

Sailing 2032

The Strategic Plan

Status Report – May 2023

In February 2022, Australian Sailing released our 10-year strategic plan, SAILING 2032.

The plan was developed in conjunction with a range of stakeholders, including clubs, class association, volunteers, staff and Discover Sailing Centres.

SAILING 2032 is the platform for Australian Sailing and our club and class partners to make exciting changes and grow sailing by leading, inspiring and supporting sailors and their communities.

SAILING 2032 aims to make sailing more visible, accessible, relevant and rewarding in order to have more people on the water in more ways more often. We will achieve our purpose by focusing on the strategic pillars and strategic foundations and the projects designed to deliver our ambitious goals for sailing in Australia.

This is the first time Australian Sailing has reported to stakeholders on the progress of our Strategic Plan. The annual report will outline the achievements and progress against the Grow and Support Strategic Pillars and the Foundations Projects. This report also replaces the Quarterly Participation Report.

Alistair Murray AM
President, Australian Sailing



42% of clubs
responded to the 2022
Club Survey



41% of clubs are
Very Engaged or Extremely
Engaged with Australian Sailing



**5/9
Board Members**
are female



**70% of
clubs visited**
in 2022

Key Achievements

Grow

- » The **Participation and Membership Growth Plan** supported clubs in driving a 3.7% increase in membership in 2022. We are pleased to see continued growth in club membership despite challenges as clubs emerged from covid-related lockdowns. The trend continued later in the year with Discover Sailing Course participation growing 21.5% from H1 to H2 of the calendar year.
- » Our **Sailing Participation Pathway Framework** delivered *Club Participation Programs* and the *Participation Hub*, all designed to partner with clubs and classes to retain members and increase opportunities for participation.
- » Development of the **Coach, Instructor and Official Development Strategy** to be delivered by June 2023.

Support

- » Listening to the feedback from the 2022 Club Survey we focused on developing a **Club and Class Support Program** which includes:
 - Creation of a Club and Class hub website improvement (April 2023)
 - Deliver Game Plan customised for Sailing (April 2023)

Foundation Projects

- » Providing clubs and classes with a user-friendly **National Safety Framework**, packaging all changes relevant to clubs and classes on our new Safety Hub.
- » The **National Integrity Framework** was introduced this year by the Australian government, with Australian Sailing collating everything clubs and classes need to implement it on our Integrity Hub.
- » **People Plan** - Australian Sailing has restructured its workforce and developed a costed operations plan to deliver the strategic projects measured against our Success Indicators.
- » **One Sailing** – Yachting Victoria and Yachting South Australia have voted to deregister as State Associations and become Regional Advisory Committees of Australian Sailing.

2032 strategic targets:

300,000 Participants

50% Female Participants

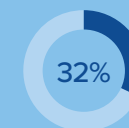
150,000 Club Membership

25,000 Course Participants Per Annum

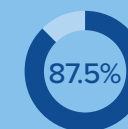
2022 progress to targets:



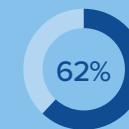
Participants



Female Participants



Club Membership



Course Participant



Grow

Clubs, centres and classes who offer quality programs, and safe and fair competition and racing, will grow membership and retain participants in sailing.

The Grow Pillar works to innovate and develop programs and courses to help clubs, Discover Sailing Centres (DSCs), class associations and the workforce deliver sailing to more people in more ways, more often.

DSCs continue to work hard to drive growth in participation, with effort rewarded as participation has seen a significant increase in the last 12 months. Over 15,500 participants completed Discover Sailing courses at DSCs this year. Australian Sailing has accredited 152 Discover Sailing Centres to support the delivery of fun, safe and inclusive sailing for new and existing sailors.



Over 15,500
participants completed
Discover Sailing courses



Over 10,200
accredited Coaches,
Instructors and Officials



5,600 visitors
to the Participation Hub since
launch in August 2022

Safety education is essential for anyone who takes to the sea. In 2022 there were 13 accredited Safety and Sea Survival Centres delivering courses around Australia.

For club and class members to upskill and contribute to the sport they are passionate about, Australian Sailing has over 150 programs and courses available nation-wide. Many training courses are free and accessible via e-learning making it easier to prepare club and class volunteers.

We are constantly reviewing and updating our offerings, and Australian Sailing has released the following programs and courses to meet the future trends in sailing:

» **Foil Lab Coach & Senior Coach Courses**

» **Foil Lab Program**

» **Green, Intermediate and
Advanced Fleet Participation Programs**

» **Foundation Coach Course**

» **with six more in development.**

We welcome the 824 newly trained and accredited Coaches, Instructors and Officials. There are now over 10,200 accredited Coaches, Instructors and Officials who can assist nation-wide. We look forward to seeing them on the water and congratulate all for their involvement in sailing this summer.

The Grow Pillar has:

- » Delivered the *2022-2024 Participation and Membership Growth Strategic plan* in August 2022. Achievements in the plan include partnerships with Clubs, Centres, Classes and Australian Sailing and are highlighted throughout this report.
- » Released *Club Participation Programs* to provide a progression from Discover Sailing Centre programs into club and class participation and membership as a part of the updated *Sailing Participant Pathway Framework*. The framework will make it easier for participants of all forms of sailing to know how and where they can engage in sailing in positive, safe and meaningful ways. We also opened the *Participation Hub* to support clubs and classes in the delivery of programs. The hub has had 5,600 visitors since launch in August 2022.
- » We have commenced work to develop the **Coach, Instructor and Official Development Strategic plan**, a project designed off the feedback we received from clubs and the Instructor and Coach workforce.



Support

The Support Pillar works with Clubs, Discover Sailing Centres and Classes to provide an enhanced sailing delivery system, providing positive and rewarding Sailing experiences.

By supporting clubs and Discover Sailing Centres to access Australian Sailing programs we are helping increase Club capability to deliver sailing to their communities.

At a high level our SUPPORT Team work to achieve two key objectives:

1. To improve Clubs/Discover Sailing Centre's and Class Associations.
2. To improve Clubs, Discover Sailing Centre's and Class Associations customer experience.



9,883
Sailpasses issued



402 attendees
at 2022 Club Conferences



94 Discover Sailing Centre
reviews completed

The Support Pillar has:

- » Partnered with clubs to connect with new members through SailPass, contributed to the development of the Racing Rules and Special Regulations and hosted Club Conferences (now Sailing Summits) and Instructor Conferences.
- » Rebranded the Club Conferences to State Sailing Summits for 2023. The Summits will be more inclusive of our sailing community, inviting our clubs and class associations to participate, contribute and network during the annual events.
- » Listened to club feedback through the Club Survey and amended the **Personal Accident insurance** coverage for Club members.
- » Delivered a **Club and Class Hub** that will provide a central location for club resources including Governance, Planning and Risk Management, Finance, Facilities, Workforce, Member Services, Events & Regattas, Marketing & Promotion, Fundraising and Grants.
- » Worked to give clubs, class associations and their members better clarity on the role of Australian Sailing through our **Stakeholder Engagement Plan**. This will include the upcoming Pulse Survey, which will provide clubs and classes the opportunity to provide feedback directly to Australian Sailing continuously throughout the year.
- » Supported clubs to build capability through the Australian Sports Commission's *Game Plan*. A free club and class self-assessment tool kit will provide insights on capability in key areas of club administration, and will then support ongoing club development with a suite of resources.



Foundation Projects

Through the Strategic Planning process and based on feedback from the Club Survey, we prioritised a number of Foundation Projects which we are now delivering.



71,800 views of the Safety Hub - the most visited Australian Sailing page on the Resources website.



250 attendees at the SheSails Leadership Conference



Over 160 SheSails Club representatives

The key achievements include:

National Integrity Framework

- » The *National Integrity Framework* was introduced this year by the Australian government and sports were asked by Sport Integrity Australia to adopt it. The Framework included new policies for Member Protection, Child Safeguarding, Improper use of Drugs and Medicines, Competition Manipulation, Sports Wagering, and Complaints and Disputes and Discipline. To make life as easy as possible for clubs and classes we collated all of the relevant information, policies and requirements for clubs and classes in our new *Integrity Hub*.

One Sailing

- » Australian Sailing remains committed to the One Sailing governance model and continues to work with MYAs on the reforms. Following the deregistration of Yachting Victoria, the vote to deregister Yachting South Australia and replace it with a Regional Advisory Committee was supported by over 90% of members. These two states now join NSW and Tasmania in moving to an RAC of AS, dissolving the state entity.

People

- » With the release of the Sailing 2032 Strategy, Australian Sailing has reviewed the structure of the organisation and implemented some substantial changes to ensure we are best placed to deliver on the new strategic priorities.

National Safety Framework

- » Clubs and classes told us that helping them make sense of safety regulations was important to them, so we are partnering with them to deliver the *National Safety Framework*. This includes a redesign of the Resources website to provide a *Safety Hub* of safety related policies, rules and regulations, education and information resources.

Diversity and Inclusion

Key actions under the Diversity and Inclusion Strategic Pillar:

- » Delivery of a Diversity and Inclusion Policy for Australian Sailing, a guide on coaching individuals with autism for clubs', accessibility widgets on Australian Sailing websites, Diversity and Inclusion webinars and resources on the *Diversity and Inclusion page* on the Participation Hub.