only: Optimist North, Optimist South and West, Topper North and Topper South and West)

The Association's focus through the new role of the WHPM has been the implementation of the Regional Squads providing quality coaching locally to an additional 40 sailors in Wales. The success of these squads is already evident with sailors achieving GBR squad selections directly, and has resulted in a significant increase in the number of Welsh squad applicants.

It is noteworthy at this juncture to mention the support of the SCW through its funding of Boat Provision, Logistical Disadvantage, Talent Support and the Performance and Excellence programmes, which have made major contributors to the success of the squad programmes and competitive achievements.

The WYA believes that Developing Excellence is through quality coaching and has many world class coaches working within squads and help mentor new coaches. This has been made possible through the Performance and Excellence programme and more recently the Coaching Plan enabling more and better in Wales.

Finally, the competition structure in Wales delivers 3 National events throughout the year, and associated event support at National and International Competitions.

It should be noted that Wales also currently has a number of excellent adult sailors that compete throughout the UK in 'Traveller' series and class association National Championships. A number of National Champions are active sailors in Welsh Sailing Clubs.

In recognition of the quality of training, coaching and support offered in Wales we seek to expand the number of Welsh squads in other Olympic pathway classes and increase the support of international travel and competition for our elite sailors on course for Olympic Squad Selection.

Details of these proposals are laid out within the Performance & Excellence proposal 2009 -2013

A considerable amount of progress has been made in this area during the past 4 years to work towards the WYA being a streamlined modern business.

- Additional strength and specialist skills added to Board of Directors
- Regional Committees established – North, South and West Wales
- Appointment of Director of Sailing to lead the professional staff team
- Adoption of financial and accounting procedures through modernisation of sport process
- IT and website developed in line with technological advances
- Review of all staff job descriptions
- Video conferencing used for convenience and cost savings
- Self assurance and Equality standards have been established
- Revision and adoption of Memorandum and Articles of Association
- “Dashboard” indicators introduced to monitor performance in various areas of work

## 2.6 Staffing

The WYA Head Office is based at Plas Menai, National Watersports Centre near Caernarfon in north Wales. The Director of Sailing, Office Manager, Welsh High Performance Manager and RDO North are based at the Head Office. Regionally based staff are situated at Cardiff Bay Yacht Club (RDO South) and Pembrokeshire Activity Centre (RDO West)

Additionally, there are two Onboard Development Officer partnership posts at Plas Menai, National Watersports Centre and Cardiff Harbour Authority.

## 2.7 Summary

Overall, the Welsh Yachting Association is satisfied with the progress made in key areas during the last four years, and acknowledge the contribution of its staff and volunteers for their work that they has produced the results detailed in this plan. We acknowledge also the support and help given by the Sports Council for Wales, who have become trusted partners in our activities.

At the same time the UK NGB, the Royal Yachting Association has been fully supportive of our work, and their contribution is also acknowledged and welcomed.

The Olympic Success which Team GBR have enjoyed yet again in 2008 provides opportunities for the sport of sailing to capitalise on the Olympic Wave, from grass roots public awareness to continuing the World leading performance programme.

The next four years offers significant opportunities for Welsh Sailing in the run up to 2012, but also presents challenges not least in keeping pace with demands of growing grass roots participation, sustaining such growth and meeting the expectations of excellence.

This Strategic Plan and associated documents show how we plan to drive forward sailing in Wales to 2012 and beyond.

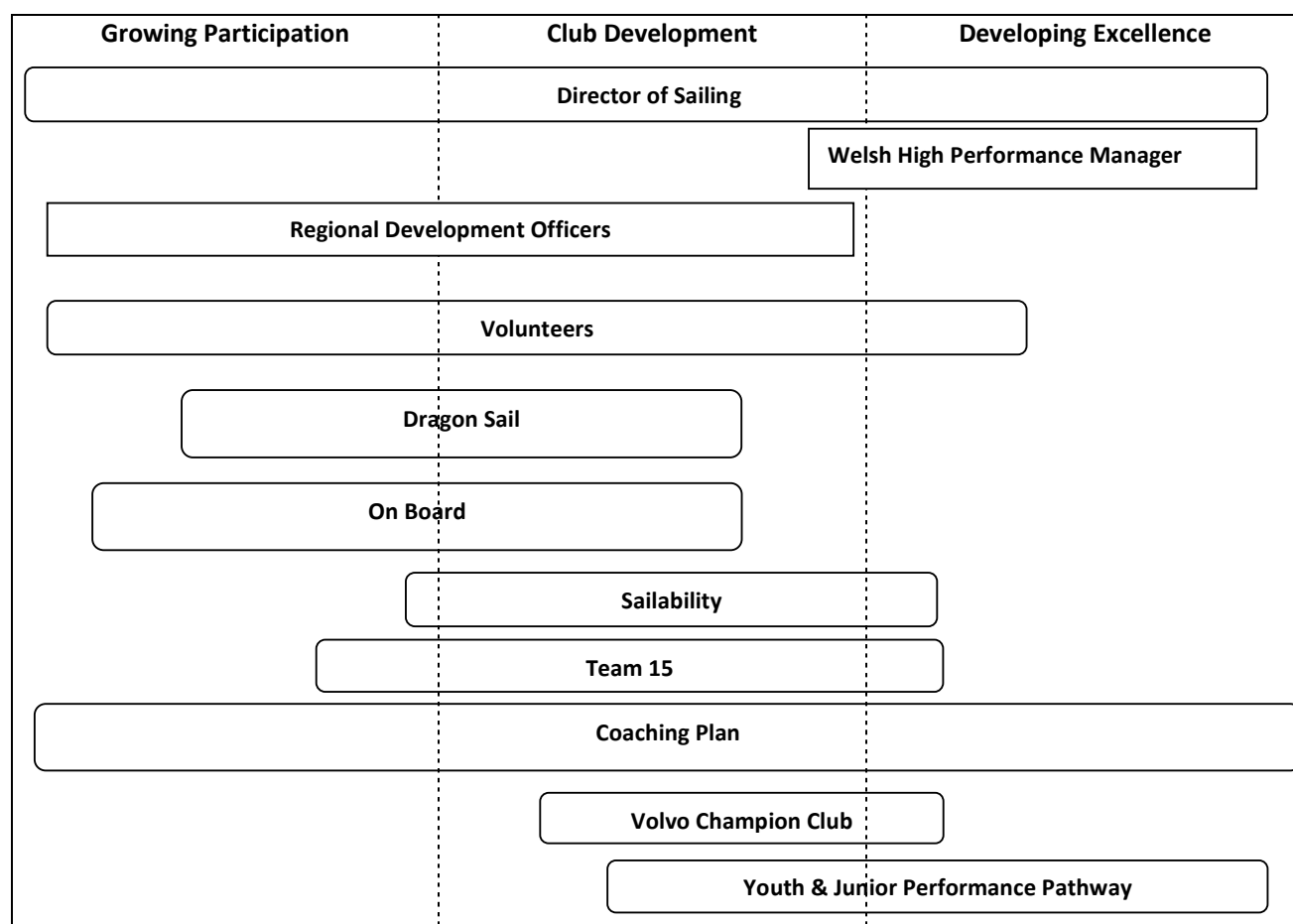


### 3. Key Objectives of the WYA 2009 to 2013

At this point we wish to restate our agreed Key Objectives 2009 – 2013 and develop how we will deliver these over the next 4 years

- Growing Participation
- Club Development
- Developing Excellence
- Organisational Effectiveness

**Fig. 1 WYA Programme Areas**



To achieve these key objectives already agreed by a full consultation process we have a number of programmes and initiatives as shown below with details of what we seek to achieve within the next 4 year cycle.

### 3.1 Growing Participation and Club Development

#### **Onboard**

Onboard, developed by the RYA is a programme to help introduce sailing & windsurfing as a sport to over 500,000 new youth and junior participants over a 10 year timescale whilst retaining 5%. Onboard seeks to provide quality first experiences at an RYA training centre, and provide a link to a sailing or windsurfing club in the local area. The Scheme is delivered through Onboard Development Officers (ODOs) who implement the links between schools and clubs/centres in collaboration with the Regional Development Officers.

Onboard is an important United Kingdom initiative aimed at overcoming traditional access barriers and raising the awareness of young people and their parents of participation opportunities within the sports of sailing and windsurfing. The target set by the WYA is to convert 5% of participants to active club members.

During 2008 the WYA has secured part funding for 2 Onboard Development Officers (ODO) in partnership with Plas Menai and Cardiff Harbour Authority.

In the next four years the WYA seeks to:

- Secure programme funding for the 4 year period of the north Wales and south Wales ODO posts
- Secure funding for a third ODO post covering the west Wales region
- Grow the program in Wales to provide 10,000 OnBoard first experiences by 2013
- Work with the 5x60 officers to engage OnBoard with 5x60 programmes, where appropriate
- Create pathways and retain 5% into Junior & Youth Onboard linked clubs

#### **Other Participation Initiatives**

The Onboard programme will be complemented by other projects designed to introduce more young people into the sport. These projects may work with both primary and secondary schools using funding from 5 x 60, Community First, Community Chest and other sources and also target youth groups such as the Boys and Girls Clubs, Scout and Guide organisations and Sea Cadet units across Wales.

£10,000 is allocated to this area of activity by redirecting existing resources released from the proposed staff restructuring.

In the next four years the WYA seeks to:

- achieve engagement with Local Authorities in the development of their LAPAs with SCW
- encourage Clubs to organise 'Try Sailing' and 'Open' days locally and through the Regional Committees support attendance at local boat shows, where WYA participation programmes can be presented
- develop partnerships with youth organisations and seek out funding from a variety of sources

#### **Dragon Sail**

Dragon Sail is a means for a club to engage with their RDO and access SCW grant aid to begin the pathway for club development. Dragon Sail sets out a means for clubs to plan for the long term, deliver safe and quality training, develop volunteer capacity and support sailors through the early pathway stages. It is the initial stage before transition to RYA Training Centre status.

In the next four years the WYA seeks to:

- Identify new potential clubs for the WYA to engage with in the club development process
- Encourage all Dragon Sail clubs to attain RYA Training Centre status and progress onto a programme pathway (Onboard, TC, T15, Sailability, VCC)

### **Team 15**

Team 15 is a youth windsurfing club programme, currently running in 60 clubs across the UK involving 10,000 participants. In Wales there are only two established Team 15 clubs, making this a major opportunity to grow participation in windsurfing and create a pathway to excellence. Most windsurfing either takes place at commercial centres or adult windsurfers taking their own board to a suitable launch site. These opportunities are not easily accessible to children.

In the next four years the WYA seeks to:

- Develop Onboard Windsurf activities with established Onboard centres
- Establish a network of T15 clubs linked to Onboard centres across Wales; creating 6 new clubs and 8 Team 15 clubs.
- Establish Windsurfer Race series linked to regional CYRC series and incorporate into our National Events.
- Through initialising open training develop performance squads

### **Training Centres**

The RYA Training Centre certificate is a sign of a well run and safe place to go sailing from. These centres are inspected on a yearly basis by the WYA and are fully equipped to run safe, fun training. Many clubs and Associations are also RYA Training Centres.

In the next four years the WYA seeks to:

- Achieve a 90% Inspection completion rate
- Encourage all Dragon Sail Clubs to become RYA Training Centres

### **Sailability - Making Disability Plain Sailing**

Disability itself does not disbar people from participating in sailing. Sailing for the disabled is not run by a separate governing body but is integrated into WYA activities, via RYA Sailability.

In the next four years the WYA seeks to:

- Develop a network 4 of Sailability foundation clubs across Wales
- Encourage suitable providers to offer access to disabled users and suitable equipment
- Establish Cardiff Harbour Authority's sailing base as a Centre of Excellence for Disabled Sailing in Wales
- Engage with existing performance disabled sailors to offer opportunities to coach and mentor sailors of all ages and ability

### **Adult Participation**

It is important not to forget that initiatives for promoting adult sailing should be recognised. However, the core funding of the Association is not prioritised in this area and so must be a function of the regional committees to drive these areas forward. There are a number of ideas that can be used that may differ depending on the needs of each region.

- Organise adult Regional Race Open Meetings coordinated by the Regional Committee. This follows the model established in North Wales by ANWSC (Association of North Wales Sailing Clubs)
- Encourage the establishment of a Welsh Laser 'Traveller' series and championship with the Class Association's Welsh Area representatives
- Club coaching – ensure that any club can contact W.Y.A to hire a coach for club training day i.e. WYA staff can recommend a coach to help with club training. There may be an option of this being funded through the coaching plan if it results in "more and better coaches".
- Assist in the development of Adult Centre training – Club links (Llandegfedd, Cardiff, Pembrokeshire Activities Centre)

### **Volunteering**

Volunteering is the bedrock of the Association's activities with clubs. It is central to the delivery of coaching, club administration and race management in Wales with all clubs reliant on teams of dedicated and skilful volunteers managing the activities and planning for the future. The W.Y.A alone engages with approximately 100 – 120 volunteers at our events in Wales. A further 30 – 40 volunteers are helping to deliver open training in each of the regions.

With Coaching and Officiating at club; regional and national level decisive to sailings current success in Wales increasing and up skilling the current workforce is paramount sustaining and securing a vibrant future.

In the next four years the W.Y.A seeks to:

- Support clubs in best practice volunteer initiatives.
- Promote the V-Team brand with clubs
- Facilitate courses to give confidence to potential volunteers
- Support clubs to compile development plan
- Evaluate annually volunteer training needs identified by club audits
- Ensure recruit, retain, reward and recognition structures exist within clubs and in Wales

### **Volvo Champion Clubs**

There are over 150 Volvo Champion Clubs (VCC) in the UK which are recognised clubs with a commitment to providing structured youth & junior sailing and windsurfing racing and coaching. Its aims are; to encourage young sailors and windsurfers at grass roots level to learn to compete, to provide the skills to enjoy a lifetime in the sport and ultimately to increase Team GBR and medal haul at Olympic regattas. Wales currently has only 5 Volvo Champion Clubs which in turn contribute 75% of the National Squad sailors. This is a major concern and risk area to sustaining the performance programme. Opportunity to significantly increase the number of VCC is a key Strategic Focus for the next four years.

In the next four years the WYA seeks to:

- Increase the number of Volvo Champion Clubs from 5 to 15 clubs
- Support each VCC to enhance its coaching strength and delivery through the Coaching Plan
- Encourage VCC clubs to establish a Boat Provision scheme at club level

### **3.2 Coaching Plan**

The WYA Coaching Plan is organised in 3 elements relating to each of our programme areas :

- Community Coaching
- Club Workshops and Conferences
- Coach Professional Development

#### **Community Coaches**

The remit of the Community Coach is to develop “more and better coaches” (this includes instructors) within clubs in Wales. The majority of funding is allocated to achieve this key outcome.

Each RDO is responsible for recruiting and managing Community Coaches to work in clubs within their Region.

In the next four years the WYA seeks to;

- Place Community Coaches with clubs to develop club volunteers and help deliver the clubs development plan
- Implement a series of Level 1 & 2 Racing Coach and Instructor courses for volunteers delivered by Community Coaches
- Continue to utilise Community Coaches as mentors for voluntary coaches during regional open training

#### **Club Workshops and Conferences**

Currently a series of regional and national workshops and conferences are run by the WYA to update, revalidate and provide ongoing learning to clubs, volunteers, instructors and coaches in Wales.

At present the WYA run 2 Clubs and Coaches Conferences (north and south/west) and 2 RYA Instructors conferences (north and south/west). Additionally regional workshops linked to Running Sport, Sports Coach UK and RYA workshops are provided as and when required in each region.

In the next four years the WYA seeks to develop the current workshop and conference programme to provide additional opportunities and new workshop topics.

#### **Coach Professional Development**

The WYA employs circa 18 National and Regional Squad Coaches and a further circa 6 working only at club level as Community Coaches. As a professional organisation it is key to our continued club development and squad performance at every level to provide ongoing professional development to our coaching team. The Association currently provides CPD by the following means:

- Coach attendance at UK Coaching Workshops and Conferences
- Ongoing training and qualifications on an individual needs basis
- Cross Squad Mentoring programme
- Guest Coach Scheme into clubs and squads
- Provide branded and Personal Protected Equipment and clothing to help instil professional culture and promote our sporting image

In the next four years the WYA seeks to:

- Formalise CPD arrangements with contracted coaches
- Ensure all contracted coaches receive appropriate CPD
- Through our contracted coaches working in clubs and sport continue to instil professional culture and image to all our activities.

#### Regional & National Squads

Our Squad Pathway seeks to provide first class coaching to young sailors with the potential to represent Wales or Great Britain at international sailing events and progress to GBR and even Olympic squads. Wales currently supports an Optimist and Topper Regional Squad in north Wales and jointly between south and west Wales, in addition to the 5 Welsh National Squads based at Plas Menai and Pwllheli.

In the next four years the WYA seeks to:

- Continue to grow and enhance the current performance program
- Instigate 2 new performance pathways (squads) outlined within the P&E proposal
- Maintain and enhance the following established programme benefits:
- Sports Science – access through SCW partners to support National Squad sailor
- Boat Provision – for the best Welsh National Squad sailors to be provided with essential equipment on a leaseback basis that is required to compete at a high level, nationally and internationally
- Logistical Disadvantage – funding for all Welsh National Squad sailors to travel to training
- SportsAid and Talent Support – funding for Junior sailors and Youth sailors at GBR Squad level respectively

#### Competition and Support

The WYA Competition and Event Support program incorporates two core activities :

- Running domestic events (3 national and 3 regional series events)
- Providing event support and coaching to squad sailors in Wales at appropriate competition

All 3 Domestic events attract circa 100 competitors and each event is aimed at either “introductory”, “Club & School” and a “Welsh National Championships” level. The Regional Race Series (CYRC) attract circa 150 sailors across Wales competing in an average of 5 club based events in the local region.

Welsh National and GBR Squad selection all require sailors to attain and compete in GBR ranking events held across Great Britain. These are key opportunities for sailors to gain experience and later excel at large national events supported by their squad coaches. World Class Junior and Youth sailors have in recent years been increasingly required to attend international competition to race against the best in Europe and abroad. This is an area currently under supported in Wales.

In the next four years the WYA seeks to:

- Grow national and regional event attendance by 5% per annum
- Introduce windsurfing to all National Events
- Introduce windsurfing at regional events
- Support elite youth and junior Welsh sailors to attend appropriate international competition

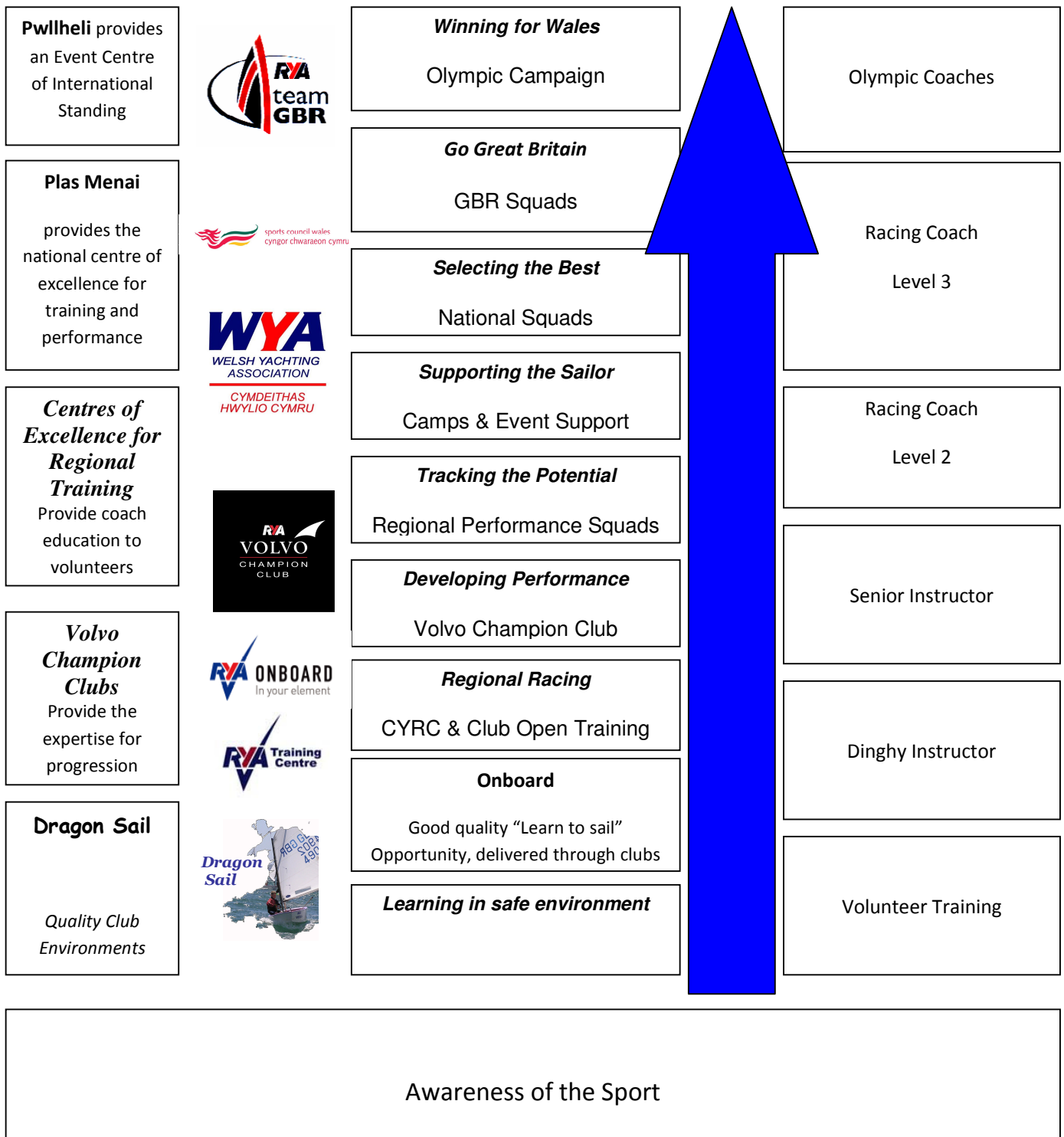







Fig 3 Training &amp; Competition Structure for Youth and Junior Sailors (Sailor Pathway)

	<p><b>Year 1</b> Learn to Sail at OB or an RYA Training Centre or club</p>	<p><b>Example Events</b> Attend the Acorn Beginner Regatta at the end of the summer</p>
 	<p><b>Year 1 - 2</b> Take Part in Winter Open Training  Sail as often as possible with your local club: Training should now be racing focused</p>	<p>Attend CYRC Series Welsh Regatta Fleets Maybe a National Class Regatta fleets</p>
	<p><b>Year 2 - 3</b> Continue club training and hopefully make regional squad place after your first season main fleet racing if you so desire</p>	<p>Attend the Welsh Championships, National Class Events to get your first UK Ranking place</p>
	<p><b>Year 3 – 5 onwards</b> Welsh National or GBR Squad could be your target!! If your good you can achieve selection in around this time</p>	<p>Attend National Events Sail for Wales Maybe Travel overseas and sail for Great Britain</p>



The WYA is managed by an elected Board of Officers and appointed Directors who oversee the business effectiveness of the Association and ensure the policy framework established by the national Strategy Committee is translated into deliverable operational plans by the Director of Sailing. The national Strategy Committee is elected by Member clubs and can co-opt additional persons with appropriate skills. To complement national Strategy there are three Regional Committees in north, south and west Wales to implement the Association's work with clubs and support the RDO's in their activities.

In the next four years the WYA seeks to:

- Enhance its accountability to sailors in Wales by encouraging greater attendance at the AGM and Regional Committees and investigate the concept of personal membership
- Achieve strong Regional Committees by securing a broad range of expertise and representation by females on each Committee
- Improve its financial position by seeking a national sponsor and by securing more equitable funding from the UK NGB

Improve the collection and analysis of data from clubs and programmes to ensure a better picture of activity and attainment is recorded

Board Committee

- Secure operational sustainability for the Association's activities and ensure a healthy financial position
- Adopt good practice models in financial management and modern business methods
- Achieve improved performance under the Self Assurance, Child Protection and Equality standards established by the SCW and its partners

Staffing

- Replace the West Wales RDO post with a new post specifically to address regional requirements in relation to participation and club development. The development of a partnership post is under active consideration at the present time
- Secure funding for the remaining posts for the duration of the 4 year cycle

Figure 4 Proposed Staff Structure

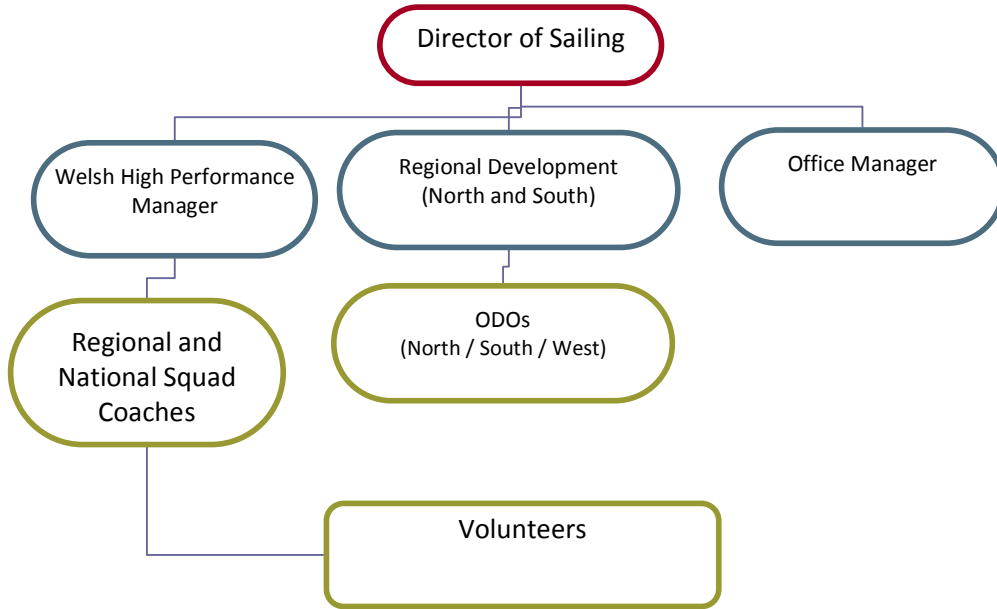
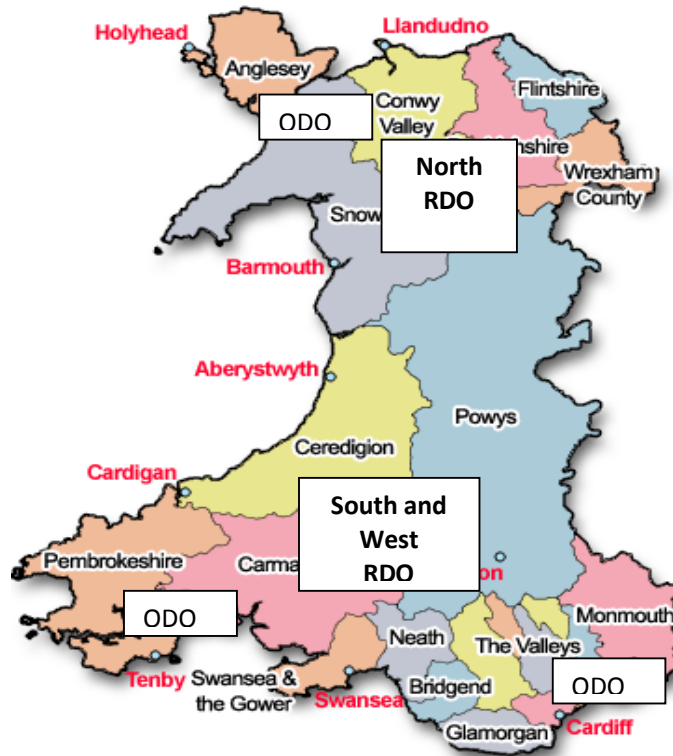


Fig. 5 Distribution of development staff in Wales



## 5. Funding Requirement to fulfil the objectives of the plan

This table shows the allocation of SCW grant-aid based on the outcome of the Partnership meeting held in November 2008 and required to deliver the key programme areas outlined in the Strategy Plan.

Strategic Focus	Operation / Programme	Cost	Measure
Organisational Effectiveness	Staffing	Years 1- 4 £100,000	Staff KPIs
Growing Participation	Onboard / T15	Years 1 - 4 £10,000	Onboard KPIs
	New participation/club initiatives	Years 1 - 4 £10,000	Club audits
Club Development	Coaching Plan	Years 1 £19,000 Years 2 – 4 £20000	Club Audit & Community Coach KPIs
Developing Excellence	Performance & Excellence Programme	Years 1 – 4 £39,500	5% Target and 10% Stretch Targets of GBR Squads
	New P&E (jnr. + windsurfer)	Year 1 – 4 £3,000	
	Boat Provision	Years 1 - 4 £30,000	
	Logistical Disadvantage	Years 1 - 4 £10,000	
	Talent Support	Year 1 £7,000	
	Coaching Plan	Years 1 £6,000 Years 2 – 4 £5000	

Note 1. Only SCW funding is included in this table.

**Welsh Yachting Association**

**January 2009**