



Welsh Yachting Association
Cymdeithas Hwyllo Cymru

Strategic Plan 2013/17



Sailing – an Inclusive Sport for Life



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1. FOREWORD

Over the last four years WYA set out to enable the best to reach the top and encouraged everyone else to achieve more than they ever thought possible. We have delivered on over 80% of the targets set in the 2009/13 More & Better Sailing Strategy.

Our participation programme RYA OnBoard was rolled out across Wales and over 30,000 first experiences were delivered by 18 clubs and/or commercial centres. Partnership funding from Local Authorities through the Local Authority Partnership Agreements (LAPA) enabled more club development coaches to be employed. This resulted in new club members and more young people participating in our national and regional sailing events.

Welsh sailors of all ages ruled the waves winning **25 medals** in Olympic, Paralympic, World and European championships. Two Welsh sailors were selected for the 2012 London Olympic and Paralympic Games resulting in a memorable Silver Medal for Hannah Mills. Club sailors from across Wales travelled the UK to compete on the open circuit and Welsh clubs hosted 6 International and 34 UK Class Association Championships putting us firmly on the national and international scene as a destination sailing events.

The next four years offers a new set of challenges post London 2012. We have a strong club structure and great role models to promote our healthy, active and inclusive sport. Sailing and boating in general can truly boast to be an inclusive sport for lifelong participation regardless of age, gender or ability.

The challenge for the next four years is simple; we need to build on our successful participation and development programmes. Our priority will be to get more people participating more often in a range of different boats. WYA will work with clubs and other stakeholders to achieve our ambitious targets. Key to our aspirations are clubs and volunteers. Clubs are the heart of our boating community and without them we can't deliver our ambitious vision for the sport.

We believe that our sport contributes on a number of different levels to the Welsh Governments vision of Creating a Healthier and More Active Wales. This strategy will set out our vision for the next four years. We have set ourselves some ambitious and challenging targets on how we will contribute to the "Vision for Sport in Wales" and how Welsh clubs and our sailors across all the boating disciplines will play their role in "Getting Every Child Hooked on Sport for Life" and "creating a Nation of Champions".

This strategy is ambitious and has been developed in consultation with our clubs, volunteers, and in partnership with the RYA and our colleagues in Scotland and Northern Ireland. We have all signed up to one overarching purpose - to support our members and clubs enabling them to grow and develop.

David Griffiths
WYA Chairman



2. EXECUTIVE SUMMARY

The Welsh Yachting Association(WYA) is the National Governing Body for all forms of boating activity in Wales. WYA works closely with the Royal Yachting Association(RYA) the UK Governing Body and a member of the International Sailing Federation(ISAF). The WYA acts for the RYA on all matters pertaining to Wales. **Together we support over 25,000 club and personal members.**

Our Vision:

Wales will become known as one of the Best Places in the World to be a Sailor.

Our Aspirations:

1. We aspire to have a thriving network of clubs and centres who work together to introduce and retain people in sailing/boating and engage them in lifelong participation in our sport.
2. Wales aspires to become the best performing Region in the UK because of the quality of our performance pathway, coaching and events programme.

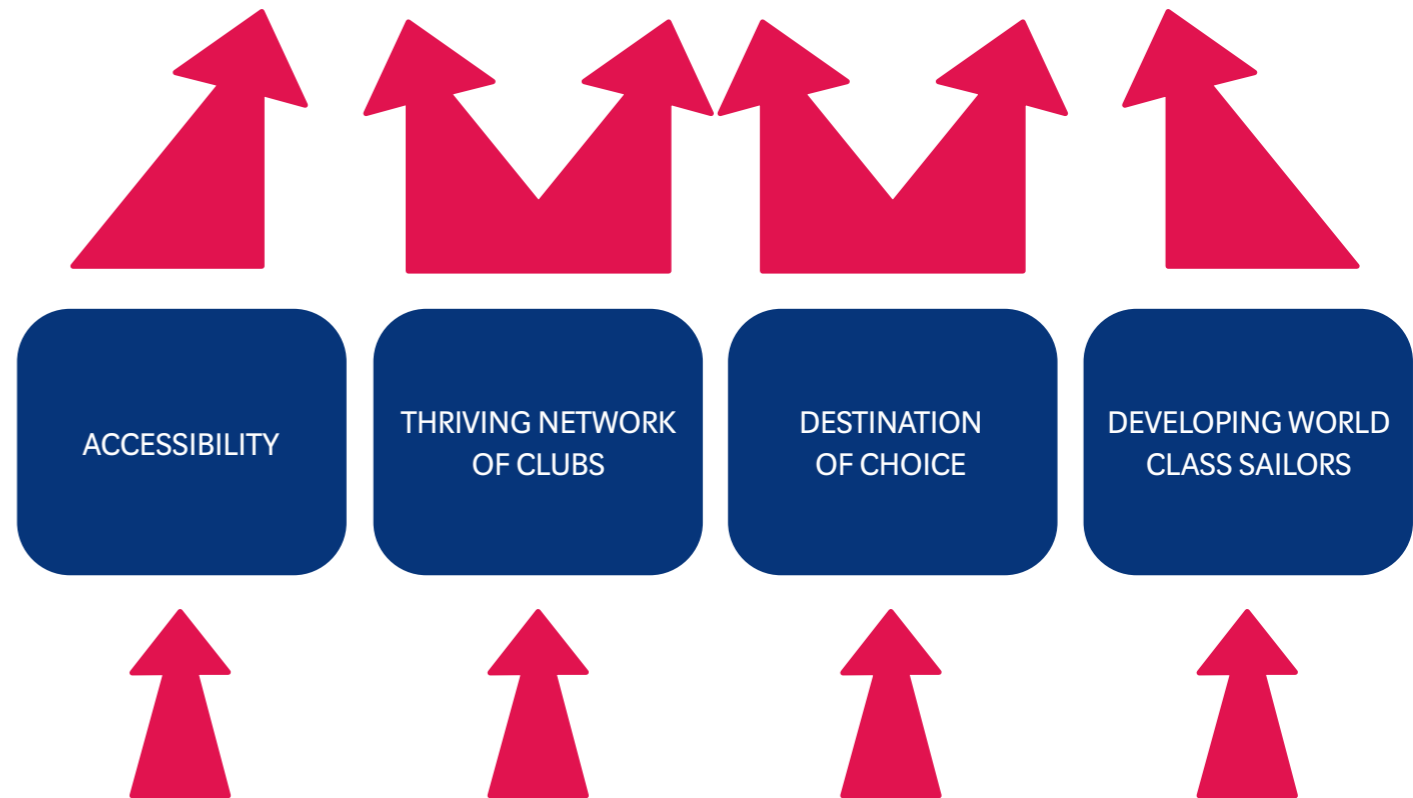
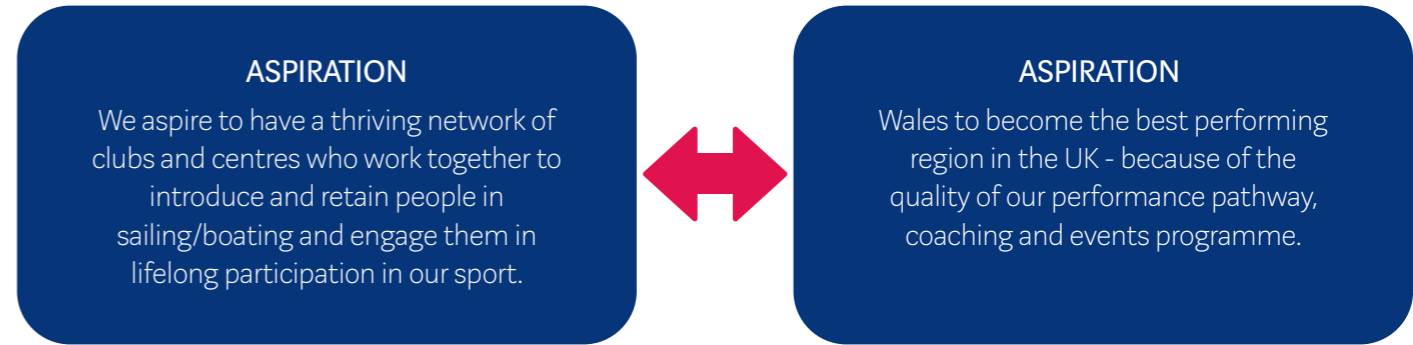
These aspirations will be achieved through:

- **Accessibility** - Developing a network of partners who provide a range of opportunities for adults, families and young people to participate in our inclusive sport.
- **A Vibrant & Active Club Network** - Where clubs and commercial centres work in partnership with their communities to offer opportunities for lifelong participation in our sport.
- **Destination of Choice** - For National and International events in all disciplines. Bringing the best to Wales enabling our sailors to access appropriate competition on home waters and showcasing our beautiful natural environment to the world.
- **Developing World Class Sailors** - We aspire to have a world class performance pathway that develops sailors who compete on the world stage for Team GBR.

**Our vision and aspirations are underpinned by our overall purpose:
Promote and Protect Safe, Successful & Rewarding Boating in Wales**

- **Promote** - To improve the image and raise awareness of our sport and increase participation and club membership;
- **Protect** - the natural marine environment and work with the RYA to maintain rights, freedoms and standards;
- **Safe** - work with the RYA on maintaining safety standards & disseminate good practice;
- **Successful** - at all levels and in all disciplines;
- **Rewarding** - challenging, fun, exciting, enjoyable, fulfilling at all levels including volunteering;
- **Boating** - sailing, windsurfing, cruising, powerboating etc. (not paddle sports);
- **In Wales** - not just the Welsh - our visitors and marine tourists and those participating in national and international events.

OUR VISION
Wales will become known as one of the best places in the world to be a sailor because:



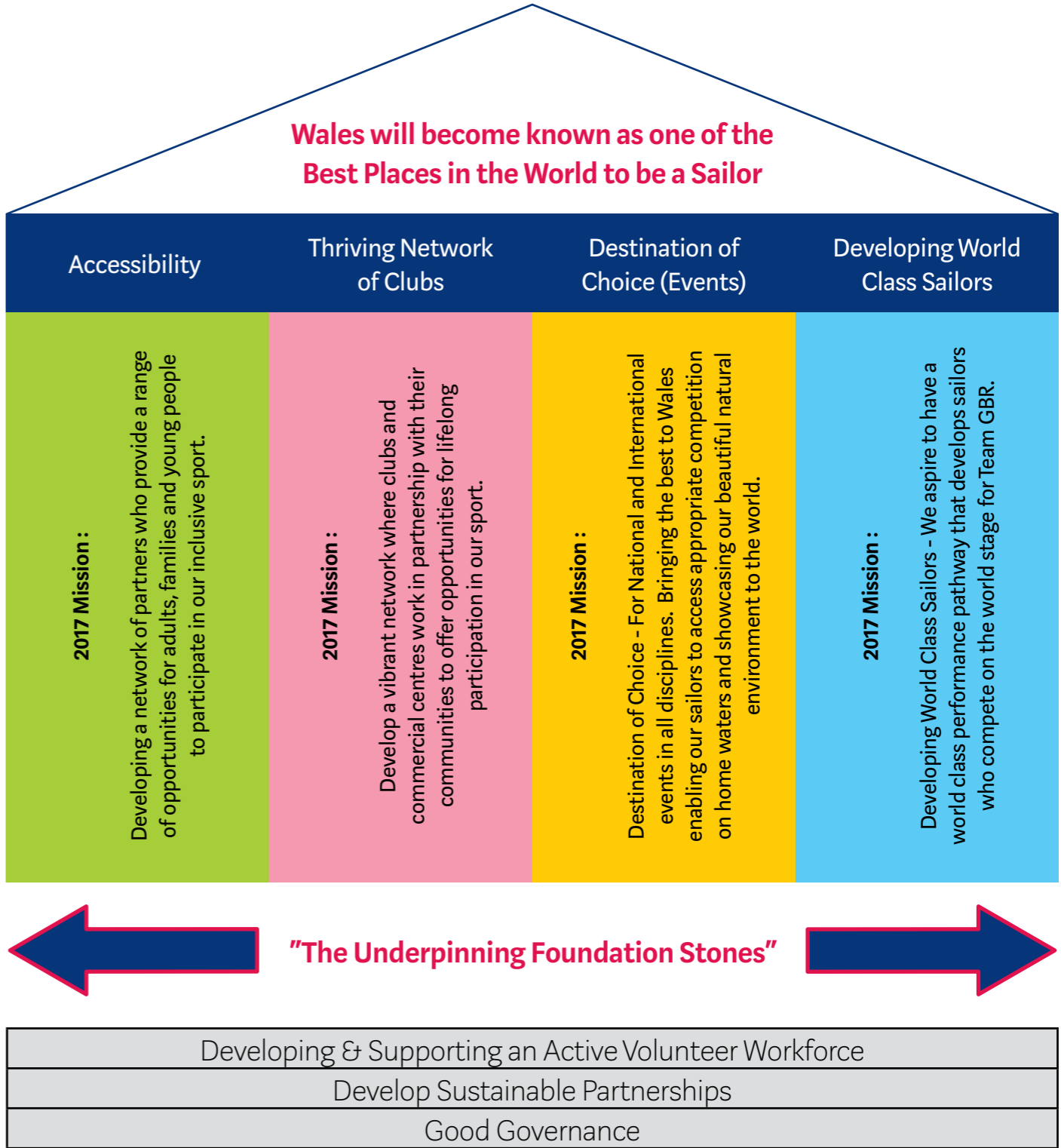
PURPOSE
Promote and Protect Safe, Successful and Rewarding Boating in Wales





3. OUR STRATEGIC FRAMEWORK

The following diagram illustrates how the four strategic pillars fit together to support the delivery of our vision.



4. ACCESSIBILITY

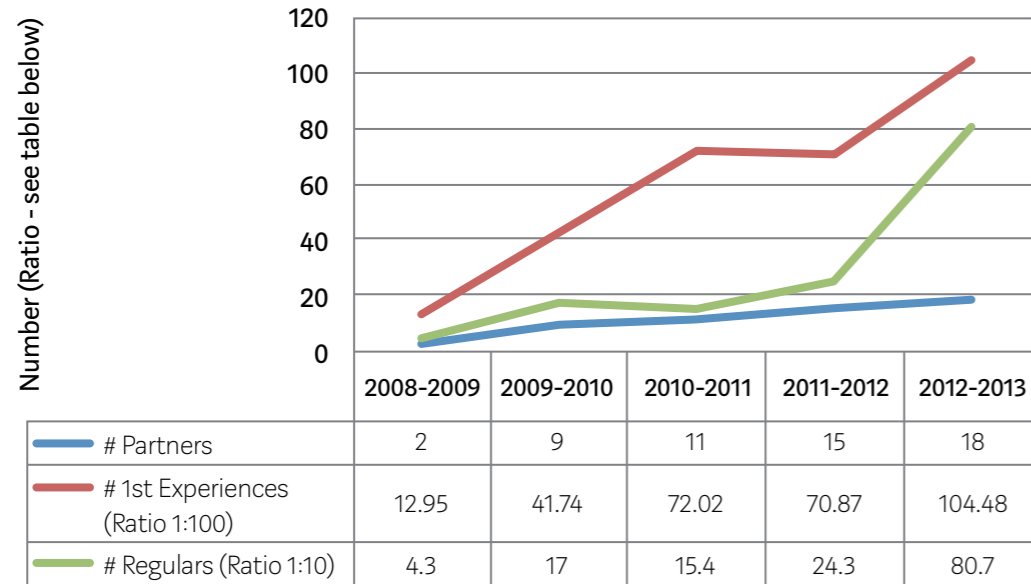
2017 Mission - Developing a network of partners who provide a range of opportunities for adults, families and young people to participate in our inclusive sport.

The OnBoard programme is now well embedded and has delivered over 30,000 sailing and windsurfing first experiences, developed partnerships with local authorities and commercial centres and has created links between schools and clubs.

During the last four years 4.69% of the total number of these 1st experiences have been retained resulting in new family, youth and junior members in our OnBoard clubs and centres.

OB Data Wales 2009/13

OnBoard Statistics



** Graphs are based on 2012 data. Retention figure now based on the actual number of participants attending OnBoard sessions that have been retained as club/centre members.

OnBoard is a key programme for the next four years; however the emphasis will be on converting more of those who have had 1st experiences into club members and regular participants. Our benchmark will be to convert a minimum of 10% of actual participants into regular club or centre members/participants. In our most successful partnerships we will set a stretch target of retaining 15% of participants.

WYA will access UK wide programmes that will be used to drive participation during this strategic plan and help us achieve our targets. Programmes like OnBoard, T15, Sailability and Active Marinas will be used to encourage greater participation that leads to retaining more people in our clubs and centres as members or recreational boaters.

Adult participation is a new area that WYA will focus on during this strategic plan. Adults are the largest participating group within our clubs. Clubs and centres will be encouraged to establish pay and play opportunities that make the sport more accessible to new participants. New programmes like the RYA Active Marina will be established in Wales to engage with the wider recreational boating community.

Sailing is a healthy and inclusive sport. Over the next 4 years we will develop the Sailability programme in Wales. We will work with the RYA, clubs and commercial centres to increase the number of venues offering opportunities for disabled participants to take part.

Coach & Volunteer Education

Developing and supporting an active volunteer workforce is one of the main foundation stones of our strategic plan and contributes to each individual mission. In the last four years over 700 coaches and instructors have gained RYA qualifications.

This strategic plan will continue to support clubs and volunteers and increase the number of individuals gaining qualifications. To achieve our participation targets we will need to support existing volunteers and help clubs recruit new ones.

Our 2013/17 Club and Community Development Plan sets out our aspirations and how we will implement this part of our work in more detail. Our participation and club development programmes are led and managed by our Development Officers who are supported by our Regional Committees.

2017 Mission - Developing a network of partners who provide a range of opportunities for adults, families and young people to participate in our inclusive sport.

Mission Goals	Measuring Progress
Delivering 50,000 OnBoard opportunities (across the boating spectrum).	T1 - 40,000 OnBoard sessions(junior & youth). T2 - 10,000 OnBoard sessions 18+ .
Sailability becomes one of our mainstream programmes.	T3 - 5000 Sailability 1st experiences.
More clubs and centres delivering On Board sessions. Engaging with adults and the recreational boating sector.	T4 - 30 Clubs and Centres delivering the OnBoard programme. T5 - Establishing and developing 4 Active Marina Projects by 2017.
Encouraging clubs & Centres to develop pay and play opportunities.	T6 - 22 Clubs or centres offering pay & play opportunities by 2017.



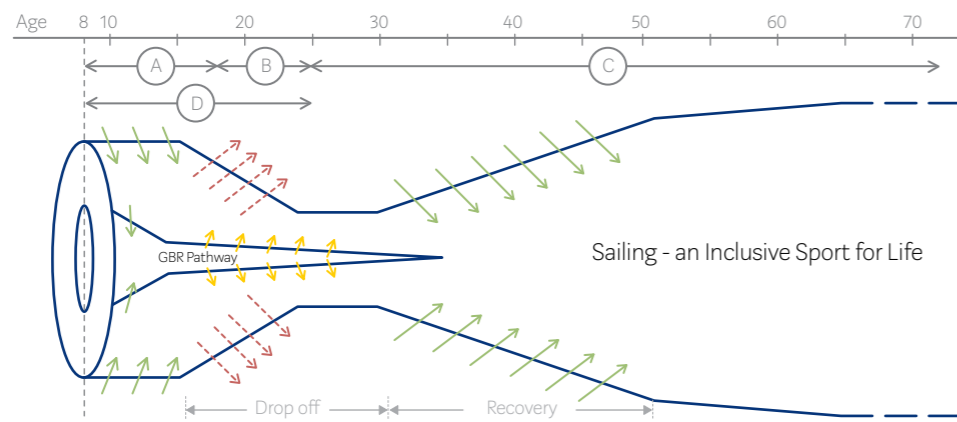
5. DEVELOPING A THRIVING NETWORK OF CLUBS

2017 Mission - Develop a thriving network where clubs and commercial centres work in partnership with their communities to offer opportunities for lifelong participation in our sport.

If Wales is to become known as one of the best places in the world to be a sailor, we need a vibrant and thriving network of clubs and centres where working together becomes the norm. Developing our clubs and helping them to grow is the most important aspect of this strategic plan. Without vibrant & thriving clubs we have no chance of attracting new members and keeping existing members engaged in the sport.

Retaining more of the people who come out of our participation programmes is a key focus area. Our new regional staffing structure will be targeted. We will help clubs develop their own aspirations and development plans. This will help them retain new members, increase the numbers of people that participate in club racing and recruit and retain volunteers.

Clubs are usually located in the heart of their community and offer door step opportunities for both young and old to access our healthy and inclusive sport. Clubs also play an important part in the performance pathway by nurturing young sailors as well as offering them continued lifelong participation and enjoyment through club racing and recreational activities when they step off the performance pathway.



Over the next four years we aim to work with clubs and centres that can deliver our key programmes. We will also support new clubs to buy into our aspiration of making Wales one of the best places in the world to be a sailor.

We will help clubs improve the quality of their club racing and their adult race training, with the aim of getting more boats involved in club competitions. The main measure of success in this area is getting clubs to work together by sharing information and resources. Our three regional committees have an important role to play in this area.

Coach & Volunteer Education

Supporting and developing an active volunteer workforce is one of the key underpinning foundations of this strategic plan and one that straddles all four of our strategic pillars.

Improving the quality and quantity of coaching and instruction on the water is a key objective and we will target our community coach support to help clubs improve their club racing and coaching programmes.

Valuing and supporting the work of volunteers at all levels is important. This will be done in partnership with our three Regional Committees as well with our commercial partners in all three regions of Wales.

Our 2013/17 Club & Community Development Plan sets out our aspirations and how we will implement this part of our work in more detail. Our development programmes are led and managed by our National and Regional Development Staff supported by our Regional Committees.

Our Mission Goals - Develop a thriving network where clubs and commercial centres work in partnership with their communities to offer opportunities for lifelong participation in our sport.

Mission Goals	Measuring Progress
Improve the links between our OnBoard centres and our clubs to improve retention/club membership.	T7 - Converting a minimum of 10% of people that have taken part in OnBoard as regular club members or centre participants.
Increase the number of volunteers gaining a RYA Coaching and instructional award.	T8 - 1000 new volunteers gaining RYA qualifications by 2017.
Increasing the number of boats participating in club racing and recreational boating activities.	T9 - Increase the number of RYA Champion Clubs in Wales to 18 clubs by 2017.
Increase the number of club members that become RYA personal members.	T10 - Increase the number of RYA personal members in Wales to 5000 by 2017.
Develop (with RYA) a robust way of measuring club membership by gender and age that enables us to report on club membership.	T11 - Increase club membership in Wales to 30,000 by 2017.
Increase the number of Sailability Foundation Clubs in Wales by 2017.	T12 - Increase from 3 to 7 clubs by 2017.



6. DESTINATION OF CHOICE (EVENTS)

2017 Mission - Destination of Choice For National and International events in all disciplines. Bringing the best to Wales enabling our sailors to access appropriate competition on home waters and showcasing our beautiful natural environment to the world.

It is widely acknowledged that sporting events have increased the profile of Wales as a dynamic and ambitious country. The Ryder Cup, Ashes Cricket and European Cup Rugby have all played their part in showcasing the facilities and the individual sports concerned.

For the last five years sailing has contributed to this ambition and benefited from investment through the growth of the Welsh National Sailing Academy and Events Centre (WNSA) at Pwllheli. The WNSA is now a destination of choice for International and National class associations with over 7000 competitors from over 24 countries sampling the excellent sailing conditions in Cardigan Bay. In 2012 the introduction of spectator friendly events like the Extreme 40's in Cardiff Bay, increased our hosting reputation and Wales is slowly but surely making its mark on the world stage.

Events play a wider role in the club development and performance pathway giving our sailors much needed local competitive opportunities to enable them to develop and improve. In 2012 with the assistance of the Welsh Government, a feasibility study was conducted that resulted in a new standalone events strategy entitled; "Wales a Destination of Choice."

Developing Growth Events

Establishing and developing our own home grown event with the potential to become a "Signature Event" is a key objective for the WYA. This type of event would represent a significant addition to the visitor offer for Wales and generate economic benefits to local communities.

Developing a key "Welsh owned" signature sailing event has a great appeal and has the potential to:

- Maximise its appeal as a spectacle
- Increase the entry numbers
- Deliver a much wider economic impact

During the life of this strategy WYA will work with a number of partners to develop new growth events with the intention of establishing a self-contained group to develop and ultimately manage each event.

Developing sustainable partnerships is a key component of our events strategy. We aim to support and encourage our clubs to make smaller events sustainable. One of our key goals will be to access funding to employ an Events Development Coordinator(s) to develop and lead the of a volunteer work force and making the most out of modern communication methods to market events. This is a key element in ensuring that all our partners develop a reputation for running well managed professional events and that Wales becomes recognised as an events destination throughout the United Kingdom and further afield. Developing local and regional partnerships with local authorities and other statutory bodies are very important to opening the doors to local funding opportunities.

Volunteer Development

Supporting volunteers to gain Race Management qualifications is one of the underpinning themes of the event strategy. Over the last few years the numbers of qualified officials has fallen. WYA will work with the RYA Racing Department and our Regional Committees to increase the number of volunteers that gain qualifications over the next 4 years.

Our 2013/17 Events Strategy sets out our aspirations and gives more detail on how we will implement this part of our work.

Our Mission Goals - Over the next 4 years we aim to increase the profile of Wales on the World stage as a destination of choice for national and international sailing events	
Mission Goals	Measuring Progress
Increase the number of world and European events in Olympic and non-Olympic classes coming to Wales.	T13 - host a minimum of 1 World or European Championship annually between 2013/17.
Increase the number of National & UK class Association Championships in Wales on an annual basis.	T14 - host a minimum of 7 UK National or Class Association Championships on an annual basis.
Establish a new mass participation "Growth Event"	T15 - work with a range of partners to establish 2 new Growth Events by 2017.
Work with RYA & WSNA to secure the ISAF Youth World Championships.	T16 - Secure the ISAF Youth Worlds by 2017.
Develop a strong volunteer workforce to manage and run events.	T17 - increase the number of volunteers holding RYA Race Management qualifications by 100 by 2017.



7. DEVELOPING WORLD CLASS SAILORS

2017 Mission - We aspire to have a world class performance pathway that develops sailors who compete on the world stage for Team GBR.

The main purpose of the Welsh Performance Pathway is to feed talented sailors into the British Squad Structure. Over the last eight years Welsh sailors have consistently won medals on the international stage whilst representing Team GBR in Olympic, Paralympic and the feeder classes.

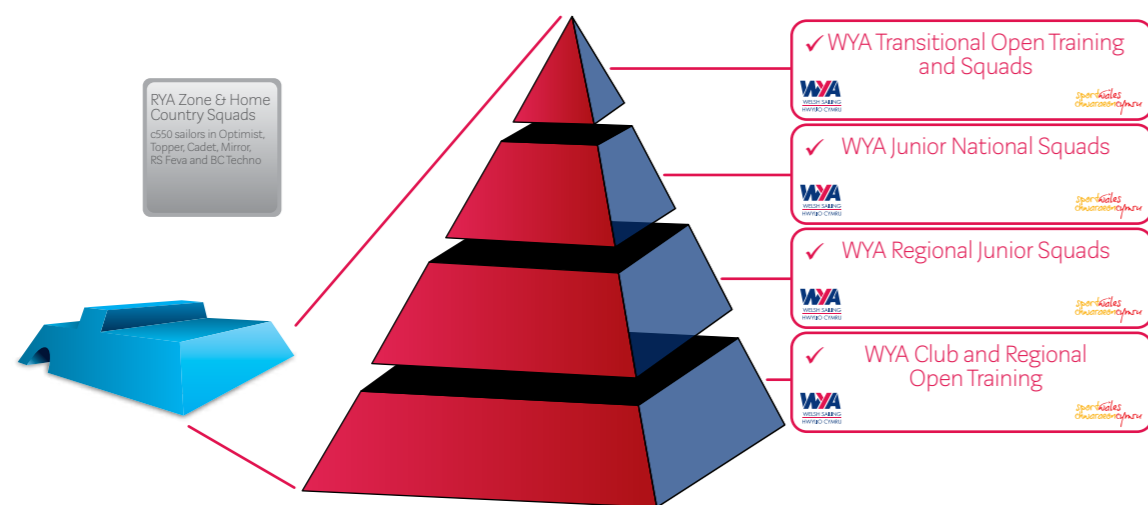
During the 2009/13 strategic plan Welsh sailors have been successful at all levels of the pathway and have made a significant contribution to the Vision for Sport's aspiration of creating a "Nation of Champions" by winning 25 medals at world and European championships. This culminated in a momentous silver medal for Hannah Mills at the London2012 Olympic Games.

2009/12 Medal Tally

L2012	World Senior	World Youth/junior	European Senior	European Youth/Junior	UK Youth Championships	Medals at UK National Champions Youth & Junior
1	9	7	5	3	4	23

During this time we have contributed more Welsh sailors into GBR squads than ever before and there is real strength in depth in the junior and youth squads and into the Olympic Squads.

Our Performance Pathway



Rio & Beyond

Over the next four years we will continue to review and improve our Welsh National Squad and Academy programme. Our Youth Academy was introduced in 2011 to provide tailored support for the most talented Youth (16+) sailors this will be refined to ensure that Wales achieves its 2017 mission of being the best performing region in the UK.

Key to these outcomes is the support provided by Sport Wales through programme funding. The Lottery and direct grant aid enables us to support our sailors with equipment, coaching and the use of some of the best training and competition facilities in the UK.

Coach & Volunteer Development

Having the best coaches to support our squads and young sailors is very important. We are fortunate to have some of the most respected coaches in the UK working within our structure. Over the next four years we will use their collective experience to bring on new young coaches and give them the opportunity of working alongside world class elite coaches.

Being part of one of the most successful performance programmes in world sailing brings huge benefits for our sailors and coaches. We will continue to work closely with our colleagues within the RYA and the Team GBR structure to feed our sailors into the GBR pathway.

Our 2013/17 High Performance Plan sets out our aspirations and how we will implement this part of our work in more detail. Our performance programme is led and managed by our High Performance Manager (HPM) who is supported by National and Regional coaches.

Our Performance Mission - We aspire to have a world class performance pathway that develops sailors who compete on the world stage for Team GBR.	
Mission Goals	Measuring Progress
Increase the number of sailors in GBR Youth & Junior Squads.	T18 - by 2017 Welsh Sailors will take up 30% of the total GBR squad places available.
Increase the % of sailors from Wales in the Olympic and Olympic Development Squad.	T19 - Welsh sailors will take up a minimum of 5% of the squad places available during the next Olympic cycle.
Increase the number of medals won at World and European sailing events in Olympic, Paralympic and the Youth and Junior feeder classes.	T20 - By 2017 Welsh sailors will have won 35 medals at World and European sailing events in the recognised Olympic, Paralympic and the youth and junior feeder classes.
Increase the number of medals won by Welsh sailors at the UK Youth Championships and at UK class Association events in the youth and junior feeder classes.	T21 - By 2017 Welsh sailors will have won 30 medals at UK Youth Championships and at UK Class Association events in the youth and junior classes.
Increase the number of clubs contributing to the performance pathway.	T22 - By 2017 increase the number of clubs contributing to the Welsh National & Regional Squad pathway by 30%.



8. CORPORATE GOVERNANCE

During the last strategic plan WYA reviewed its organisational effectiveness and adopted a new committee and staffing structure. The Board has been strengthened to include a mix of elected Directors and skills based Directors appointed for their business, marketing and financial knowledge. The aim is to make the WYA more business-like in its management and its approach.

The challenge for the next four years is to make sure that the new structure is embedded and our members are able to influence the future direction of the governing body. We need to address the gender imbalance on the Board as well as maintaining a well-balanced regional representation.

Our purpose and aspirations are underpinned by our values and the philosophy that we will strive to enable the best to reach for the top and encourage everyone to achieve more than they ever thought possible.

WYA Organisational Values

Respect - the work and contributions of volunteers, staff and partners at all times.

Honesty - we will strive to operate in an open and transparent manner taking decisions for the good of the sport in Wales.

Inclusive - we recognise the diverse nature of Wales and embrace the Welsh Language. We will not allow language, ability, disability to be a barrier to participation and enjoyment.

Excellence - We aspire to be world class in all that we do and encourage others to do the same.

Staffing

A new staffing structure will be implemented in 2013 and takes into account the need for a more regional approach to club and volunteer development. The aspiration for the next four years will be to have three regional officers who will facilitate participation, develop clubs and support the development of volunteers in North, South and West Wales. National policy development and administration of our programmes will be managed centrally from Head Office at Plas Menai. This allow more time for regional development staff to work directly with clubs and other partners.

Good Governance

WYA was audited by Price Waterhouse Coopers in 2010 and all the recommendations have now been implemented. We have progressed several national accreditations and we are proud to have achieved the Preliminary Level on the Equality Framework Standard in conjunction with the RYA. Work is also on-going on achieving the required standard on the NSPCC Framework for Safeguarding and Protecting Children in and through Sport in Wales. This work is led by a part time Child Protection Lead Officer. The Lead Office will oversee the implementation plan and support club welfare officers.

WYA will use the Sport Wales Self Assurance Programme to ensure that key policies and procedures are reviewed and updated. We will strive to improve year on year and achieve a green scoring Level of accreditation across all areas by 2017.

Financial Sustainability

Over the last strategic period WYA has managed to reduce the overall percentage of income that comes from Sport Wales as a percentage of our total income. A sponsorship and communication plan will be developed to support this strategy. One of our main corporate targets will be to secure a headline sponsor or individual programme sponsors to enable us to do more and to deliver our ambitious targets.

Welsh Language

WYA recognizes its obligations to mainstream the Welsh Language. We will strive to improve on past performance and will endeavour to ensure that the Welsh Language is treated no less favourably than the English Language.

Staff will be encouraged and supported to learn Welsh during the working day and it will be a desirable factor in our staff recruitment policy. We aspire to have a bilingual website by 2017 and will ensure that our marketing and publicity material are bilingual.

Monitoring & Evaluation

WYA will introduce an annual internal review that will track the progress being made against each of the strategic pillars. Each pillar will report back to its themed committee or the WYA Board annually to monitor progress against our aspirations. A mid-term strategy review with a wider stakeholder group made up from our Regional Committees will meet to review the progress in 2015. A full review will be carried out in preparation for the 2017/21 strategic plan in 2016.

WYA will work with the RYA and the other Home Countries to develop a robust way of recording club membership. We will investigate how market segmentation and participation data held by Sport Wales can be used to inform the operational plan.



