

YACHTING AUSTRALIA
STRATEGIC PLAN
2009 – 2013



Australian Government
Australian Sports Commission



VISION, MISSION and STRATEGIC PRIORITIES

VISION

Sailing and boating are activities for life where participation contributes to a healthy community and Australians consistently succeed on the world stage.

MISSION

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

STRATEGIC PRIORITIES

Grow Interest & Participation

Promote interest in all forms of sailing and boating and ensure that appropriate opportunities exist for growing participation as interest increases, particularly amongst the young and older-aged people.

Build Sport Capability

Further the delivery of sailing and boating through Yacht Clubs, providing programs and resources to support the role of the club and its members, staff and volunteers and build the capacity of MYAs and Yachting Australia to enhance the services available.

Maintain Competitive Success

Maintain Australia's position and recognition as a leading nation in the sport by ensuring the all necessary resources, people and pathways are in place to support both our high performance and emerging athletes.

Improve Governance and Management

Provide leadership in the development of a shared vision and in the governance, management and representation of sailing and boating at the national and state/territory level.

STRATEGIC PRIORITY - Grow Interest and Participation

Promote interest in all forms of sailing and boating and ensure that appropriate opportunities exist for growing participation as interest increases, particularly amongst the young and older-aged people.

OBJECTIVES	ACTIONS
1.1 - Participation Initiatives	
Promote sailing and boating as both a sport and lifestyle with a view to encouraging take up and regular participation whilst building the capacity within the sport to manage increasing demand.	Establish partnerships with government (particularly the education sector) and industry to promote participation in sailing and boating
	Increase level of media exposure, promoting opportunities to participate wherever possible, including launch of regular TV magazine show broadcast free to air and on-line
	Develop an entry brand supported by a website and other collateral providing information and advice targeted at new participants
	Roll out and promote National Junior Program, offered to a consistent national standard
	Continue to support Sailability, seeking support from MYAs and clubs for implementation of the sailing DAP
1.2 - National Training Schemes	
Offer National Training Schemes (NTSs) to a consistent national standard, with Yachting Australia recognised as the pre-eminent provider in Australia of recreational sailing and boating training and certification	Fully implement the plan for the national delivery of the NTSs in Australia
	Promote the NTSs to ISAF, AMSA, NMSC and State Maritime Authorities and seek appropriate recognition or endorsement
	Maintain recognition and promote status as a Recognised Training Organisation (RTO)
1.3 - Events and Teams	
Promote Yachting Australia owned events, teams and programs and other major events, and through increased coverage, feature the opportunities for participation in sailing and boating.	Work with event organisers and sponsors to ensure that participation opportunities are presented during coverage of all major events, on TV, on-line and in the written media
	Continue to actively seek coverage of the Australian Sailing Team (AST), promoting international success and profiles of the athletes involved
	Raise the profile and improve the coverage of events such as the AUDI IRC Series and the Sail Down Under Series (SDU), partly through regular TV exposure - see Participation Initiatives
	Work with the organisers of the 2011 Sailing World Championship and the Sailing World Cup to promote the sport of sailing and the opportunities for participation

STRATEGIC PRIORITY - Build Sport Capability

Further the delivery of sailing and boating through Yacht Clubs, providing programs and resources to support the role of the club and its members, staff and volunteers and build the capacity of MYAs and Yachting Australia to enhance the services available.

OBJECTIVES	ACTIONS
2.1 - Technological Development	
Support the administration of affiliated organisations and improve the recording of information at all levels through the development of appropriate technologies, mainly through enhancements to the Yachting Australia IT platform.	Increase the take up of the IT platform to streamline activity and reduce the administrative burden on staff and volunteers
	Research and develop functionality that will further benefit Clubs, Associations and YATCs
	Actively promote the IT platform to through a series of roadshows and the National Conference
	Investigate the options for the provision of a service that provides GPS tracking during events, with an on-line output
	Consider providing websites to stakeholders free of charge whilst ensuring an appropriate level of exposure on all sites to promote national and state initiatives
2.2 – Competition Framework	
Encourage greater involvement in competitive sailing by encouraging and enhancing the support framework at club, state and national level, ensuring the availability of competent, well supported personnel.	Ensure that national programs for the training and accreditation of coaches, officials and administrators are current and are widely promoted to affiliated clubs and class association
	Examine the introduction of a 'hotline' to support volunteers involved protests hearings and other disputes
	Encourage volunteers by ensuring that their contribution is properly valued and acknowledged and promote the pathway for officials to develop and obtained high levels of qualifications
	Address the challenges for officials in gaining sufficient event experience to secure ISAF qualifications
2.3 - Racing Rules and Safety	
Maintain the Racing Rules of Sailing and Special Regulations consistent with international best practice, encouraging a high level of understanding of and compliance amongst the sailing community.	Adopt the ISAF Special Regulations from July 2013, limiting changes to those required to meet local circumstances or where specific risk analysis indicates that a greater margin of safety may be appropriate
	Make submissions to ISAF based on local experience for consideration and adoption internationally
	Encourage education, with affiliated organisations laying on seminars covering both the RRS and Special Regulations and promoting access to on-line tools explaining the RRS
2.4 – Rating and Measurement	
Ensure consistent high levels of service in the measurement and certification of boats, contributing to and monitoring	Adopt new technology, and particularly on lodging of data, to streamline the measurement and certification process

international developments and adopting and supporting new rating rules as appropriate.	Maintain working relationships with RORC, the ORC and other agencies, attending seminars and meetings as necessary
	Monitor and contribute to developments in relation to self-certification and how these might impact on the Australian market
2.5 – Club and Class Support	
Improve club and class association capacity by providing and promoting tools, offering relevant training and encourage access to sources of advice and funding.	Adopt and promote appropriate club governance and management tools, particularly as they relate to role of the Board
	Hold National Conference every second year, seeking support to ensure that at least 1 representative of each key stakeholder is able to attend
	Stage roadshows in each state for clubs and YATCs to brief on services available and to provide training in functionality and use of IT platform

STRATEGIC PRIORITY - Maintain Competitive Success

Maintain Australia's position and recognition as a leading nation in the sport by ensuring the all necessary resources, people and pathways are in place to support both our high performance and emerging athletes.

OBJECTIVES	ACTIONS
3.1 - Sport Pathways	
Refine and clearly articulate the pathways in sailing for junior, youth and senior athletes and for coaches, parents and others involved in supporting these athletes.	Clearly define and articulate the roles and responsibilities of yacht clubs, MYAs, SHPPs and Yachting Australia's ASDS and AST in the athlete and coach pathway
	Clarify the coach pathway, including the introduction of standard Performance Manager System for AST and State High Performance Coaches to assist in the development and identification of quality coaches
	Further formalise the pathway for junior and youth athletes and in particular the classes to be supported by Yachting Australia
	Develop or adopt a series of guidelines for parents and/or guardians responsible for supporting young athletes covering all aspects of their support and intervention
3.2 - Youth Development	
Continue to refine youth development programs, ensuring that appropriate underpinning programs are in place locally to allow talented young sailors to realise their potential and the standards required by the SHPPs.	Establish model underpinning programs and provide leadership in the implementation of consistent youth development programs
	Review the basis of funding State Youth Championship to encourage the inclusion of more boats from identified Youth Classes
	Ensure systems are in place to identify and nurture talented youth sailors at club and state level
	Develop programs to identify and encourage current youth sailors into competitive windsurfing, seeking support from the ASC through the NTID
	Develop a series of regular annual events to encourage more national level coaching and competition in the identified Youth Classes
3.3 - State High Performance	
Maintain a commitment to and develop consistency between the network of State High Performance Programs (SHPPs) to ensure an appropriate level of support for developing youth and senior athletes and coaches.	Actively manage and ensure regular interaction between SHPP Coaches in the various programs
	Introduce a system of formal coach assessment, setting and agreeing KPIs for both AST and SHPP coaches
	Ensure consistent support for talented youth and senior athletes, setting targets for performance for each SHPP
	Strive for more consistent support of the SHPPs from both the SIS/SASs and the MYAs

3.4 - Australian Sailing Team	
Continue to enhance the position of the AST, both here and overseas, as one of the leading Olympic and Paralympic Classes sailing teams, with the results at the 2012 Olympic and Paralympic Games as the key benchmark of success.	Continue to implement the Gold Medal Plan developed in 2006, refined based on experience to date, and particularly from the 2008 Olympic and Paralympic Games
	With the support of the APC and AIS, integrate the Paralympic Preparation Program into the AST
	Further develop sources of funding, including increasing commercial support and enhancing the Patron's Club, to support the AST and underpinning programs
	With the support of the AIS and ASC, establish a National Sailing Centre(s) in Sydney as a base for the AST and ASDS athletes
	Invest in technical programs in association with selected partners, with an emphasis on those likely to have a performance advantage for 2012

STRATEGIC PRIORITY - Improve Governance and Management

Provide leadership in the development of a shared vision and in the governance, management and representation of sailing and boating at the national and state/territory level.

OBJECTIVES	ACTIONS
4.1 - Constitution and Strategic Plan	
Achieve greater alignment in the constitutions and long term plans Yachting Australia, MYAs and clubs to ensure common goals and clear responsibilities, supporting MYAs as necessary to deliver on agreed objectives.	Carry out a Structural Review of Yachting Australia and the MYAs and implement recommendations accordingly
	Revise the Yachting Australia Constitution incorporating recommendations agreed from the Strengthening Sailing Review and Structural Review
	Develop a model Constitutions and/or model clauses that link the Constitutions of stakeholders to the YA Constitution as appropriate
	Continuously review the YA Strategic Plan, considering costs and resource allocation, working with stakeholders to ensure an understanding of and agreement to the Plan
	Develop a set of standard strategies and measures linked to the YA Strategic Plan for adoption by stakeholders
	Promote the strategic plan to stakeholders and adopt and introduce a tool to assist clubs in their planning
4.2 - Operations and Management	
Develop an Operations Plan that provides clear timelines, responsibilities, costs and outcomes to deliver strategic objectives, together with a Performance Management System for the organisation, including key stakeholders.	Develop Operations Plan to incorporate appropriate business targets and measures contained in 2009/2013 Strategic Plan
	Set up a Performance Management System incorporating targets for management, staff and 3rd parties that delivers the Strategic and Operations Plans
	Carry out appraisals based on the business targets and measures included in the Operations Plan
	Establish appropriate structures as necessary to deliver agreed strategic priorities
4.3 – National Policies	
Maintain national policies relevant to the changing demands of the organisation and the sport and encourage adoption by affiliated MYAs, Clubs and Class Associations as appropriate.	Review the Member Protection Policy (MPP) and the complaint process in line with the ASC template and experience gained to date
	Promote the requirements of the ISAF Anti-doping policy and relevant legislation, including the opportunities for therapeutic use exemptions (TUEs)
	Establish a gender equity policy to ensure appropriate opportunities amongst participants, coaches, officials and volunteers at all levels of management and governance
	Develop a code of ethics and behaviour in conjunction with and for adoption by affiliated MYAs, Clubs and Class Associations

4.4 – External Relations	
Continue to strengthen relationships with organisations and agencies in the sport, maritime and other sectors at both an operational and political level to enhance the position of sailing and boating as a sport and recreation in Australia.	Actively contribute to sport-wide policy debates that have potential to impact on the sport and recreation of sailing and boating
	Continue to contribute constructively to ISAF through well argued submissions and individuals in positions of influence on key Committees and Commissions
	Lobby government for recognition as the peak body for recreational boating, supporting national standards and legislation for recreational boating
	Engage with AMSA, the NMSC and the state maritime authorities in the development of policies and legislation likely to impact on the sport and recreation of sailing and boating
	Strengthen partnerships with the boating industry, particularly in the areas of training and promotion
4.5 – Communications	
Recognise the changing nature of communications and engage actively with stakeholders, developing greater understanding of the value provided by MYAs and Yachting Australia and responding to feedback to refine programs and services.	Carry out a full review of the structure of the Yachting Australia website and relaunch with enhancements, establishing linked sites for specific initiatives, such as participation - see Participation Initiatives
	Better utilise social networking technologies, such as facebook, to engage with and amongst communities of interest
	Continue to refine regular communications with stakeholders, seeking to segment the audience along interest lines and ensure messages are well targeted
4.6 – Commercial Activities	
Reduce reliance on income from MYAs and government sources by taking greater advantage of commercial opportunities whilst seeking to support clubs and other stakeholders.	Extend the availability and awareness of on-line services, such as on-line entry and the on-line shop, introducing products and services that can be made available through the IT platform
	Launch and develop an apparel program in conjunction with a 3rd party(s), which sees income flow to participating clubs and YATCs, MYAs and Yachting Australia
	Develop arrangements whereby clubs and other stakeholders can benefit from aggregated demand for services or products
	Clarify rights and actively seek sponsorship support for existing national events, teams and programs