

	MEETING	Yachting Australia Federal Assembly Meeting	
	DATE	Friday 2 May 2008	
	TIME	1000 - 1600	
	VENUE	Wharf 7 Conference Room, Australian National Maritime Museum	
	AGENDA	MINUTE	ACTIONS
A	ATTENDANCE AND APOLOGIES		
	<p>Attendance: Andrew Plympton President Adrienne Cahalan John Flower Nick Hutton David Kellett Tom King Rupert Leslie Wally Rantanen David Tillett ISAF Delegate</p> <p>Phil Jones CEO Alastair Snell General Manager</p> <p>Lindsay Brown YNSW Delegate Adrian Steer YNSW Observer Roger Hickman YNSW Observer Ken Hurling YQ Delegate Norman Fry YQ Observer Matt Owen YACT Delegate David Gotze YV Delegate Ross Kilborn YV Observer Graham Cunningham YV Observer Murray Jones YT Delegate Bob Silberberg YT Observer Bob Heywood YSA Delegate John Johnston YSA Observer Gary Martin YNT Delegate John McQueen YWA Delegate Tony Claydon YWA Observer</p> <p>In attendance:</p> <p>Dr Robert Kidston Australian Sports Commission Peter Sharpe Australian Sports Commission Chris Muldoon Sport Business Partners</p> <p>Apologies: Alan Tough</p>	<p>The President opened the meeting and welcomed all those attending. In doing so the President welcomed those delegates and observers attending their first Federal Assembly meeting. The President gave a special welcome to Dr Robert Kidston and Peter Sharpe from the Australian Sports Commission and to Chris Muldoon from Sport Business Partners. In opening the meeting the President highlighted that the key issue to be focused upon during the day was the draft Strengthening Sailing report and that he and the Board looked forward to a positive and productive day of discussion on this important piece of work.</p>	

B MINUTES OF LAST MEETING			
	To receive the minutes of the meeting held on 25 May 2007	The minutes of the Federal Assembly meeting held on 27 May 2007 were accepted as a true and correct record.	
C MATTERS ARISING			
	To consider any matters arising not appearing on the agenda	It was noted that all matters arising from the March meeting were addressed by items already in the agenda.	
1 Strengthening Sailing Review			
	To receive a presentation and discuss the draft "Review of Opportunities to Strengthen the Delivery of Sailing in Australia" and the Yachting Australia Board's views on the key findings and recommendations	<p>The President commented on the background to the report and highlighted that Yachting Australia and the Australian Sports Commission had agreed to cooperate in the project which was the first of what was expected to become a series of "next generation" reviews carried out in conjunction with sports that appeared to be operating well. The Board had embraced the opportunity for an external party to provide a form of health-check on the sport and help identify ways that the sport could be better delivered. The President thanked the Australian Sports Commission for funding the project and in particular to Dr Robert Kidston for overseeing the process.</p> <p>The President commented that the review process had taken considerably longer than expected which was a reflection of the breadth and extent of the review but also the diversity of feedback received. The meeting noted that Yachting Australia had received the draft report for their meeting on 28 March and the Board had subsequently provided initial feedback on the report and those comments had been circulated to the MYAs with a copy of the draft report. The President commented that it was apparent many of the MYA Presidents may not have read the report in its entirety yet and it was therefore important for Yachting Australia to today steadily walk the MYA Presidents through the report and the Board's comments and to obtain feedback in the coming weeks prior to finalization of the report.</p> <p>In concluding his opening remarks the President commented that the sport is strong and well regarded but that nothing is staying the same. It is important for yachting to better position itself to attract generation X and Y participants and to structure its operations to meet their expectations. The President highlighted that it was important that structure should follow strategy and it was the Board's view that many of the report's recommendations can not be properly dealt with until further work has been completed on the organisation's vision, strategy and business model.</p> <p>The Chief Executive gave a presentation providing an overview on the Key Findings and the Board's initial comments. A copy of his presentation is lodged with the minutes.</p> <p>Key Finding 1: Core Business Focus – Discussion was held on Yachting Australia's business focus and the debate between the use of the sailing, boating and yachting terms. The meeting noted that the Board's view is that the core business of Yachting Australia should be sailing in all its forms although at times boating interests were aligned with the actions taken to protect and maintain sailing activities.</p>	Attached

			<p>It was agreed that the services required by the boating enthusiast are generally delivered locally and that MYAs will often operate with a wider brief than Yachting Australia. It was agreed that there needs to be alignment between Yachting Australia and the MYAs on national issues and programs and that collectively the organisations needed to clarify what parts of the sport were responsible for the delivery of the various agreed initiatives.</p> <p>Discussion was also held on the need for Yachting Australia to not try to be all things to all people and also on the need to do less better. Discussion was held on the suggestion to change the organisation's name and it was noted that there was already considerable investment in the brand and boating interests could possibly be addressed through strategic partnerships with the likes of the Grow Boating campaign. The meeting also noted that the Federal Government's focus for sport going forward may well have a stronger emphasis on participation than is currently the case and this presented some positive opportunities for Yachting Australia.</p> <p>Key Finding 2: Common Vision – Discussion was held on the key finding of a lack of clarity of Yachting Australia's core business and its impact on the objective of a cohesive all of sport approach to planning and priority setting. It was agreed that the organisation's vision and strategy required better alignment and there was support for the development of common objectives on sailing initiatives which could be established following consideration of the findings from the proposed research. The meeting noted that the Board's view was that once the strategy was agreed, there will be need for a serious and open review of the capacity, capability and structure of the sport at National, State and club level in order to deliver the agreed outcomes.</p> <p>Key Finding 3: Organisational Capability – The meeting discussed the key finding regarding the capability gap that was emerging between the professional governance and management of the state associations and Yachting Australia. Concern was expressed about the use of the term 'cottage industry' and the view expressed that the current structure of the sport was an impediment although it was noted that the organisation was only as strong as its weakest link. The Board expressed the view that it was important to acknowledge the diversity of the MYAs but that the organisation may have to look at alternative ways of delivering services to members in some areas where capacity and capability were limited. The meeting acknowledged that the yachting product offering was a complex one but that it was important that a strong consistent message was communicated.</p> <p>Key Finding 4: Board Leadership – Brief discussion was held on the 2000 Board Works Review and the key finding that not all of the recommendations had been adopted. The meeting noted the Board's view that there may have been some impact of not adopting all of the recommendations but that these related more to Board function than to their leadership being compromised. The meeting acknowledged that the Directors have a view that they are sometimes constrained, being reliant on the Federal Assembly for their position and for funding.</p>	
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Key Finding 5: Collaboration and Behaviour – Discussion was held on the key finding that the current behaviour and practices of the sport within its federated structure were dysfunctional. The meeting noted that the Board was concerned over this finding although it was noted that when the review began there was vigorous debate on a variety of issues which could have been viewed as unhealthy behaviour. It was noted that a professional services firm can sometimes see things more clearly and through their involvement and the process used Sport Business Partners had possibly helped the sport overcome the issues raised at the time. YQ asked if Yachting Australia had completed any form of assessment of the unitary model and although the answer was no the President raised the question of could the organisation be structured better. The President also made reference to the current approach to membership of two of the larger clubs and the inaccurate perception that was being communicated of who does what within the sport. There was general agreement that a unified approach and organisation should be pursued where possible.

Key Finding 6: High Performance Spend and Participation – The Board acknowledged that it was aware of the key finding that there was a perception Yachting Australia’s focus was too heavily geared towards the activities of the Olympic program. The meeting was reminded that Yachting Australia received over 80% of its income from the Australian Sports Commission to target to achieving high performance and Olympic outcomes and it was therefore quite reasonable for Yachting Australia to gear expenditure towards this aspect of its business. It was agreed that the organisation needed to explore different ways of communicating its role and the important work being done. Discussion was also held on the assertion that overall participation was in decline and the meeting noted that this was not evidence-based and has been challenged by some members of the Board. It was agreed that this issue could be addressed once the recommended research project was completed.

Key Finding 7: Participation Pathway – Brief discussion was held on the key finding that the participation pathway for sailing was complex and perceived as being expensive for new entrants. The Board acknowledged that there are barriers to entry to the sport and that this issue was strongly linked to the perceptions expressed in key finding 6. The meeting noted that there were many good examples of innovation and effective participation programs but that the issue highlighted the need for an agreed structured and national approach.

Key Finding 8: High Performance Program – The report highlighted that significant improvements have been realized in the delivery of sailing’s high performance activities in the last two years. It was noted that this progress has been aided significantly through strong collaboration with the AIS and other commercial partners. The Board confirmed that it was generally satisfied with the work done in this area to date although the main performance indicator of Olympic results was still ahead and program sustainability remained a key challenge. The meeting noted that other countries were making significant investments in their high performance programs and in the absence of added Federal

			<p>Government funding a greater level of support from commercial sponsors and the sailing community will be necessary.</p> <p>Key Finding 9: Commercial Activities – Brief discussion was held on the issues raised in the report about recent progress in the management of Yachting Australia’s commercial program. The meeting noted that the current commercial partners were principally targeted at the high performance activities and the challenge now was to put in place a program to attract support for programs in the participation and training area that could also see resources flowing to MYAs and Yacht Clubs. The meeting acknowledged that such an approach will require a change in mindset amongst key stakeholders as collective opportunities were identified and marketed as the whole is worth a lot more than the sum of its parts. YQ commented on their current efforts to establish a Foundation and the Board reinforced the need for further research and discussion.</p> <p>The Chief Executive gave a presentation providing an overview on the Key Recommendations and the Board’s initial comments. A copy of his presentation is lodged with the minutes.</p> <p>Key Recommendation Group 1: Business Strategy – The meeting discussed the key business strategy recommendations and in particular the importance of conducting a major research study. The meeting supported the Board’s desire to undertake and research study first so that the results can be used to inform the decisions made in relation to the organisation’s Business model and Strategic Plan. It was noted that there were significant funding and resource implications and that the Board would be seeking partners to assist in the funding of the work to be undertaken.</p> <p>Key Recommendation Group 2: Sport Development – Brief discussion was held on the sport development recommendations and the idea and preferred fleets. The meeting noted that Yachting Australia has already identified certain youth classes, based on the ISAF International and Recognised Classes but also that internationally Classes are selected by ISAF not Yachting Australia. The meeting acknowledged the need for Yachting Australia to consider added resourcing to assist the smaller states and also the importance of developing programs that can be jointly delivered.</p> <p>Key Recommendation Group 3: High Performance – In discussing the recommendations regarding high performance the Board highlighted the plans already in place to see greater interaction between the Australian Sailing Team coaches and the State High Performance Coaches but also the need for MYA managed underpinning programs to be in place. It was noted that there had already been discussion about the possibility of coach rotation amongst the States but that this idea was conceptual only at this stage. The meeting also noted that many of the recommendations in this area were already in hand although depth in the program was a significant concern.</p> <p>Key Recommendation Group 4: Commercial Development – Brief discussion was held on the commercial development recommendations which would be advanced once the</p>	<p>Attached</p>
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			<p>research study discussed earlier had been completed. The meeting acknowledged that the sport needed a unified ad collective approach to its commercial activities and this need to be underpinned with a positive brand story. Dr Kidston commented that the ASC had recently started to assist Athletics Australia to improve its commercial program and that their could be learnings from that project for yachting.</p> <p>Key Recommendation Group 5: Governance & Management – The meeting discussed the recommendations regarding Incorporation, the constitution, Board terms of office and the role of the Federal Assembly. The Board highlighted that the ASC recommends that NSOs that by definition operate Australia-wide, should fall under the Corporations Act however further analysis on the implications of changing legal status still needed to be fully assessed. The meeting noted the recommendations regarding the role of the Federal Assembly and the powers of the Board and that there was general agreement for these, except recommendation 31 re clause 11.1.2. General discussion was also held on the term of office for directors and the view expressed was that limiting directors to a maximum of two two-year terms was not the preferred approach.</p> <p>Lengthy discussion was held on the structural reform recommendations with Yachting Victoria advocating that the proposed seven year transition was too long and the federation should pursue the desired national unified approach in a much shorter timeframe. The meeting suggested a working group be established to explore the pros and cons of the unitary model although this proposal was later tempered with the meeting being reminded of the importance of Yachting Australia first receiving formal feedback once MYA Boards had fully considered the report. However, the meeting acknowledged that the thrust of the recommendations were correct and that the organisation should soon action the proposed reforms.</p> <p>It agreed that a soft copy of the draft report and the Board's comments as well as the two powerpoint presentations would be circulated to the MYAs and feedback sort from the MYAs by 31 May.</p> <p>In closing the President thanked Sport Business Partners for all their efforts and the Australian Sports Commission for their financial support and guidance of the project. Dr Robert Kidston congratulated the meeting on their attitude and approach to the draft report and commented that the Commission looked forward to continue to work with the sport as the recommendations were advanced.</p>	
2	National Membership Scheme			
		To receive a report from each MYA on their state of readiness to implement the new National Membership Scheme arrangements for 2008/2009	<p>Rupert Leslie invited comment from each MYA on the progress being made to implement the new membership scheme arrangements for 2008/2009. Each MYA then made the following comments:</p> <p>Victoria</p> <ul style="list-style-type: none"> • Half yearly meeting with clubs had been very positive • Expecting an increase in uptake of between 15,000 and 20,000 	

			<p>ACT</p> <ul style="list-style-type: none"> • Very positive feedback to date with 2-3 extra clubs becoming affiliated • Expecting a 10% increase <p>Queensland</p> <ul style="list-style-type: none"> • Plan to charge for cards this year to cover the insurance costs incurred in 2007/2008 • RQYS numbers will reduce so numbers overall will be down <p>Northern Territory</p> <ul style="list-style-type: none"> • Darwin Sailing Club were now back involved and numbers should stabilise <p>South Australia</p> <ul style="list-style-type: none"> • Progress made with recent meeting of Clubs with Yachting Australia • Overall on track with up to 1000 extra members possible <p>Tasmania</p> <ul style="list-style-type: none"> • Plan on invoicing clubs in installments and could see up to a 20% increase in numbers <p>Western Australia</p> <ul style="list-style-type: none"> • Members meeting scheduled on 29 May and have developed proposal to simplify their current banding system further • Numbers expected to be similar <p>NSW</p> <ul style="list-style-type: none"> • Have experienced constitutional issues and will not be ready for the 2008/2009 year as YNSW didn't get the necessary support for their SGM. • Still have work to do with their major clubs and may currently only have 35% compliance <p>General discussion was held on the need for MYAs and Clubs to enforce compliance of Rule 55 but it was noted that the expected revenue for Yachting Australia was not at risk.</p>	
3		2008/2009 Operations Plan and Budget		
		To receive the draft 2008/2009 Operations Plan and Budget	Rupert Leslie highlighted that a draft copy of the 2008/2009 Operations Plan and Budget had been tabled at the break and this was now available for comment by the MYAs. The meeting was advised that this material had only been considered by the Board on May 1. The Treasurer apologised that the documentation could not have been circulated earlier however he did highlight that the draft Plan and Budget has been prepared 2 months earlier than it had been previously. Following brief discussion it was noted that the Budget requires the approval of the MYAs and therefore it was agreed that a circular resolution would be distributed in two – three weeks in order for that approval to be gained. The Treasurer encouraged questions about the plan and budget in the first instance to be	

			directed to the General Manager.	
D	OTHER BUSINESS			
			Go For Gold Gala – The President briefly highlighted the key features of the Go for Gold Gala Dinner at Doltone House this evening and wished all those attending an enjoyable experience.	
E	NEXT MEETING			
			The meeting noted that the next meeting of the Federal Assembly is scheduled for 17 October 2008	
	CLOSE OF MEETING			
			With no further business the meeting closed at 1530	

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