



ONE SAILING

THE CASE FOR CHANGE



JUNE 2015



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Message from the President

In October last year, Yachting Australia and the eight State and Territory Associations (MYAs) signed an agreement to develop a governance and management framework to secure the future of our sport.

Through a period of consultation and collaboration, the parties have reached a key milestone in the review process and now seek to consult with you, our Clubs, Class Associations, Members and staff. Titled "One Sailing", it states simply what we are trying to achieve, the unification of sailing around the country and delivering better services and resources to ensure long-term success for the whole of the sport of sailing in Australia. Contained in this document is the process we have undertaken to get to this point and outlines the key findings. I encourage you to take some time to peruse this proposal.

I acknowledge the contribution of the Yachting Australia Board, State and Territory Presidents and their Boards for the spirit and genuine concern for their Clubs, Associations, Members and staff while ensuring the best ways to work together to benefit all parties. In any project that includes change, there has to be a willingness to look to the future and not spend time gazing in the past and I am grateful that all parties have been able to achieve this. For the future of our sport, we ask you to consider this proposal with an eye to the future and the aim of securing sustainable Clubs and Class Associations, for the benefit of you and your fellow sailors today and for all of us, for many years to come.

Sailing is in an enviable position that we are an engaged community of regular participants. We have committed Clubs and Class Associations across the States and Territories who handle the administration of their Clubs and members and run events, but we understand we could do more to help with resources and services that are relevant and consistent. With this proposed model, we will be able to co-ordinate National and State resources to build stronger networks and increase the services provided to assist in the running of your Clubs.

For our sport to be sustainable, we need to increase the numbers of people who are trying sailing and encourage them to join our Clubs and become committed and long-term members. Australia has a competitive sporting marketplace, we can't be complacent and need to address our participation numbers if we want to continue to receive funding and remain relevant in our communities, now and in the future.

This is an opportunity for us to work smarter, use our resources better and ensure our services are co-ordinated nationally and delivered locally. May I ask that you, as members of the sailing community, consider the opportunity outlined and engage with your Club Commodore or State and Territory Association President.

The proposed organisational changes are ground-breaking in Australian sport and if implemented, will advance sailing such that future generations will acknowledge this as a seminal moment in our sport. The Yachting Australia Board is unanimous in recommending the Report and to proceed to Phase 3 – implementation of One Sailing.

Kind regards



Matt Allen
President
Yachting Australia



Introduction

Sailing has a long and successful history in Australia and the governance and management of the sport finds itself at a juncture where it needs to challenge its existing model and look to the future to ensure the sport remains relevant and appealing to its existing base as well as enticing newcomers to take part. The change of governance structure commenced last year, with Phase 1, when Yachting Australia adopted a new Constitution and incorporated as a Company Limited by Guarantee. With the agreement between Yachting Australia and the State and Territory Associations signed, we undertook a process of review and consultation.

Earlier this year we wrote to all Clubs in Australia advising that Phase 2 was commencing, which was to develop the case for change to a new organisational structure for presentation to the Boards of the State and Territory Associations. This Report is the case for change and is the culmination of an extensive process of consultation and review that has included a national survey of Clubs, workshops and interviews with Clubs, interviews of Association staff and analysis of the businesses of the Associations and Yachting Australia. The process has been managed by the Transition Committee consisting of the Executive Officers of the State and Territory Associations and Yachting Australia CEO and senior managers. The results of the consultations have been independently assessed and analysed by Ernst and Young and reviewed by the Steering Committee consisting of three State Presidents and two YA Directors and CEO.

Club consultation was a critical part of this process so that services could be benchmarked against importance, effectiveness, usage and responsiveness and importantly so we could listen to our constituency – the reason why we exist. The engagement by Clubs in the process was excellent and may I thank all who contributed their time and thoughtful experience. The results of your contribution is that we have a sound basis on which to make the recommendations contained in this Report.

The clear message is that we need to build stronger working relationships with Clubs, significantly improve the delivery of services and programmes and better manage communications. To do this we need to structure the sport to ensure sustainability through the best use of our National and State resources and making sure sailing as a sport remains competitive into the future. Given the reach of the Report, now taking in the whole of the sport, the process has a new name, “One Sailing”, which encapsulates our aspiration.

The Report was reviewed by the Steering Committee and has been recommend to the State and Territory Associations as having addressed the requirements of Phase 2 to provide sufficient information for their Boards to make an informed decision to proceed to the conclusion of Phase 2 and commence Phase 3. Please take the time to read and consider the Report and we welcome comment and feedback.

The Boards of the States and Territories and YA agreed to embark on this process so as to secure the future of the sport. This Report sets out how this can be achieved.

Kind regards,



Matt Carroll AM
Chief Executive Officer
Yachting Australia



The Case for Change – An Overview

Last year Yachting Australia (YA) and the State and Territory Associations (MYA) agreed to embark on a process to improve the national governance structure of yachting for the long term good of the whole of the sport of sailing in Australia. This process was called “One Management”. The parties signed an Agreement which provided the mandate to undertake the work by Ernst & Young and to draft this Report, which together form the Case for Change. Therefore it is important to restate two sections from the Agreement which have guided this work.

YA and the MYAs committed to;

“Provide to yachting in Australia a legal, governance and management framework that optimises the prospects of the success of the sport in the 21st century.” and agreed to;

“Adopt a ‘best practice’ governance framework that is the in the best interests of the sport and delivers a cohesive whole of sport approach at all levels of sports administration.”

YA and MYAs identified and agreed three important value propositions to drive the process;

- *“Strong governance underpins sustainability”;*
- *“Improved efficiency is critical given pressures on resources”;* and
- *“Challenge established practice in pursuit of ‘best practice’ sports administration and governance.”*

To ensure that the basis for moving forward was consistent with the above commitment and value propositions, Yachting Australia and the MYAs commissioned Ernst & Young (EY) to undertake a review of the business operations and service delivery of YA and all eight MYAs – a business case for change.

Based on the commitments as noted above, the brief to EY approved by the State and national representatives on the project Steering Committee, was that sailing wanted to build a sustainable sports organisation based on three principles;

1. A strong national governance mechanism;
2. Enabling efficient management of resources;
3. Improving consistency, effectiveness and relevance of services provided to stakeholders.

To develop their Report EY;

- Issued a survey on services to all Clubs in Australia;
- Conducted two Club workshops (NSW & Qld);
- Interviewed management and staff from MYAs and YA;
- Reviewed the business processes and financials of MYAs and YA;
- Interviewed external stakeholders;
- Reviewed industry best practise.

This is an overview of the Case for Change – Organisational Model Report that proposes a new unifying organisational model for sailing that embraces the Clubs, Classes, State and Territory Associations and Yachting Australia. Hence the title, “One Sailing”.

Why Change?

- To provide sailing in Australia a legal, governance and management framework that optimises the prospects of the success of the sport in the 21st century.
- To build a sustainable sports organisation based on three principles;
 - A strong national governance mechanism;
 - Enabling efficient management of resources;
 - Improving consistency, effectiveness and relevance of services provided to stakeholders.
- To action the clear message from the network of Clubs, Classes and other stakeholders that YA and the State and Territory Associations need to build stronger relationships across the network, improve the development and delivery of services and ensure the sport is placed so as to capitalise on opportunities that can potentially bring in significantly increased revenue from external sources.
- To address the Ernst & Young business review findings of significant performance issues for YA and the State and Territory Associations;
 - Current business operations are struggling to address the requirements and expectations of the member Clubs; to recognise and act on commercial opportunities; and deliver to the changing requirements of the Clubs.
 - Current capacity is hampered by under resourcing and duplication of effort with up to 30% of the work effort spent on services that could be shared.
 - Ability to generate revenue growth through member fees and Government is limited but service improvement requires further investment in core sport development activities.
- To implement the five major improvement opportunities identified by Ernst & Young that address the performance issues and enable the delivery of relevant, value add services to the Clubs and Classes.
 - M1. Move to shared model for corporate services (administration, finance, accounting, legal, HR tasks), Marketing & Communications, Online services and Membership services creating opportunity to reinvest minimum of 3 State based full time equivalent (FTE) positions in sport development.
 Move to a one management/one company model creates an expected 10-15% productivity gain across State Associations allowing an additional 4-5 FTE to also focus on core activities such as sport development.
 - M2. By aggregating programs, events and services to allow for a consolidated and standardised marketing strategy, the sport is able to offer greater depth and opportunity to national sponsors, increasing revenue for investment back in the sport;
 - M3. Build marketing strategy and systems to understand sailing demographics and provide clear market segmentation linked to service delivery, (supporting M2), enabling targeted services relevant to Clubs and their members and supporting participation growth;
 - M4. Streamline communication delivery to Clubs and Classes ensuring messaging is consistent, reaches intended recipients in a controlled and timely method and builds strong relationships;
 - M5. Create a dedicated service team to deliver services to Clubs including advocacy and other enabling priorities, build direct relationships with the Clubs and improve relevance and quality of services.

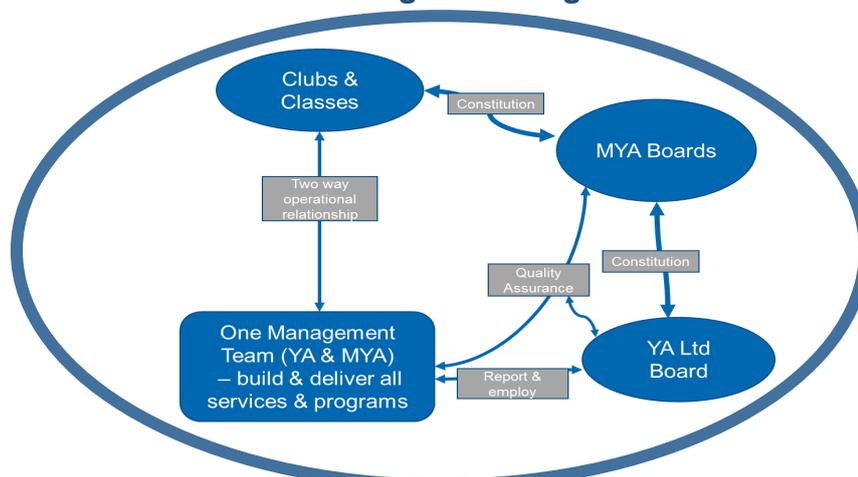
Why a New Structure?

- Organisational structure has been identified as the key enabler to address the performance issues, initiate the improvement opportunities and to secure the long term sustainability of the sport.
- Best practise suggests that sporting organisations are moving towards a One Management/One Company structure in order to better realise growth potential.
- The existing federated structure, given the current lack of standardisation in process, observed loss of momentum in key initiatives and inability to adequately leverage commercial opportunities, is not recommended. The federated structure is restricting the ability of sailing's administration to take the sport forward and develop successful programs to achieve significant results in participation thereby directly jeopardizing investment by Government.

What is One Sailing?

- Leadership – Bringing together the State and Territory Associations and YA to provide consistent and unified leadership and strategic direction in which the Clubs play a critical role.
- Culture – Creating a sense of common purpose across the sport so Clubs, Classes, sailing community and administration work together, building a culture of trust and reciprocity.
- Capability – Building an organisation to strengthen and better manage the network of Clubs and Classes through operational co-ordination and the efficient provision of a range of services.
- Performance – Setting the bar through systems that measure the provision of services.
- Inclusive – Drawing on the strengths and capacity of Clubs and Classes for the benefit of the sport as a whole not just in delivery but development of strategy and ideas.
- Analysis – Collect quality information and unique data for analysis to guide the Sport
- Efficiency – Removes administrative layers and duplication to streamline service delivery and communication and integrates nine management teams into one.

One Sailing – One Organisation



What Changes are Required?

- Constitutional – no change to YA or State and Territory Association Constitutions or membership arrangements.
- Boards – YA Board committing to deliver the agreed services and resources on behalf of an Association to fulfil that Board’s obligations to their members. State and Territory Boards no longer required to have daily overview of Management.
- Strategy and Policy – YA Board, with advice and representations from the State and Territory Boards, would lead the determination of strategy and policy for the whole of sailing.
- Management – Creation of a single Management Team, by integrating the existing State administrations and YA, with direct operational relationship with the Clubs, Classes and sailing community and a direct reporting line to the YA Board. Responsible for execution of the major improvement opportunities and the improved delivery of services
- Quality Assurance – Establishment of a quality assurance function at CEO level enabling State and Territory Boards to be confident that Management will fulfil the Board’s constitutional and fiduciary responsibilities to their member Clubs.

What does One Sailing mean to Clubs and Classes?

- Upscaling the relationship with Clubs and Classes and the services provided.
- Actioning the major improvement opportunities, all of which have a Club focus.
- Developing Club and Class capabilities and competencies to make them more effective and competitive, helping to build the sustainability of the sport as a whole.
- Creation of a dedicated Club services team to significantly enhance the relationship and build a greater sense of trust and reciprocity by focusing on the needs of Clubs and Classes through four initiatives;
 1. **Club Services Unit** – led by a senior manager reporting to the CEO, the Unit would focus on Club and membership services and provide support and administrative backup to the Club Services Officers. The Unit would be responsible for on-line services (SIMS), and have oversight of the activities of the other functional areas to co-ordinate service delivery and communication. This unit would be the keeper of delivery performance and service standards.
 2. **Club Services Officers** – Establish Club Services Officer positions (and refocused old ones) to build effective “one on one” relationships with the Clubs and Classes. Regionally based, each Officer would be assigned a group of Clubs and tasked to fully understand a Club’s needs and priorities and work with the Club to identify areas to build capability. The Officer would also have specific Class liaison duties.
 3. **Club Clusters** – As part of a broader Club relationship management process, Clubs would be grouped by defined criteria such as size, type, professional/volunteer to facilitate targeted engagement for particular services, co-ordination of communications and expectation management. The clusters would

be determined by working with the Clubs to understand their particular requirements.

4. **Consultation & Engagement** – In addition to annual Club Conferences, a deeper formalised structure of consultation would be established to assist in developing Club capabilities and competencies and to draw out their knowledge and experience to contribute to the operation and development of the sport as a whole. This engagement would take the form of;
- Regular sessions to discuss strategy, operations and receive service feedback;
 - Focused meetings on particular topics of mutual interest to selected Club clusters;
 - Regular service level and relevance surveys for benchmarking;
 - Development of an on-line searchable information repository to formalise the sharing of information on best practise, ideas, customer relations, market trends and other publications from Clubs and the wider sailing community.
- Similar consultation process would be organised with Class Associations, in particular working with Classes on their role in the sailing performance pathway and the wider sailing network.

What will One Sailing do for the Administration of our Sport?

- Enable strategic and operational improvements;
 - One Strategic Plan for the sport not just a ‘potential’ alignment of nine plans;
 - Collaborative approach to budgeting;
 - Eliminate duplication and administrative layers;
 - A whole of sport Business Plan regularly tracked and achieved with new initiatives driven by benefits cases;
 - Single IT platform universally accessed with consistent processes, high degree of automation and consistent & governed data structure;
 - Outsource – Easier to take advantage of alternative sourcing options benefiting the whole organisation.
- Enable organisational advancements in operations and execution that will support sustainability and growth of sailing;
 - Standardisation – consolidation of activities and the visibility of performance of the activities making it simpler to reduce costs and make more of the cost base variable;
 - Scalability – through increased visibility of human resources and their responsibilities, allow a faster response to changes and increased flexibility by improving ability to integrate new operations and remove those no longer required;
 - Performance – clarity over who is doing what, where, how and at what cost, enabling faster more effective decisions to be made;
 - Flexibility – a more agile organisation that can quickly exploit new market opportunities & effectively integrate these into existing operations;
 - Leanness – operate at high efficiency ensuring revenue delivers the greatest benefit.
- Relieve MYA staff from low level processing activities, allowing them to focus on business enabling activities such as Club relationship management and sport development.
- Create career opportunities for staff allowing for progression and advancement in a more dynamic organisation.

What's the Conclusion?

- That YA and the MYAs need to address some significant operational performance issues.
- Five major improvement opportunities have been identified that address the performance issues and enable the delivery of relevant, value add services to the Clubs and Classes.
- The organisational structure of sailing has been identified as the key enabler to address the performance issues and action the improvement opportunities.
- The short comings of the current federated model that are restricting the ability of sailing's administration to take the sport forward have been identified.
- The clear message from the Clubs and Classes is that YA and the MYAs need to build stronger relationships across the network, improve the development and delivery of services and ensure the sport is placed so as to capitalise on opportunities that can potentially bring in significantly increased revenue from external sources.
- By initiating One Sailing, the Administration of the sport is enabled to address the performance issues, develop plans to achieve the major improvement opportunities and build an organisation to deliver long term growth and sustainability.

Applying the three principles to build a sustainable sport, can the One Sailing organisational model;

1. Provide a strong national governance model – Yes
2. Enable efficient management of resources – Yes
3. Improve consistency, effectiveness and relevance of services to stakeholders – Yes

The Recommendation of the Report is to adopt the One Sailing organisational model and proceed to Phase 3.

What's the Next Step?

Subject to the approval of the State and Territory Association Boards, the next step is Phase 3 which can commence straight away and is about putting into action the One Sailing organisational changes.

- Scoping of detailed Transition plans – overall and by State and Territory Association, for all functional areas including resourcing requirements.
- Development of a detailed organisational structure for One Sailing that takes into account the particular requirements of each State and Territory Associations.
- Scoping of secondment and provisions for staff transition.
- Determine the financial arrangements between the State and Territory Associations and YA.
- Documenting the arrangements with each Association including services to be delivered, Management responsibilities, MYA Board responsibilities, financial arrangements, the transfer of staff and any activities retained by a State or Territory Association.
- Review of committees to ensure appropriate integration into the new structure.



ONE SAILING

**The Case for Change –
Organisational Model Report**



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1. Background

Last year Yachting Australia (YA) and the State and Territory Associations (MYAs) agreed to embark on a process to improve the national governance structure of yachting for the long term good of the whole of the sport of sailing in Australia. This process was called “One Management”. The parties signed an Agreement which provided the mandate to undertake the work by Ernst & Young and to draft this Report, which together form the Case for Change. Therefore it is important to restate two sections from the Agreement which have guided this work.

YA and the MYAs committed to;

“Provide to yachting in Australia a legal, governance and management framework that optimises the prospects of the success of the sport in the 21st century.”

and agreed to;

“Adopt a ‘best practice’ governance framework that is in the best interests of the sport and delivers a cohesive whole of sport approach at all levels of sports administration.”
(Schedule 2)

YA and MYAs identified and agreed three important value propositions to drive the process;

- *“Strong governance underpins sustainability”;*
- *“Improved efficiency is critical given pressures on resources”;* and
- *“Challenge established practice in pursuit of ‘best practice’ sports administration and governance.”* (Clause 3.2)

To ensure that the basis for moving forward was consistent with the above commitment and value propositions, Yachting Australia and the MYAs commissioned Ernst & Young (EY) to undertake a review of the business operations and service delivery of YA and all eight MYAs – a business case for change.

Based on the commitments as noted above, the brief to EY approved by the State and National representatives on the project Steering Committee, was that sailing wanted to build a sustainable sports organisation based on three principles;

1. A strong national governance mechanism;
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To develop their Report EY;

- Issued a survey on services to all Clubs in Australia;
- Conducted two Club workshops (NSW and Qld);
- Interviewed management and staff from MYAs and YA;
- Reviewed the business processes and financials of MYAs and YA;
- Interviewed external stakeholders;
- Reviewed industry best practise.

This report reviews the findings and recommendations of the EY Report to propose a new unifying and enabling organisational model for sailing that embraces the Clubs, Classes, State and Territory Associations and Yachting Australia. Hence the title, “One Sailing”.

2. Why Change

Sailing, like all sports in Australia, is competing in the world's toughest sport market. Thirty three highly competitive Olympic Sports, many very successful; over ten professional leagues and in total 102 recognised national sports. All competing for participants, talent and investment.

To compete in this market sports require effective leadership, co-ordinated execution and capacity to deliver to their constituency.

The Yachting Associations realised the need to address this situation and commissioned EY to undertake a business review of existing operations and make recommendations on improvement opportunities.

The business review concluded for YA and the MYAs:-

- Current business operations are struggling to address the requirements and expectations of the member Clubs; to recognise and act on commercial opportunities; and deliver to the changing requirements of the Clubs.
- Current capacity is hampered by under resourcing and duplication of effort with up to 30% of the work effort spent on services that could be shared.
- Ability to generate revenue growth through member fees and Government is limited but service improvement requires further investment in core sport development activities.

To address the above performance issues and to enable the delivery of relevant, value add services to the Clubs, EY identified five major improvement opportunities.

- | | |
|-----|---|
| M1. | <p>Move to shared model for corporate services (administration, finance, accounting, legal, HR tasks), Marketing and Communications, Online services and Membership services creating opportunity to reinvest;</p> <ul style="list-style-type: none"> • Minimum of 3 State based full time equivalent (FTE) positions in sport development. <p>Move to a One Management / One Company model there is an expected 10-15% productivity gain across State associations allowing;</p> <ul style="list-style-type: none"> • Additional 4-5 FTE to also focus on core activities such as sport development. |
| M2. | <p>By aggregating programs, events and services to allow for a consolidated and standardised marketing strategy, the sport is able to offer greater depth and opportunity to national sponsors, increasing revenue for investment back in the sport;</p> |
| M3. | <p>Build marketing strategy and systems to understand sailing demographics and provide clear market segmentation linked to service delivery, (supporting M2), enabling targeted services relevant to Clubs and their members and supporting participation growth;</p> |
| M4. | <p>Streamline communication delivery to Clubs and Classes ensuring messaging is consistent, reaches intended recipients in a controlled and timely method and builds strong relationships;</p> |
| M5. | <p>Create a dedicated service team to;</p> <ul style="list-style-type: none"> • Deliver services to Clubs including advocacy and other enabling priorities, • Build direct relationships with the Clubs; • Improve relevance and quality of services. |

In addition to the above, EY identified 18 other opportunities (EY Report page 23 -26) that could be best addressed through an organisational model that allowed;

- Commercial opportunities to be initiated quickly;
- Regular constructive engagement with Clubs and was;
- Responsive to a changing market.

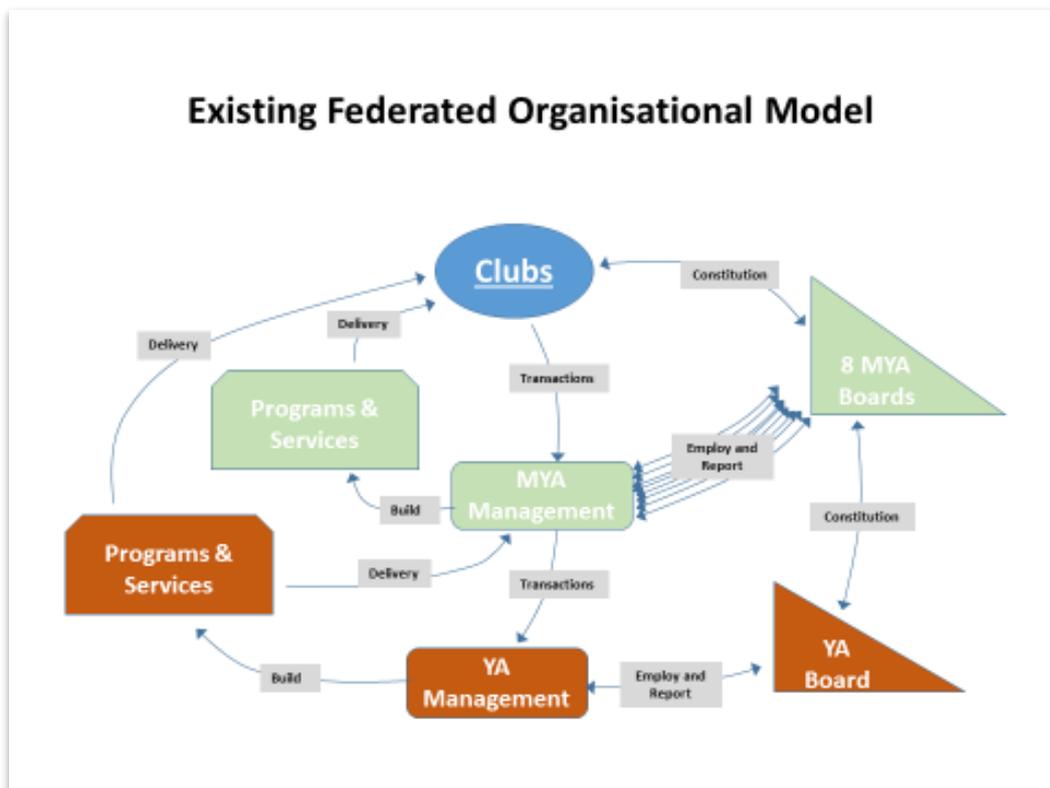
The EY Report concluded;

- That the organisational structure of sailing is key to enable the execution of the identified major and secondary improvement opportunities;
- Best practise suggests that sporting organisations are moving towards a One Management/One Company structure in order to better realise growth potential;
- Given the current lack of standardisation in process, observed loss of momentum in key initiatives and a need to leverage all available commercial opportunities for growth, continuing in a federated structure is not recommended.

2.1 Federated Structure – the existing organisational model

While federated structures have served sporting organisations over the decades in supporting State requirements, today’s highly competitive sports market and changing social behaviours requires sports to act with greater unity of purpose in order to achieve sustainable success. Achieving this under the existing federated structure is often difficult and inefficient.

The diagram below sets out the multi-tiered and duplicated relationships between the various levels of the sport under the current federated model which are hindering not enabling sailing’s progress.



The review conducted by EY and research undertaken by other sports and the Australian Sports Commission, concludes that the existing federated structure with its multi administrative levels results in;

- Lack of standardisation in process;
- Reduced consistency of delivery;
- Duplication and efficiency degradation;
- Few economies of scale;
- Low service control and lack of performance measurement.

2.2 Government Investment

The Australian Sports Commission (ASC) sponsored *Crawford Review; Australian Sport: The Pathway to Success – 2009* advocated:

- A new whole of sport approach is essential to boost sporting participation and enhance sporting pathways;
- There is a need to place a strategic focus on collaboration, reform and investment.

Through review and experience the ASC have concluded that governance structures significantly affect the performance of sporting organisations. Ineffective governance practices not only impact on the sport but also undermine confidence in the Australian sports industry as a whole. National Sporting Organisations (NSO) must have the structure, workforce and leadership capacity to develop successful programs to achieve competitive results and to spend taxpayer funding effectively.

The ASC has stated that achieving targets for high performance sport and participation outcomes require accountability from NSOs. Confidence in the leadership capacity and capability of sports — particularly in relation to management, governance, internal controls and business systems — is acknowledged as being critical. Sports will be required to demonstrate good leadership, governance and administration as part of the annual investment and review process.

These principles form part of the basis for the ASC's new participation investment categorisation approach, which prioritises investment to National Sporting Organisations most capable of leading participation growth and meet the aims noted above. Sports have been assessed into categories 'A' to 'F', with 'A' having the highest level of investment. Sailing has been assessed in category 'D' which from 2016/17 will result in a 63% reduction in participation investment from the ASC.

Such a reduction in investment will have a debilitating effect on YA's ability to support MYAs, Clubs and Discover Sailing Centres with current participation programs and unable to implement many of the improvement opportunities noted previously. Obviously the situation requires immediate action on a number of fronts but particularly to address organisational change.

The ability of sailing's administration to take the sport forward is being restricted by the existing federated structure thereby directly jeopardizing investment by Government.

Applying the three principles to build a sustainable sport, can the current federated structure;

1. Provide a strong national governance model – No.
2. Enable efficient management of resources – No.
3. Improve consistency, effectiveness and relevance of services to stakeholders – No.

3. One Sailing

3.1 Club Centric

The clear message from the network of Clubs, Classes and other stakeholders is that YA and the MYAs need to build stronger relationships across the network, improve the development and delivery of services and ensure the sport is placed so as to capitalise on opportunities that can potentially bring in significantly increased revenue from external sources.

To achieve this sailing needs to move to an organisational model that enables both the major improvement opportunities to be achieved and addresses the long term sustainability of the sport. Simply transferring existing organisational and operational arrangements into a rebadged structure is not going to achieve the outcomes being sought.

National Sporting Organisations (NSOs) and State Sport Organisations (SSOs), are not stand alone businesses simply servicing customers. They are the sum of their parts which at the core are usually Clubs and their respective memberships. Therefore the organisational model for a sport must take a whole of sport view, not just modelled around the NSO's or SSO's perceived requirements for its corporate structure. A model needs to take into account the relationships and partnerships within the sport and the advancement of technology that facilitates communication and ease of interaction. The model needs to be both Club centric and inclusive of the Clubs.

For the sport of sailing in particular, the strength, capacity and capital of the sport is held by the Clubs. While of varying sizes and make up, the Clubs operate fairly autonomously within the sailing network, conducting their own events with some controlling substantial assets and generating significant revenue. In addition to the Clubs are the Class associations which play a pivotal role in investment and technical advancement of the sport. Therefore the organisational structure needs to strengthen and manage this network of Clubs and Classes to open up the opportunity for the sport to draw on these considerable resources as a collective.

Ernst & Young identified there is a need to work with Clubs to develop their capabilities and competencies and make them more effective and competitive. This will help build the sustainability of the sport as a whole. Equally, when knowledge and capabilities exist within the Clubs, the role of the central organisation is to facilitate the use of these capabilities so the whole sport capitalises on the opportunity. So to be really effective the organisation model needs to bring the Clubs and Classes within the boundaries of the organisation. Not just in delivery but for the development of strategy and ideas, with real input to the sport's direction.

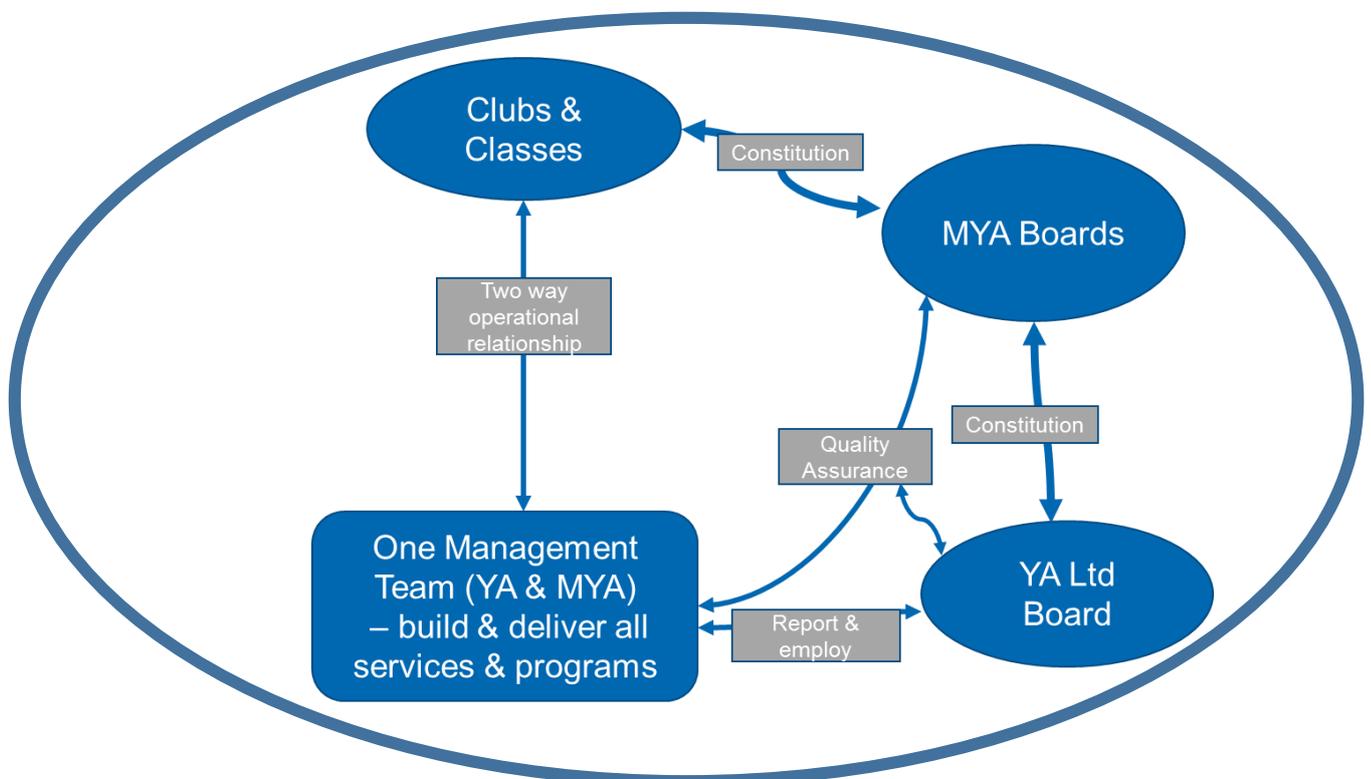
The National and State bodies of sailing as small organisations with few assets, restricted revenue opportunities and limited capacity, are not placed to play this key leadership and enabling role with the sailing network. However, the move to One Sailing would build the capability to fully harness the Clubs and sailing community by creating a structure that provides consistent and unified leadership and strategic direction, strong operational co-ordination and the efficient provision of a range of services best managed centrally for the benefit of the Clubs, Classes and sailing community.

3.2 One Sailing Organisational Model

The organisational model for One Sailing while not complicated does require change and without making these changes the opportunities that One Sailing provides cannot be delivered in full. While some of the changes are operational others will require change in behaviours and the “way things are done now”.

The diagram below sets out the high level organisational model for One Sailing. The constitutional arrangements between YA and MYAs and MYAs and their respective Clubs and Classes remain unchanged. The substantial change is the creation of a single Management Team, with a direct operational relationship with the Clubs and direct reporting line to the YA Board

One Sailing – One Organisation



From the perspective of administrative layers, the One Sailing model when compared to the existing federated model;

- Removes two delivery functions, consolidating to one;
- Removes eight employment and reporting lines consolidating to one;
- Removes one layer of subscription management consolidating to one and;
- Enables direct focus, greater effectiveness and improved productivity.

Most importantly the Clubs and Classes are brought within the boundaries of the organisation, integral not just to delivery but development of strategy and ideas – a network.

For the Boards of YA and the respective MYAs the main roles and responsibilities are;

Yachting Australia Board – Overall responsibility for the administration, development, promotion and sustainability of the sport across Australia. As a company, corporation law requires the YA Directors to act in the best interest of the organisation as a whole and are legally personally liable. They have to carry out their responsibility to control the activities of the whole sport, including any powers and responsibilities delegated to them by an MYA. The YA Board remains answerable to the voting members and would be responsible and accountable for the performance of the Management Team.

State and Territory Association Boards – Continue to be responsible for;

- Safeguarding the efficient delivery of quality services to their member Clubs;
- Election of the YA Board;
- Providing advice and representation on State/Territory priorities and issues;
- Managing retained local assets (property, foundations) and investing returns into priority areas as determined by the MYA Board and;
- Provide regular input into the development of national strategy and priorities.

When an MYA decides to participate in One Sailing, then the YA Board, through the Management Team, would undertake to deliver the agreed services and resources on behalf of the MYA so as the MYA Board can fulfil its obligations to the members. While the MYA Board would no longer have daily oversight of management for those agreed services, the Board would receive Quality Assurance and the CEO and senior managers would be available to the MYA President.

Quality Assurance and Reporting – A Quality Assurance function would be established enabling MYA Boards to be confident in fulfilling their constitutional and fiduciary responsibilities to their member Clubs. The function would be made part of the YA CEO's role to ensure MYA Boards are provided with regular communication and reporting on delegated responsibilities including;

- Corporate – financial reports, membership, compliance, risk management;
- Service delivery to Clubs and other stakeholders;
- Government grant acquittal;
- Local events and regattas.

In addition the CEO and senior managers would be available to attend MYA Board meetings for particular issues and a senior manager would attend all MYA Board meetings to deliver reports and receive advice and feedback.

Committees and Volunteers – Critical to any sport is its ability to recruit, retain and reward the volunteers that allow the sport to function. Therefore as part of the One Sailing organisation, there is a need to build a human resource management capacity that address both the management and staff and volunteer workforce. As part of the scoping and detailed integration planning under Phase 3, the structure and interaction of committees will be considered in consultation with committee members.

3.3 Management Structure

Sailing wants to be a growth sport so this is not a rebranding exercise that simply continues existing practices. Building the sustainable business that sailing needs will require complete dedication and commitment from the respective Boards and Management.

Management would be structured in three integrated levels –

1. Provision of core services to Clubs, Classes and the sailing community;
2. Supported by whole of sailing operations and
3. Guided by unified governance and management.

The diagram below illustrates the management structure of One Sailing. Given the small scale of sailing administration, management must work together as one effective unit, not as separate silos, so as to gain the efficiencies and deliver the outcomes.



The YA Board, with advice and representations from the MYA Boards, would lead the determination of strategy with the Management Team responsible for execution and service delivery. One Sailing enables changes in the operation of each functional area of the business so as to deliver on the major improvement opportunities identified in the EY Report.

The following is an overview of each functional area with references back to the Major Improvement Opportunities recommended by EY. The detailed organisational structure with positions and reporting lines is scheduled to be developed under Phase 3 when the full scoping of each functional area is undertaken. This will include the location of staff and functions.

3.3.1 Senior Management Team (Responsible for all Major Improvement Opportunities)

In order to deliver the initial opportunities and address the long term advancement of the sport, One Sailing requires an experienced and professional Senior Management Team to take ownership of the change and commit to developing the following critical core competencies required to build a sustainable sport;

- Leadership – create the vision and be a capability builder for the sport, in which the Clubs play a critical role;
- Culture – Create a sense of common purpose across sailing so Clubs, Classes, the sailing community and administration take a holistic view, seeing the collective as a unit that can achieve competitive advantage – working together not resisting. Build a culture of trust and reciprocity;
- People – establish best practise to recruit and retain a quality workforce including volunteers, matching skill sets to requirements and ensuring succession planning for consistent delivery of services;

- Ideas – Conceptualize the idea(s) to be shared with Clubs, with the ideas based on a clear strategic intent;
- Brand – Own the brand and work with Clubs to promote the brand by the activities and for the Clubs to see the brand as a shared resource not imposed from on high;
- Performance – Develop systems that provide and support the central services and measure performance – set the bar;
- Analysis – Collect information and unique data for analysis to guide sailing – with quality of information a key requirement;
- Research – seek new ideas and technologies;

The Senior Management Team led by the YA CEO, would consist of the current Executive Officers of the MYAs along with senior managers of YA. Responsibilities of individual managers would be determined once the organisational structure is finalised along with the specific requirements of operations in each State and Territory.

3.3.2 Club Services (M4, M5)

Many of the major and secondary improvement opportunities identified in the EY report are focused on upscaling the relationship with the Clubs and Classes and the services provided, particularly opportunity M5 recommending the creation of a dedicated development team. Implementation of this initiative would significantly enhance the relationship with the Clubs and Classes and build a greater sense of trust and reciprocity. This is keeping with the overall Club centric philosophy of One Sailing. The service delivery and relationship management must be focused on the needs of Clubs and based on;

- Effective two way communication;
- Understanding of Club requirements, operations and environment;
- Providing quality services and resources;
- Excellence in delivery.

The following four initiatives address the improvement opportunities M4 and M5 and can be achieved by moving to One Sailing.

1. Club Services Unit

A dedicated unit led by a senior manager reporting to the CEO focused on Club and membership services and providing support and administrative backup to the Club Services Officers. Importantly, the Unit would be responsible for on-line services (SIMS), and have oversight of the activities of the other functional areas, including communications, in relation to service delivery. This unit would be the keeper of delivery performance and service standards.

2. Club Services Officers

Establish Club Services Officer positions (and refocused old ones) to build effective “one on one” relationships with the Clubs and Classes. Regionally based, each Officer would be assigned a group of Clubs and tasked to fully understand a Club’s needs and priorities and work with the Club to identify areas to build capability.

The Officer would be supported, and have the ability to call in, specialists from the central functions. These Officers would have liaison responsibilities with designated Classes. Responsibilities include;

- Provide and facilitate training courses and connect the Club to instructors and specialists;
- On-line service training;
- Assist to recruit and train coaches, race officers and volunteers;
- Connect a Club to schools and other organisations to grow participation;
- Assist in promoting the Club and Club programmes;

- Share best practice from the Club network and sport;
- Discover Sailing Centre registration and relationship management.

Some of the existing MYA and YA staff already fulfil similar roles in full or in part and on the back of the identified efficiency gains, MYA full time equivalents can be freed up to focus on this core part of the business. While initially the staffing levels will still not be high, by achieving commercial revenue opportunities, numbers can be expanded over time.

The location of these Officers should be based on regional needs and Territory size. For example an Officer can be based in North Queensland and for Northern Territory, given the small number of Clubs, Officers from other regions can be assigned to service their Clubs. As the Officers would all be members of the same Management Team, when events or major projects in particular locations require additional staff, they could be brought in from other regions to assist.

3. Club Clusters

As part of a broader Club relationship management process, Clubs would be grouped by defined criteria such as size, type, professional/volunteer to facilitate targeted engagement for particular services, co-ordination of communications and expectation management. The clusters would be determined by working with the Clubs to understand their particular requirements. These clusters are not simply geographical, as the particular services/support required are likely to be based on more salient criteria.

4. Consultation and Engagement

While MYAs already conduct annual Club conferences, there is a need to extend into a deeper formalised structure of consultation to assist in developing Club capabilities and competencies and to draw out their knowledge and experience to contribute to the operation and development of the sport as a whole. This engagement would take the form of;

- Regular sessions to discuss strategy, operations and receive service feedback;
- Focused meetings on particular topics of mutual interest to selected Club clusters;
- Regular service level and relevance surveys for benchmarking;
- Develop an on-line searchable information repository to formalise the sharing of information on best practise, ideas, customer relations, market trends and other publications from Clubs and the wider sailing community.

Similar consultation process would be organised with the Class associations, in particular working with Classes on their role in the sailing performance pathway and the wider sailing network.

3.3.3 Development, Training and Education (M1, M4, M5)

This would be a central function to provide the specialist resources to efficiently develop and produce all programs and resources; support the Club Services Officers and provide specialist services directly to Clubs and members of the sailing community as required. The operatives would need to work collaboratively, as the services provided in most cases need to complement each other and use the same delivery platforms.

3.3.4 Sailing Services (M4, M5)

This function to a great degree is already centrally managed, dealing with sailing regulation, safety, race officials, rating certificates and other technical aspects of the sport. Under One Sailing the communication processes can be streamlined and made more efficient for the customer, ensuring improvements in the provision of timely and accurate advice and service. By removing the current double handling, work time for staff can be reallocated. The interaction with and between committees would also be improved and better co-ordinated,

with the activities of committees made more efficient given the removal of a layer of administration.

3.3.5 Corporate Services (M1)

The establishment of a single Corporate Services function would help facilitate the cost reductions and freeing up of staff, including Executive Officer time, to take on roles in core sailing development activities. Corporate services would provide the necessary support and reporting services to the Boards of the MYAs and YA. Services include;

- Finance and accounting operations including provision of monthly reports (YA/MYA), collection and acquittal of Club membership fees, annual audit and reporting;
- IT systems (business systems not SIMS);
- Legal and administrative matters including contract management;
- Provision of Board meeting services to YA and MYAs;
- Risk management;
- Human resources and payroll (maybe a case to outsource payroll);
- Whole of sport policies.

The Corporate Services function would be staffed proportional in size to the task. An appropriate accounting system would need to be researched and adopted for the full standardisation of chart of accounts and processes, accommodating any local needs and reporting requirements.

3.3.6 Communications and Marketing (M2, M3, M4)

The Communications and Marketing function has been identified as critical to facilitate a number of the improvement opportunities. The consolidation of this function would support the identified improvements through a co-ordinated service with consistent strategy, cost effective systems and appropriate competencies to ensure messaging is targeted, tailored and timely. With a consolidated function, the central collection and analysis of data is achieved so as to ensure a clear understanding of the market demographics and to facilitate the segmenting of the data base to support the marketing of programs and sponsorship acquisition. The function can support the Clubs and Classes with their marketing and communications plans.

The Function will service the communication and marketing requirements of all other functional areas and the MYA Boards. The freeing up of resources from administrative tasks would also benefit this function.

3.3.7 Commercial (M2)

This function would prepare the aggregated commercial properties suitable for commercialisation and sponsorship, taking them to market and managing the commercial partners. The consolidation of properties under One Sailing achieves;

- Management by a dedicated specialist;
- Opportunity to aggregate properties to attract national sponsors at a higher value with scope to retain local sponsors in a co-ordinated and structured program, which is the trend in sport;
- Co-ordinated segmentation of properties – participation/development/performance;

The Commercial function would service the other functional areas and the MYAs and be available to provide specialist advice to Clubs and Classes as required.

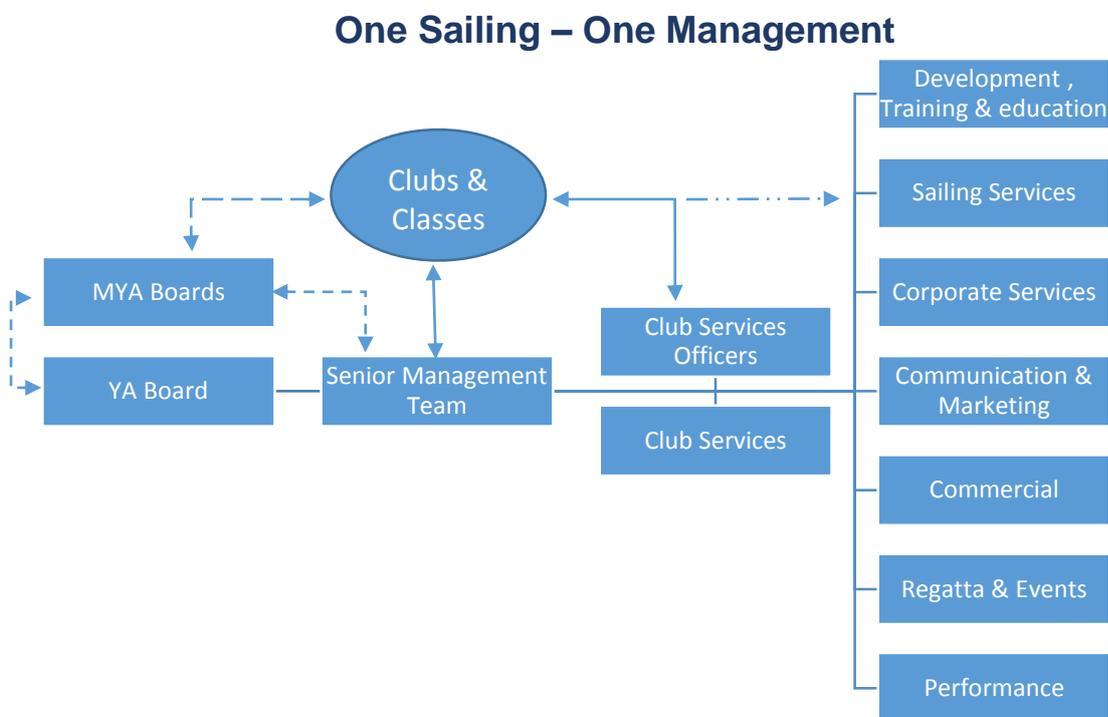
3.3.8 Regatta and Events (M1, M2, M4)

Under One Sailing this function can provide a centralised specialist regatta and event planning service, avoiding clashes and supporting the regattas staged by Clubs and Classes. The function would play a lead role in the delivery of all National and State Championships, saving on duplication in States. By building up expertise in this function through regular event management there is the potential to consider new events with commercial outcomes.

3.3.9 Performance (M2, M4)

The Performance function would consolidate all performance programs, underpinning and pathway, to ensure full co-ordination and efficient delivery of the services. This would also strengthen and align the coaching system and provide for “smarter” pathways and Class management. Importantly, the Performance Function needs to be visible to the Clubs and Classes both from the coaching and the sailor perspective, so Clubs and Classes can understand the full relevance of the programs.

The One Sailing model facilitates the Performance function and the sailing development, education and training functions being aligned as they work side by side, connected to the Clubs via the Club Relationship Officers. This is important, as the investment in Performance by Governments and Patrons is significant and has achieved excellent results. So it is vital to ensure there is a transfer of knowledge, expertise and technology generated by this investment to the Clubs, Classes and sailing community. State Performance programs funded by governments would continue to be serviced and integrated by the Performance Function with all required acquittal and reporting to MYA Boards. The diagram below illustrates the high level One Sailing management structure.



For Management, One Sailing brings ongoing advancements in operations and execution;

- Standardisation – consolidation of activities and the visibility of performance of the activities will make it simpler to reduce costs and make more of the cost base variable;
- Scalability – through increased visibility of human resources and their responsibilities, allow a faster response to changes and increased flexibility by improving ability to integrate new operations and remove those no longer required;
- Performance – clarity over who is doing what, where, how and at what cost, enabling faster more effective decisions to be made;
- Flexibility – a more agile organisation that can quickly exploit new market opportunities and effectively integrate these into existing operations;
- Leanness – operate at high efficiency ensuring revenue delivers the greatest benefit.

Moving to One Sailing brings immediate and short term operational outcomes;

- Actioning the major improvement opportunities;
- One Strategic Plan for the sport not just a 'potential' alignment of nine plans;
- Collaborative approach to budgeting;
- A whole of sport Business Plan regularly tracked and achieved with new initiatives driven by benefits cases;
- Single IT platform universally accessed with consistent processes, high degree of automation and consistent and governed data structure;
- Outsource efficiencies – Easier to take advantage of alternative sourcing options benefiting the whole.

Existing MYA staff would be relieved from low level processing activities, allowing them to focus on business enabling activities such as Club relationship management and sport development. Local staff will benefit from having high quality resources supporting them in whatever their function.

Career opportunities will improve with a deeper organisation allowing for progression and advancement. Participating in a more dynamic organisation generates motivation to deliver great service to the Clubs and other stakeholders – critical to achieving the outcomes sought. A progressive organisation will also attract and retain the best staff.

4. Conclusion and Recommendation

This Report has reviewed the findings and recommendations of Ernst & Young and proposes a new unifying and enabling organisational model for sailing that embraces the Clubs, Classes, State and Territory Associations and Yachting Australia.

The business review identified significant performance issues that YA and the MYAs need to address;

- Current business operations are struggling to address the requirements and expectations of the member Clubs; to recognise and act on commercial opportunities; and deliver to the changing requirements of the Clubs.
- Current capacity is hampered by under resourcing and duplication of effort with up to 30% of the work effort spent on services that could be shared.
- Ability to generate revenue growth through member fees and Government is limited but service improvement requires further investment in core sport development activities.

Five major improvement opportunities have been identified that address the above performance issues and enable the delivery of relevant, value add services to the Clubs and Classes.

The organisational structure of sailing has been identified as the key enabler to address the performance issues and improvement opportunities.

The short comings of the current federated model that are restricting the ability of sailing's administration to take the sport forward have been identified, including the ability to develop successful participation programs thereby directly jeopardizing investment by Government.

The clear message from the network of Clubs, Classes and other stakeholders is that YA and the MYAs need to build stronger relationships across the network, improve the development and delivery of services and ensure the sport is placed so as to capitalise on opportunities that can potentially bring in significantly increased revenue from external sources.

By initiating the One Sailing restructuring, the Administration of the sport is enabled to address the performance issues, develop plans to achieve the major improvement opportunities and build an organisation to deliver long term growth and sustainability.

Applying the three principles to build a sustainable sport, can the One Sailing organisational model;

1. Provide a strong national governance model – Yes
2. Enable efficient management of resources – Yes
3. Improve consistency, effectiveness and relevance of services to stakeholders – Yes

The Recommendation of this Report is to adopt the One Sailing organisational model and proceed to Phase 3.

5. Next Phase

The purpose of Phase 2 was to undertake a business review and provide the Case for Change which is now complete and set out in this Report, with the recommendation to move to Phase 3.

Therefore should the recommendation be endorsed, Phase 3 can commence immediately which would require;

1. Scoping of an Integration Plan for each MYA by function, including the operational requirements of YA to support each function.
2. Development of a detailed organisational structure for One Sailing that takes into account the particular requirements of each MYA.
3. Scoping of detailed Transition plans – overall and by MYA. Two potential options for implementation have been suggested;
 - All services transitioned at once by State: – pilot State → other States → all other States
 - Transition staggered by service: - Pilot State service1 → other States service1 → Pilot State service 2→

The most likely outcome will be a blend of both options given that while the nine businesses are similar in operation there is variation in scale and some having local operations that need to be taken into account.

4. Review of committees to ensure appropriate integration into the new structure.
5. Based on the Transition Plans the financial arrangements between MYA and YA and provisions for staff transition can be determined.

In terms of documenting the arrangements for each MYA, these can be drafted into an Agreement following the scoping of the detailed Integration and Transition Plans, as arrangements may vary for each MYA. An agreement will need to take into account such things as services to be delivered, Management responsibilities, MYA board responsibilities, financial arrangements, the transfer of staff, and retained activities.

While the agreement will provide a level of detailed clarity, such an agreement will need to be based on a sense of trust and reciprocity and accepting we are in this together to act in the best interests of all sailing. Each party can agree to perform its known obligations and each promise to work in a unified manner to resolve future challenges and difficulties as they arise.

Phase 3 will require a dedicated project leader and the continued co-operation of all in order to ensure the transition and changes are carefully managed and executed.

One Sailing - Questions & Answers

Does this mean a change in constitutional arrangements?

- No, the constitutional arrangements between YA and MYAs, and MYAs and their Clubs and Classes remain unchanged.

How are service delivery standards going to be maintained and improved?

- The core reason for the new organisation is to provide the capability to improve the services and delivery to Clubs. Establishment of a quality assurance function to monitor and report on service standards.

Will this new structure provide cost savings?

- There are some financial benefits to this plan but it is aimed at reducing the duplication of effort across Yachting Australia and the State and Territories and investing the staff and resources available to work locally with Clubs. This will allow for stronger relationships to develop and have a workforce supporting better delivery of programmes and services.

What happens to existing MYA reserves?

- These are retained by the MYA for investment as determined by the MYA Board.

How will activities unique to a particular State/Territory be managed, for example Swan River racing?

- One Sailing will provide the required services and be responsible to the MYA Board.

Are State and Territory Government grants at risk?

- No, existing and future Government grants will be managed, expended and acquitted in the particular State or Territory as required by the State or Territory Government.

What will happen to YA and MYA staff?

- All existing staff will continue to be employed in the same role or new roles as agreed with the YA Management and MYA Boards and the staff member.

Who will determine Club fees in One Sailing?

- MYA Boards will continue to approve fees levied on Clubs as per the existing arrangements agreed with Clubs in that State or Territory

Will Clubs have to comply with all national policies?

- Clubs will be required to comply with whole of Sport policies and regulations.

How will advocacy support work in practice?

- Clubs can raise matter directly with their MYA Board or to Management.

Will this impact Committees?

- Within the scoping and detailed integration planning under Phase 3, the structure and interaction of Committees will be considered in consultation with Committee members.

How will volunteers be impacted by this?

- As part of the One Sailing organisation, there is a need to build a human resource management capability that addresses both the management, staff and volunteer workforce. Our aim is to provide more resources to our wide volunteer network to assist them in the running of Clubs and Class Associations.



ONE SAILING

ADDENDUM

Yachting Australia

One Management

May 2015



Building a better
working world

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Section 1

Executive Summary

Executive Summary

Context

- ▶ Yachting Australia (YA) has initiated a program titled 'One Management', for which the key outcome is an improved and sustainable governance and organisational structure. The aim is to build a sustainable sports organisation through a strong national governance mechanism, enabling efficient management of resources whilst improving consistency and effectiveness of services provided to stakeholders. To date, YA has established a new constitution, signed in October 2014, and set up a company limited by guarantee.
- ▶ EY has been engaged to conduct a review of services offered by YA and State Associations, with an aim to gather feedback from key stakeholders including clubs, class associations, and internal Yachting staff, identify opportunities to reduce duplication, increase efficiency, quality of services and identify structures that will enable improved delivery of services to all stakeholders

Current Findings

- ▶ Current execution of strategy is struggling to address key themes (participation vs. performance, volunteer engagement) across the broader sport, recognise and act on commercial opportunities, and deliver to changing requirements at the club level.
- ▶ Clubs require further support to build their capability, however the current capacity of YA and State Associations to provide this support is hampered by under resourcing, and duplication of effort.
- ▶ Clubs have identified several shortcomings in current service processes, and the technology used to deliver services.
- ▶ Ability to generate further revenue growth to grow/ sustain the sport is limited through traditional channels unless services are improved. However, services improvement requires further investment in core sport development activities.
- ▶ Up to 30% of work effort is spent on services that can be shared. These services include corporate services, membership services, IT systems and communications.

Opportunities for change

- ▶ To deliver relevant, value add services Yachting needs to work closely with clubs, understand its customers through clear and detailed segmentation. It needs to enable delivery through a structure that is sustainable, commercial, and responsive to changing market conditions. In order to sustain and grow its service levels, Yachting needs to be financially independent. In order to do this it needs to show value to clubs by engaging with them regularly, delivering relevant services, and growing Yachting's profile by providing broad marketing support. It must also be able to execute on commercial opportunities.
- ▶ Yachting's internal organisational structure needs to ensure staff are motivated, utilised pro-actively and accountable with clear roles and responsibilities. Yachting can show leadership, and value via issuance of relevant policies for key issues faced by clubs. This can be complimented via clear communication and training clubs on procedures and processes that enable execution.
- ▶ Yachting has a centralised technology platform to work off, however, it requires further enhancement, and better access to skilled technical support staff to enable increased ease of use and value for clubs.

Structure as an Enabler

- ▶ The structure of Yachting is key to enable the major and minor opportunities identified.
- ▶ Each of the Federated, One Management/ Hybrid and One Company structures come with their own challenges and opportunities.
- ▶ Leading Sports Organisations are moving away from a federated structure to realise growth potential.
- ▶ Given the current lack of standardisation in processes, observed loss of momentum in key initiatives, and a need to leverage all available commercial opportunities for growth, continuing in a federated structure is not recommended.
- ▶ One Management or One Company are key enablers of the major improvement opportunities identified in this report. Moving towards these structures will require significant buy in from state associations, and a structured transition approach.

Section 2

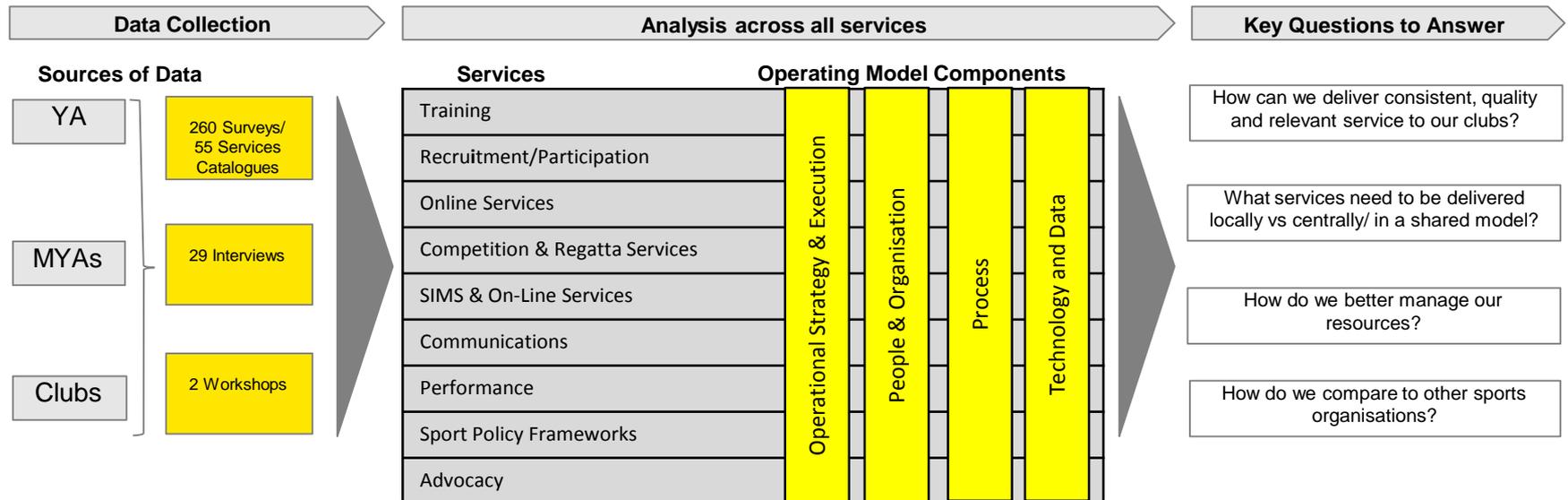
Background and Approach

Background & Approach

EY were engaged to conduct a review of services offered by YA and State Associations

- ▶ Yachting Australia (YA) along with State Associations has initiated a program entitled 'One Management',
- ▶ The aim is to build a sustainable sports organisation through:
 - ▶ A strong national governance mechanism
 - ▶ Enabling efficient management of resources
 - ▶ Improving consistency, effectiveness and relevance of services provided to stakeholders

EY has followed the approach below for the review:



Section 3

Current Findings

Key themes observed

Current execution of strategy is struggling to address key themes across the broader sport, as well as being able to recognise opportunities and changing requirements at club level

Operational Strategy & Execution	
Key Themes	Driven by the following:
Participation vs. Performance	<ul style="list-style-type: none"> ▶ Conflict between participation focus and performance promotion. ▶ Overall focus is predominantly on elite sailing and pathway classes.
Regional vs. Metropolitan focus	<ul style="list-style-type: none"> ▶ Remote location of clubs resulting in difficulty to attend conferences, meetings and courses in the metropolitan area. ▶ Most communication, marketing is metropolitan heavy.
New/ Young vs. Established focus	<ul style="list-style-type: none"> ▶ New clubs need more support and guidance in the form of management skills, governance, growth strategies etc. ▶ The current fee structure for clubs needs review, specially for smaller clubs, to enable them to retain members and growth (minimum membership fee)
Professional vs. Volunteer	<ul style="list-style-type: none"> ▶ A lack of strategic, and operational separation between commercial clubs and volunteer clubs. "National programs geared to professional clubs and not volunteer organisations." ▶ An expectation that volunteers are obligated to provide a professional standard of service.
Market opportunity/ Revenue growth	<ul style="list-style-type: none"> ▶ Adult novice segment is not being targeted currently (18-40 year olds) ▶ There is little focus on changing sport preferences and the commercial opportunity/ threat associated with them (Leisure/ casual yachting, power yachting and cruising segments being examples) ▶ Most MYAs do not have the capacity, coverage and depth to access funding and sponsorship opportunities that will be available nationally.
Perception of value	<ul style="list-style-type: none"> ▶ Though improving, there is not enough engagement, and interaction between YA/ State Associations and clubs. Some clubs have only been visited once in more than five years. ▶ MYAs perception that value from YA services is not proportional to payments to YA leads to lack of buy in on key YA initiatives and corresponding resistance to change.

Key themes observed

Clubs require further support to build their capability, however the current capacity of YA and State Associations to provide this support is hampered by under-resourcing, and duplication of effort

People & Organisation

Key Themes	Driven by the following:
Capability and awareness	<ul style="list-style-type: none">▶ There are instances where club's executive committee members are inexperienced and are lacking awareness of the full range of services available.▶ Not all club members are computer savvy, and require personalised training and assistance.▶ A dedicated HR and Volunteer management function is missing from Yachting, making it difficult to scale up for a One Management scenario. Roles and responsibilities are unclear, leading to confusion on accountability and remit.
Capacity	<ul style="list-style-type: none">▶ YA/ State Association staff member capacity is strained prior to major events. Example is rating certificate office staff being unavailable prior to major ocean races.▶ Members focus is predominantly on sailing as they have limited time to consider any areas outside their own club membership.▶ Clubs require access to more qualified Learn to Sail instructors for adult novices.
Incentive structure	<ul style="list-style-type: none">▶ An expectation that volunteers are obligated to provide a professional standard of service.▶ A lack of understanding of the time limitations on volunteer officials.▶ Continued increase in the requirements of volunteers to gain qualifications.

Key themes observed

Clubs have identified several shortcomings in current services processes, together with technology used to deliver services.

Process	
Key themes:	Driven by the following:
Communication	<ul style="list-style-type: none"> ▶ Club members are facing information overload with highly frequent, non-specific information being pushed towards them. Often they are unclear on who the intended recipient is. ▶ Whilst clubs have acknowledged receiving useful content in some instances, there is a view in clubs that the overarching communication strategy needs to be revamped.
Membership	<ul style="list-style-type: none"> ▶ There is a perception that individuals who are members of multiple clubs have to pay membership dues multiple times to YA. ▶ Club officials are responsible for updating membership details which takes away from focus on growing club participation. ▶ Fee structures are not uniform across MYAs.
Advocacy	<ul style="list-style-type: none"> ▶ Clubs are not receiving customised advocacy support for specific needs (examples are infrastructure renewal, government fees etc.)
Customer Service	<ul style="list-style-type: none"> ▶ Club members are facing difficulty in locating information, and receiving timely, relevant, accessible and reliable support for queries.
Technology and data	
Integration and ease of usage	<ul style="list-style-type: none"> ▶ Current IT platform is unable to integrate with existing club membership and accounting systems leading to duplication of effort as member details are entered twice into two separate systems, and extra time is spent managing member subscriptions.

Selected feedback from Club surveys

95 clubs participated in the survey providing relevant and impactful feedback

Training

“We require improved visibility of and access to available existing qualified instructors. Also, there should be targeted training for experienced adult sailors to become in-house club instructors.”

Recruitment/ Participation

“Services are aimed at National, high performance and keelboat racing, there is little relevance to those with more modest aims at the expense of participation.”

“The pathway dinghy classes and the high performance program have little relevance to the daily sailing at clubs.”

Online Services

“The IT platform has been very problematic and our club has lost confidence with the online entry system as well as the lack of integration to contemporary accounting systems like Xero for the management of member subscriptions.”

Competition & Regatta Services

“Lack of physical support to our club, i.e. start boats for major events No visible presence at dinghy championships and regattas.”

Communications

“The communication comes out in dribs and drabs and there does not appear to be any overarching communication strategy. This results in information fatigue by club officials.”

“Not always clear what communiques are going to club or to members or to both.”

Performance

“Too much attention given to elite level and the base grassroots are ignored. You need to start increasing participation levels at the grass routes to feed into the elite level. No juniors or train on programs, no elite level sailors.”

Advocacy

“We need a conscientious effort advising small volunteer clubs on how to avoid government red tape and the administrative process required to maintain an incorporated organisation.”

“We need more assistance in getting government funding for club improvements.”

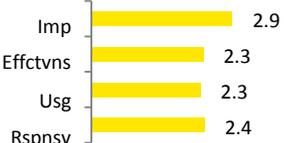
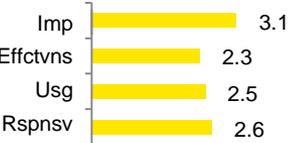
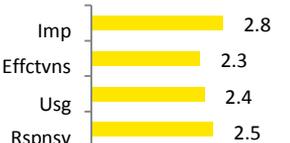
Club survey feedback validates themes

Services measured** across Importance, Usage, Effectiveness and Responsiveness

	Customer Perception	Work Effort	Observation Summary	Improvement Opportunities								
All services	<table border="1"> <tr><td>Imp</td><td>3.0</td></tr> <tr><td>Effctvns</td><td>2.2</td></tr> <tr><td>Usg</td><td>2.3</td></tr> <tr><td>Rspnsv</td><td>2.4</td></tr> </table>	Imp	3.0	Effctvns	2.2	Usg	2.3	Rspnsv	2.4	<ul style="list-style-type: none"> Total FTE: 58 YA FTE: 30 All states FTE: 28 	<ul style="list-style-type: none"> Overall services are considered important. However, the customer experience is being affected through lack of delivery effectiveness and slow response times 	<ul style="list-style-type: none"> Move to shared model for Corporate services (administration, finance, accounting, legal, HR tasks), Marketing & Communications, Online services and Membership services to free up delivery staff for focus on development activities
Imp	3.0											
Effctvns	2.2											
Usg	2.3											
Rspnsv	2.4											
Performance	<table border="1"> <tr><td>Imp</td><td>2.0</td></tr> <tr><td>Effctvns</td><td>1.7</td></tr> <tr><td>Usg</td><td>1.6</td></tr> <tr><td>Rspnsv</td><td>1.9</td></tr> </table>	Imp	2.0	Effctvns	1.7	Usg	1.6	Rspnsv	1.9	<ul style="list-style-type: none"> Total FTE: 20 YA FTE: 17 All states FTE: 3 	<ul style="list-style-type: none"> Participation vs. Performance: clubs feel the sport is greater than the medals it wins, some clubs do not see it having relevance to their day to day operations, and have a more casual sailing focus (reflects in low usage) 	<ul style="list-style-type: none"> Link performance achievements to club activities, one method can be utilising 'star' athletes in club sport development programs Link insight gained from performance activities at national level to day to day club sailing via knowledge transfer on latest technology and sailing techniques
Imp	2.0											
Effctvns	1.7											
Usg	1.6											
Rspnsv	1.9											
Training	<table border="1"> <tr><td>Imp</td><td>3.5</td></tr> <tr><td>Effctvns</td><td>2.5</td></tr> <tr><td>Usg</td><td>2.4</td></tr> <tr><td>Rspnsv</td><td>2.8</td></tr> </table>	Imp	3.5	Effctvns	2.5	Usg	2.4	Rspnsv	2.8	<ul style="list-style-type: none"> Total FTE: 8 YA FTE: 3 All states FTE: 5 	<ul style="list-style-type: none"> Considered important, but is lagging in effectiveness and usage. Last minute training scheduling, instructors unavailability issues, and need for enforcement of criterion for instructor nominations 	<ul style="list-style-type: none"> Develop clear understanding of training demand landscape (where, when, by whom, how frequently) Link demand to supply via annual scheduling, clear and enforced criterion for trainers Make training and education material consistent
Imp	3.5											
Effctvns	2.5											
Usg	2.4											
Rspnsv	2.8											
Online Services incl. member svcs	<table border="1"> <tr><td>Imp</td><td>3.4</td></tr> <tr><td>Effctvns</td><td>2.6</td></tr> <tr><td>Usg</td><td>3.0</td></tr> <tr><td>Rspnsv</td><td>2.7</td></tr> </table>	Imp	3.4	Effctvns	2.6	Usg	3.0	Rspnsv	2.7	<ul style="list-style-type: none"> Total FTE: 6 YA FTE: 1 All states FTE: 5 	<ul style="list-style-type: none"> Service effectiveness and responsiveness lag behind its importance and usage Duplication of effort, lack of integration with third party software, lack of capability of end user, and frustration with support Acknowledgement that issues above are improving with time 	<ul style="list-style-type: none"> List possible enhancements to Fox Sports Pulse, identify and execute on priority and high impact enhancements Simplify customer service for FSP queries (dedicated hotline, training of staff) by ensuring access to skilled and knowledgeable support team
Imp	3.4											
Effctvns	2.6											
Usg	3.0											
Rspnsv	2.7											
Sport Policy Framework	<table border="1"> <tr><td>Imp</td><td>2.8</td></tr> <tr><td>Effctvns</td><td>2.2</td></tr> <tr><td>Usg</td><td>2.2</td></tr> <tr><td>Rspnsv</td><td>2.2</td></tr> </table>	Imp	2.8	Effctvns	2.2	Usg	2.2	Rspnsv	2.2	<ul style="list-style-type: none"> Total FTE: 0.6 YA FTE: 0.1 All states FTE: 0.5 	<ul style="list-style-type: none"> Considered relatively important, but is lagging in effectiveness, usage and responsiveness Possible drivers of low ratings include lack of understanding of available support material, difficulty translating policy to actionable delivery at club level Staff technical ability can be enhanced to build credibility and increase usage of performance expertise by clubs and associations 	<ul style="list-style-type: none"> Increase direct engagement with clubs to help link policy to delivery Centralise training of state association/ YA staff to build capacity, technical knowledge, credibility and influence to convey racing rules and policies
Imp	2.8											
Effctvns	2.2											
Usg	2.2											
Rspnsv	2.2											

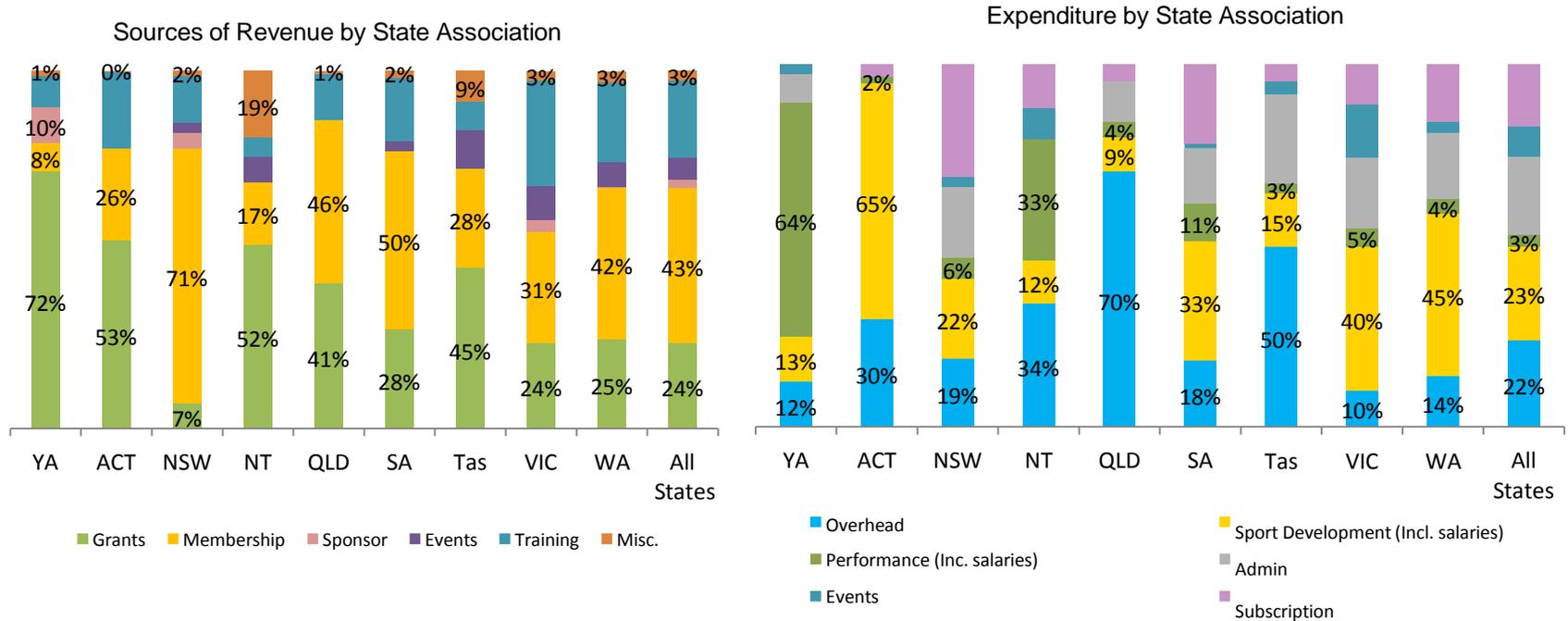
Club survey feedback validates themes

Services measured** across Importance, Usage, Effectiveness and Responsiveness

	Customer Perception	Work Effort	Observation	Improvement Opportunities
Corporate Services	SUPPORT FUNCTION NOT APPLICABLE	<ul style="list-style-type: none"> Total FTE: 9 YA FTE: 4 All states FTE: 5 	<ul style="list-style-type: none"> Duplication exists in finance, reporting, HR, compliance and legal functions SLAs/KPIs and targets are not linked to day to day delivery Reporting form, structure and content is varied across state associations Stretched resources in MYAs reduce service delivery 	<ul style="list-style-type: none"> Move to shared model for Corporate services (administration, finance, accounting, legal, HR tasks)
Competition & Regatta		<ul style="list-style-type: none"> Total FTE: 3 YA FTE: 0.5 All states FTE: 2.5 	<ul style="list-style-type: none"> Considered important, however effectiveness and usage is lagging along with responsiveness Clubs have flagged requirements for support additional to dispute management including ensuring enough equipment is available at events and support for recognition and management of different classes 	<ul style="list-style-type: none"> Enable intra club equipment sharing via technology platforms that allows clubs to flag demand, and coordinate asset sharing
Recruitment/ Participation		<ul style="list-style-type: none"> Total FTE: 8 YA FTE: 3 All states FTE: 5 	<ul style="list-style-type: none"> Considered important, however effectiveness and usage is lagging with responsiveness Pathway can be made more flexible and inclusive by incorporating multiple entry points. "In practice only Tackers is used as an entry point." Clear segmentation of clubs and sailors is required, possible segments not being targeted include 18-40 year olds, and leisure and casual yachting participants 	<ul style="list-style-type: none"> Develop clear market segmentation and sizing (leisure, well being and casual yachting and others) Identify services relevant to segments, and introduce specific programs catering to market Introduce targeted national marketing campaign to increase yachting awareness and appeal and build a brand identity
Advocacy		<ul style="list-style-type: none"> Total FTE: 1 YA FTE: 0.3 All states FTE: 0.7 	<ul style="list-style-type: none"> Considered very important, however, effectiveness, usage and responsiveness are low Clubs are not receiving customised advocacy support that ties in with their needs. There is information available on the websites, however, clubs require direct assistance through the application process 	<ul style="list-style-type: none"> Create national process for receiving and actioning on grant application, advocacy assistance requests Consider a national fund for infrastructure development funded by YA + sponsor monies (similar to Tennis Australia National Court Rebate scheme)
Communication		<ul style="list-style-type: none"> Total FTE: 4 YA FTE: 1.3 All states FTE: 2.7 	<ul style="list-style-type: none"> Considered important, however, effectiveness, usage and responsiveness are lagging. Information communicated by YA is not reaching clubs in a timely manner, in some cases is not being forwarded Communication to clubs is too frequent, with intended recipients being unclear leading to most communication being unread 	<ul style="list-style-type: none"> Consolidate, simplify and rationalise all communication to MYAs and clubs being sent currently Structure communication to cater for a time poor audience

Financial Sustainability is key

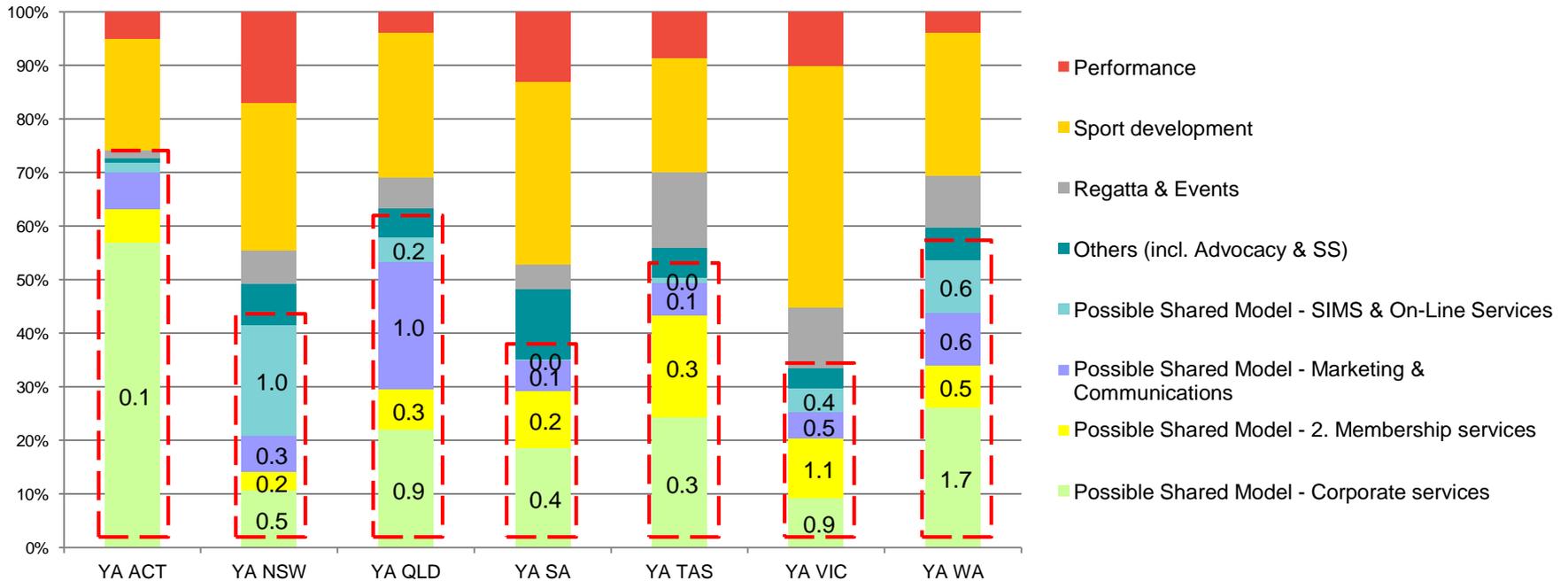
Further revenue growth to sustain and grow the sport is limited through traditional channels unless services are improved. However, services improvement requires further investment in development activities.



- ▶ **High dependency on only two major sources of income, grants and membership fees**
 - ▶ Government funding to sport has greater focus on performance aspect of the sport (Crawford Report, Australia's Winning Edge).
 - ▶ Grant funding is >20% of total revenue, and are tied to specific initiatives/ activities leaving little discretionary spending ability
- ▶ **Clubs and class associations are limited as a source of additional membership revenue**
 - ▶ All state associations have reported high resistance to raising membership revenues further
 - ▶ Clubs are struggling to perceive value for money with existing levels of membership dues (Club survey)
- ▶ **Proportion of overhead spend can be used to reinvest**
 - ▶ Overheads constitute 22% of total expenditure across all states

How can we refocus on development?

Duplication: Up to 30% of work effort is spent on services that can be shared



- ▶ There is significant duplication of effort between the state associations and YA for activities that take away from Sport Development, Training and Event focus (Core activities)
- ▶ **11 FTE** are involved across Corporate services, Marketing & Communications, Online services and Membership services in state associations. EY experience shows up to 30% FTE (\$0.2M) savings can be achieved through a shared model. This does not translate to a head count decrease in the states, but will enable a minimum of 3 FTE to focus on value added activities. These can then be reinvested in Sport Development.
- ▶ In addition, there is an expected 10 -15% productivity gain from moving to a One Management / One Company model across the state associations allowing an additional 4-5 FTE to also focus on core activities such as sport development.

Section 4

Leading Practice

How Yachting compares to leading practice

Yachting should aim for leading practice application across its governance structure and operations. This will require a change in approach.

National Structure & Governance	Rating
<p>Governance structure linked to strategy:</p> <ul style="list-style-type: none"> ▶ The national structure is streamlined to enable NSO to deliver on strategy 🕒 ▶ Governance structure allows open lines of communication between the national body and its members associations. An environment of cooperation exists 🕒 ▶ National governance practices ensure the “buy-in” of member associations to the policies and strategies of the national body. 🕒 ▶ A functional national database is in place, enabling tracking of participation and membership of the sport. 🕒 ▶ A “top-down” funding approach is prevalent (or focussed upon), assisting in gathering cooperation from member associations, and allocating surplus funds to targeted sport development opportunities 🕒 	
Pathways to sport development	Rating
<p>Structure & Policy:</p> <ul style="list-style-type: none"> ▶ Strategic plan exists for pathways of sport 🕒 ▶ Targeted planning strategies – i.e. by demographic, club location, capability and capacity 🕒 ▶ Development of grass roots participants through better stewardship of clubs, i.e. Club development programs 🕒 ▶ Strategy in place to convert participants to members 🕒 <p>Facilitation & Implementation</p> <ul style="list-style-type: none"> ▶ Existence of a professional development network at national, state and regional level 🕒 ▶ Development & retention of coaches 🕒 ▶ Policies & Initiatives for volunteer attraction, retention, training, reward and retention 🕒 ▶ Existence of administrative resources & policies for capability enhancement 🕒 	

How Yachting compares to leading practice

Yachting should aim for leading practice application across its governance structure and operations. This will require a change in approach.

Sponsorship & Marketing	Rating
Strategy for brand development:	
▶ Link brand of programs & competition to whole of sport brand for higher sport profile	◐
▶ Provision of logistical support to take brand to market	○
▶ Leveraging the profile of the sports' "stars" to drive the development programs	○
Commercial sustainability:	
▶ Leverage bundled sponsorship opportunities from big corporates through ability to execute at regional level	○
▶ Multiple sources of revenue generation including corporate partnership, funding, event management, product sales, commercial training and non-core commercial ventures	◑
Operations & Quality Assurance	Rating
Operational Efficiencies:	
▶ Back of office services are performed from shared service centres to enable state and clubs to focus on sport development	○
▶ Operational staff have clear roles & responsibilities, are hired on merit and are empowered to make decisions	◐
▶ Finance and IT systems are consolidated across all levels of the sport to enable easy interface and accessibility of data	◑
▶ Centre of Excellence created to leverage national visibility and scale for club support programs (i.e. leading design for club infrastructure, funding application guidance and templates etc.)	◑
Quality Assurance:	
▶ A quality assurance monitoring process is in place.	◑
▶ Members and clubs are given regular opportunities for feedback	◑

Leading Practice

A number of National Sports Organisations are moving away from a federated model



Section 5

Improvement Opportunities and Benefits

Major Improvement Opportunities

To deliver relevant, value add services Yachting needs to work closely with clubs, understand its customer, and enable delivery through a structure that is sustainable, commercial, and responsive to a changing market

Major Opportunities across all service delivery components

Op #	Improvement Opportunities	Difficulty of Implementation	Impact	Benefit
M1	Move to shared model for Corporate services (administration, finance, accounting, legal, HR tasks), Marketing & Communications, Online services and Membership services. Adopt One management/One Company model.	High Will require governance structure change, and buy in from MYAs Requires YA to have capacity + capability to handle additional staff	High Will affect all MYAs, and YA operations, will increase productivity and focus on core activities	Improved Service Levels By FTE savings and productivity gains potential FTE increase of 7- 8 FTE to focus on core sport development activity.
M2	Consolidate commercial properties nationally for economies of scale, increased attraction to national sponsors.	Medium-High Will require governance structure change, and buy in from MYAs Requires YA to have capacity + capability to handle additional staff	High Will affect all MYAs, and YA operations, will increase productivity and focus on core activities	Increased Revenue Will enable YA to offer greater depth of offering to major sponsors, increasing revenue and ability to provide services
M3	Build marketing strategy - understand market demographics through clear customer segmentation and link to service delivery (leisure, well being and casual yachting, age based demographics (18-40 year olds) and others) and link to commercial activities	Medium Will require access to quality member data, potential third party for data collection, internal capability to analysis and segment exists	High Will affect all service delivery, and provide input into strategy, vision	Increased Revenue Will enable YA and MYAs to offer targeted service that are relevant to customers, increasing participation, revenue
M4	Streamline communication delivery so it is done by national body directly to clubs/ class associations after input from relevant state resources	Medium Coordination of messaging will take time + effort to implement initially	Medium-High Will effect all clubs/ class associations; will affect MYA- YA relationship	Improved Service Levels Improved service levels; ~1 FTE affected ; Will ensure communication delivery happens, make messaging consistent, and ensure it reaches intended recipients in a timely fashion
M5	Create dedicated development team to receive, prioritise and deliver club enablement, advocacy and other services	High Will require a new organisational structure, detailed understanding of advocacy requirements, access to clubs	Medium Will affect most clubs/ associations, increase value perception	Improve Service Levels Enable clubs to get easier access to funding through government + private sectors, enable direct interaction and increase YA value to clubs and retention

Other Opportunities

Yachting needs to be financially independent and sustainable, to do this it needs to show value to clubs by grasping commercial opportunities, engaging with clubs regularly and providing marketing leadership

Operational Strategy & Execution				
Op #	Improvement Opportunities	Difficulty of Implementation	Impact	Benefit
1	Simplify and standardise customer service provision (voice, online and in person) and introduce a regular half yearly club feedback mechanism	Low Capability to implement exists, there is an identified need and corresponding consensus	Medium Will affect most clubs and save time for key YA MYA staff	Improved Service Levels Enhanced customer service process leading to increased club/ member satisfaction and retention
2	Introduce targeted national advertisement campaign to increase yachting awareness and appeal and build a brand identity	Medium Costly to implement, consensus exists this is needed	High Affect all geographies	Build sport awareness Will increase Yachting brand, awareness of services and venues available, and lead into membership and participation increase
3	Create commercialisation strategy for leisure + cruising yacht market	Medium Involves change in strategy, vision and clear market sizing, segmentation	Medium-High Will affect large clubs, increase number of participants	Increase revenue Additional revenue generation and increase in participation by targeting untapped leisure and cruising yacht market
4	Create targets for club engagement to ensure clubs are visited at least once every year	Medium Capacity constraints, clubs are spread over wide distances	Low Will impact remote, regional clubs	Improved Service Levels Improved service levels to clubs, increased club engagement and satisfaction
5	Explore opportunity to implement YV (Victoria) boatshed model in other states	Low-Medium Already have a working model. However, will require upfront investment	Medium Will increase resources available to YA/ MYAs	Increased Revenue Will achieve several objectives including commercial sustainability through additional revenue + increase in participation and club engagement
6	Collect membership fees nationally and allocate payments to state associations	Low-Medium Some difficulty in buy in from states, communicating to all clubs	Low-Medium Will effect all clubs, increase efficiency	Cost Avoidance Take administrative collection tasks away from delivery staff increasing focus on sport development

Other Opportunities

Yachting's internal organisational structure needs to ensure staff are motivated, utilised pro-actively and accountable with clear roles and responsibilities.

People & Organisation				
Op #	Improvement Opportunities	Difficulty of Implementation	Impact	Benefit
7	Create national volunteer workforce training program – for training club executives on how to manage, motivate and retain volunteers, and for volunteers themselves (through interactive online training, and buddy/peer training)	Low-Medium Internal capability exists, online platform to deliver training exists	High Will effect regional/ small clubs, increase value proposition	Improve capability/ capacity Increase club workforce management capability & sustainability, specially for smaller clubs increase club satisfaction and retention
8	Create induction packs for clubs (role definition, position descriptions, governance structure, reporting templates etc.)	Low Material/ knowledge already exists; has to be collated and delivered	Medium - High Will effect new/ less established clubs	Improve capability Improve club management, simplify database upkeep resulting in higher quality member database/ increased club engagement/ governance
9	Create a formal process to incubate, assess and prioritise ideas for revenue generation for Yachting	Low Key front line staff members already have knowledge, suggestions. Internal mechanism therefore easy to establish	Medium-High Will give staff incentive to shift to commercial mindset, will generate opportunity for a financially sustainable YA	Increased Revenue Additional revenue generation opportunities by allowing staff members to contribute to commercial idea generation, will encourage commercial mindset
10	Formalise training schedules at beginning of the year to maximise instructor availability for courses	Medium Will require coordination across all state associations	Medium Will affect all MYAs/ YA, will enable staff to focus on delivery effectiveness rather than administration/ scheduling	Improved Service Levels Improved service levels; minimise demand-supply gaps for instructors/ coaches, and reduce last minute scheduling allowing staff to focus on high quality training delivery
11	Hire HR and Volunteer Management specialist in national body– to define clear roles and responsibilities for Yachting staff. Create staff retention, and volunteer management policy for clubs	Medium Internal to YA, will require extra funding	Medium Will add to capability, assist with taking on additional non-core functions/ resources	Improve capability/ capacity Improved staff morale, will build capability of YA , clubs to take on additional functions that can be consolidated to reduce duplication

Other Opportunities

Yachting can show leadership, and value via issuance of relevant policies for key issues faced by clubs, this can be complimented via clear communication and processes that enable execution

Process				
Op #	Improvement Opportunities	Difficulty of Implementation	Impact	Benefit
12	Create, Simplify and Standardise policies for the following: i. Location of events, conferences and general meetings (to cover both regional and metropolitan areas) ii. Clear rotation policy and hosting criterion for club hosting of regatta and events iii. Recognition, determination of classes – clear class structure iv. Workforce management focused on Volunteer engagement, motivation and responsibilities	Low-Medium Staff capability already exists for creating policy. There is agreement these policies are required (workshops)	Low-Medium Will affect most clubs, will impact efficiency and clarity of operations due to framework	General Improved Service Will enable consistent approach, showcase leadership from YA, and increase value perception and club retention
13	Simplify re-accreditation process (club and training centres) – remove administration from delivery staff in states	Low-Medium Internal process, capability exists, is a consistent pain point across the states, consensus exists	Medium-High Will affect all clubs, increase efficiency	Improved Service Levels Increase efficiency and speed of re-accreditation process, saving MYA and YA staff time, and increasing club satisfaction
14	Review implementation of a hybrid fee structure (per member for smaller/ younger clubs, per entity for larger clubs)	High High degree of consensus, and clear market segmentation required	High Will impact all clubs	Increased Retention Will decrease club attrition caused by inability to sustain fees, increasing club retention and overall participation
15	Centralise training of Yachting staff to build capacity, technical knowledge, credibility and influence to convey racing rules and policies	Low-Medium Capability exists in YA staff, however buy in from MYA staff might be a hindrance	Low-Medium Will affect all clubs, however is limited to racing rules	General Improved Service Increased technical credibility of Yachting staff, save YA core technical staff time, and lead to improved customer service to clubs
16	Review and change all communication to clubs, associations and members with aim to make it relevant, targeted and digestible	Medium Internal capability exists, is dependent on clear segmentation being done	Medium-High Will affect all YA , MYA stakeholders	General Improved Service Will clarify YA value to clubs through clear, consolidated and to the point communication increasing club engagement

Other Opportunities

Yachting has a centralised technology platform to work off, however, it requires further enhancement, and better access to skilled technical support staff to enable increased ease of use and value to clubs

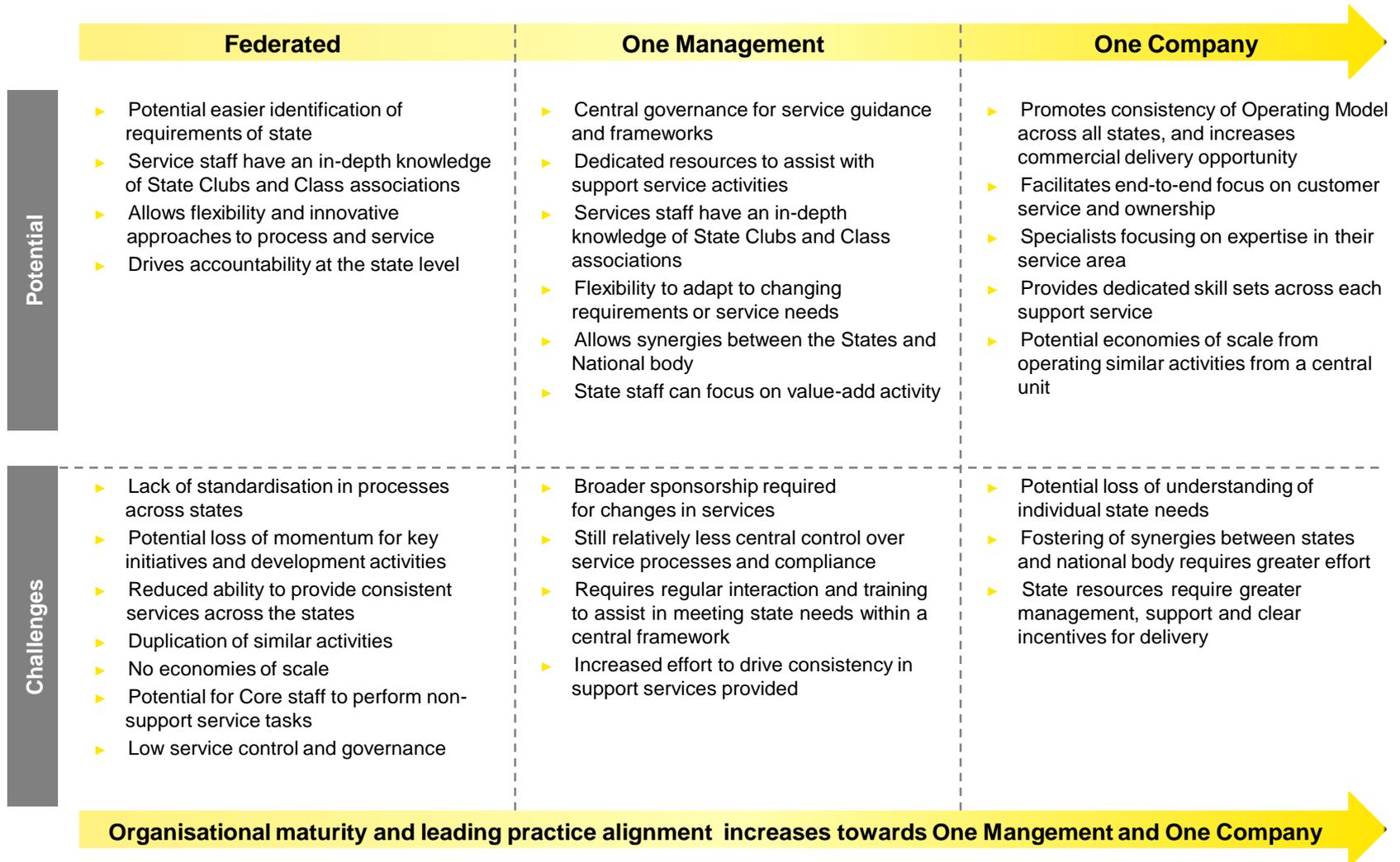
Technology & Data				
Op #	Improvement Opportunities	Difficulty of Implementation	Impact	Benefit
17	Create platform (web based, mobile app) for equipment sharing at club level for clubs to lease/ rent/ borrow from each other during demand peaks	Medium Consensus exists, will require external third party engagement for development	Medium Impact all clubs, immediate value add	Increased Participation Will provide tangible value to clubs, enable technology foundation; increase participation
18	Evaluate and implement enhancement in FSP for i. Integration opportunities ii. Enhancements to myCentre	Medium-High Enhancement potentially costly; difficult to interface with all club systems Clubs concerned about privacy of member information	Low-Medium Benefit will be most visible in clubs with high member numbers	Improved Service Levels Will enable better quality of data as clubs will be able to update data frequently, accurately increasing club engagement and service provision

Section 6

Structure as an Enabler

Structure as an enabler

Every structure comes with potential and corresponding challenges.



Structure as an enabler

One Management or One Company are key enablers of major improvement opportunities identified

	Op#	Improvement Opportunity	Federated	One Management	One Company
Major Opportunities	M1	Move to shared model for Corporate services		4	4
	M2	Consolidate all commercial properties/ assets nationally		4	4
	M3	Build marketing strategy/ segmentation, link to delivery and commercial opportunities		4	4
	M4	Communication by national body directly to clubs/ class associations after input from relevant state resources		4	4
	M5	Create dedicated club development team		4	4
Operating Strategy & Execution	1	Simplify and standardise customer service provision/ introduce a regular half yearly club feedback mechanism		4	4
	2	Introduce targeted national advertisement campaign	4	4	4
	3	Create commercialisation strategy for leisure + cruising yacht market	4	4	4
	4	Create targets for club engagement to ensure clubs are visited at least once every year	4	4	4
	5	Explore opportunity to implement YV (Victoria) boatshed model in other states		4	4
People & Organisation	6	Collect membership fees nationally and reallocate payments to state associations		4	4
	7	Create national volunteer workforce training program for training club executives		4	4
	8	Create induction packs for clubs	4	4	4
	9	Create a formal process to incubate, assess and prioritise ideas for revenue generation for YA + MYAs	4	4	4
	10	Formalise training schedules at beginning of the year	4	4	4
Process	11	Hire HR and Volunteer Management specialist in national body	4	4	4
	12	Policies for Location of events, hosting/ rotation policy , class structure, workforce management	4	4	4
	13	Re-accreditation process - state member authority to approve accreditation, YA does quality checks/ audits		4	4
	14	Review implementation: hybrid fee structure (per member for smaller/ younger clubs, per entity for larger clubs)		4	4
	15	Centralise training of state association/ YA staff to convey racing rules and policies		4	4
Technology & Data	16	Review and change all communication with aim to make it relevant, targeted and digestible		4	4
	17	Create platform (web based, mobile app) for equipment sharing at club level	4	4	4
	18	Sanction enhancement in FSP for interfacing with external programs, myCentre enhancements	4	4	4

* Refer to Improvement opportunities slides above for details on them

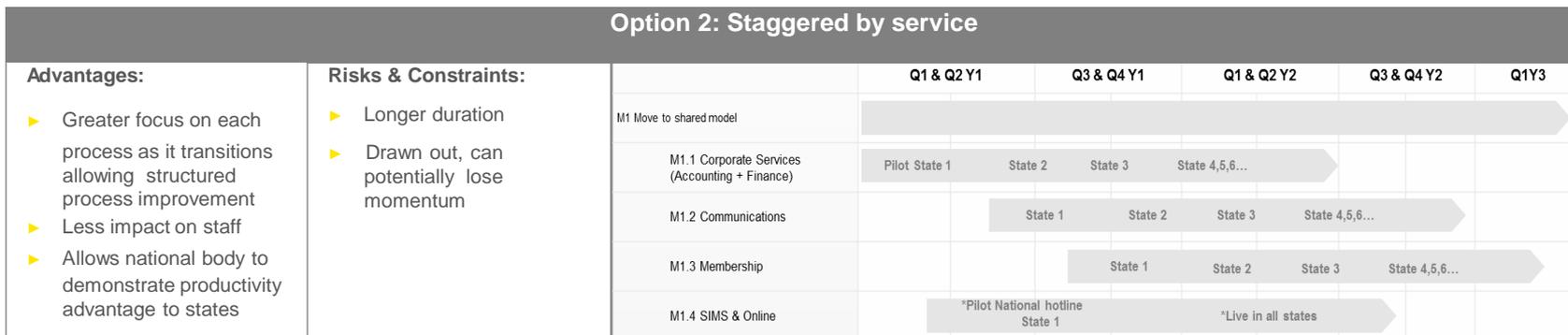
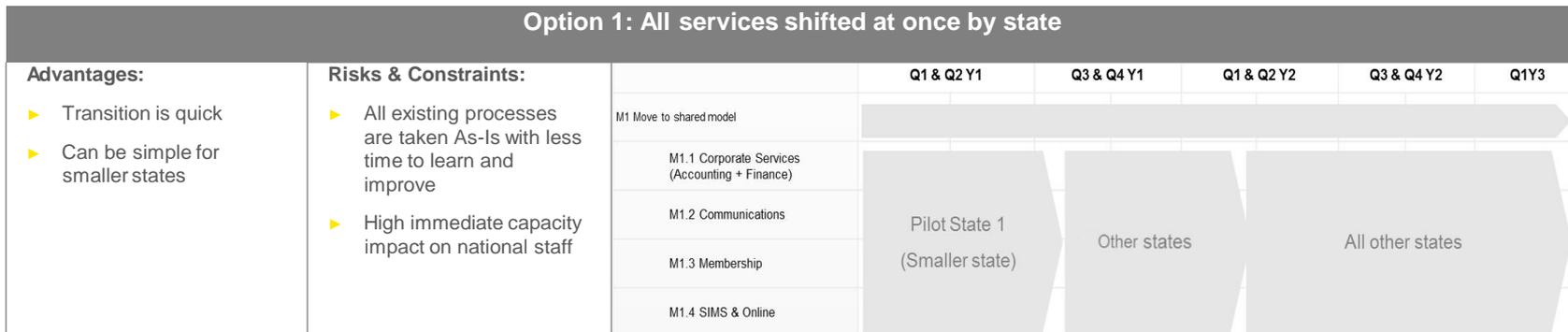
4 Structure that will enable delivery on Improvement Opportunity

Section 7

Way Forward

Potential approaches to Implementation

Using major opportunity 1 (M1-Move to shared model for Corporate services) as an example, there are two possible approaches to implementation of opportunities



Section 8
Appendix

Summary of Interviews

Name	Title	State
Ben Callard	Executive officer	YA QLD
Bernie Kaaks	Executive officer	YA WA
Gerry O'Dea	General Manager	YA WA
Richard McMinn	Executive officer	YA TAS
Greg Rowlings	Training Coordinator/Outgoing EO	YA TAS
Ian Leeson	Executive officer	YA SA
David Edwards	Executive officer (General Manager)	YA NSW
Steve Walker	Executive officer/CEO	YA VIC
Brian Chalmers	Accounts	YA NSW
Andrew Cribb	Development Manager	YA NSW
Alison Turner	Training and Administration Officer	YA QLD
Stephen Spaulding	Treasurer	YA TAS
Marija Lentic	Development Officer	YA SA
Emma Short	Administration Officer	YA SA
Lesley Fasala	Sailing Manager	YA VIC
Gavin Wall	Discover Sailing Manager	YA VIC

Summary of Interviews

Name	Title	State
Martin Silk	Chief Instructor RYA, YA Training, Powerboat and SSS	YA
Sonia Robinson	Education and Training Coordinator	YA
Chris Tate	Education and Training Coordinator	YA
Julien Palmer	Sailing Information and Systems Management Coordinator	YA
Greg McFadden	Finance Manager	YA
Peter Conde	Performance Director	YA
Glen Stanaway	Sports Services Manager	YA
Jane Gordon	Marketing and Communications Manager	YA
Katie Culbert	Performance Program Manager	YA
Matt Bulkeley	Business Operations Manager	YA
Mark Robinson	Performance Manager - Pathway	YA