



Sailing 2032

The Strategic Plan
for Australian Sailing
2022-2032



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Sailing 2032

The Strategic Plan
for Australian Sailing
2022-2032

SAILING 2032 is the platform from which Australian Sailing and our key partners will make exciting changes to what we do, when we do it, how we do it, where we do it, and who we do it with.



OUR PURPOSE

To grow sailing by leading, inspiring, and supporting sailors and their communities.



OUR CULTURE

Our values define our character and guide how we behave as we collectively do what is right for Sailing.

- » **Respect** - We value each other's experience and knowledge.
- » **Integrity** - We act honestly and take responsibility.
- » **Teamwork** - We work as one crew to help each other perform.
- » **Excellence** - We exceed expectations and strive for the best.



OUR PEOPLE

The future of Australian Sailing lies in our people. We will proactively attract, train, support and retain people who love Sailing and are committed to achieving our purpose.



OUR FOCUS AREAS

Our drive to deliver on our strategic plan and achieve our purpose will be focused on three key strategic pillars and six strategic foundations.

Sailing 2032

Our Strategic Pillars



Support

An enhanced sailing delivery system delivering positive and rewarding Sailing experiences.



Our Goal

- » All clubs and Centres access Australian Sailing programs and support to help them deliver sailing to their communities and achieve their goals.



Grow

More people on the water, in more ways, more often.



Our Goal

- » Sailing is more visible, accessible, relevant and rewarding for all.



Win

No.1 Olympic sailing country in the world uniting and inspiring our community and nation



Our Goals

- » Consistently winning multiple medals (prioritising gold) at Olympics and World Championships.
- » Embedded High Performance processes, producing and retaining a pipeline of athlete and coach talent at a scale to deliver on our performance objectives.
- » Our athletes and team have a positive influence on retaining and growing our sailing community.

Our Strategic Foundations



Future Focus

Our cultural, governance and integrity, operating and financial frameworks are best practice and perfectly placed to support our organisation and our delivery system into the future.



Diversity and Inclusion

Sailing is a great way to show how diverse and inclusive we can be as a nation. We want to see sailing reflecting our communities. Inclusive sport equals inclusive communities, and Sailing is part of this.



Environmental Sustainability

With the ocean, lakes and rivers as our playground, Sailing and the environment are intrinsically connected. We play an active role in ensuring all Australians have clean and safe waterways on which to sail.



Innovation

We are open to new ideas and will continually challenge our assumptions to improve the way we operate.



Safety

We promote a sailing safety culture.



Partnerships

We positively partner with all elements of the Australian sailing community for the benefit of sailing.

Welcome to the future of sailing

Australian Sailing is proud to
present **SAILING 2032**

Sailing is an iconic part of Australian culture and this Plan charts the future direction of sailing in Australia, ensuring our sailing community continues to thrive.

As Australian Sailing continues a collective commitment to the *One Sailing initiative*, we are collaborating with purpose with our key delivery partners to lead the future of Sailing in Australia.

Australian Sailing has engaged with the sailing community and has agreed on the need for an aligned planning and engagement framework to deliver **SAILING 2032**.

Australian Sailing will work collaboratively with its community to improve access to sailing, so that everyone can safely enjoy one of Australia's most iconic pursuits.

We are committed to empowering our clubs to offer an inclusive environment to significantly grow the number and diversity of people who enjoy sailing, either as participants, competitors, or as part of the broader sailing community.

We will adopt new technologies and new offerings, to allow sailing to better respond to the changing needs and of the next generation of sailors, as well as the changing environment we live in.

To ensure Sailing in Australia achieves its potential as we head towards 2032, we will live our values of respect, integrity, teamwork and excellence every day and we will do what's best for Sailing – always.

We enjoy a strong relationship with World Sailing, Sport Australia, the Australian Olympic Committee and all State and Territory Governments. Through this Plan, we will work with these key partners, and develop new partnerships, to achieve our strategic objectives.

While we are all facing many challenges, we will continue to work with the Australian sailing community to take advantage of opportunities between 2022 and 2032.



What is SAILING 2032?

Australian Sailing's purpose is to grow sailing by leading, inspiring, and supporting sailors and their communities.

We believe sailing, in all its forms, can improve health and social outcomes for all Australians through their involvement in this iconic pursuit.

The sailing community is diverse and includes competitors, officials, coaches, recreational participants, sailing clubs, class associations, the sailing industry, governments, commercial partners, our staff, volunteers and more. Together, we will introduce more people, in more communities, to the power of sailing, and inspire a new generation to get involved.

Each element of this Plan is important and each is connected. Combined, these elements will fuel our collective success. As we deliver the Plan, we will lead, inspire and empower through sailing.

SAILING 2032 outlines why we exist, what we hope to achieve between 2022 and 2032, and what we will do to achieve our goals.

Our Longer Term Focus

Australian Sailing has already implemented significant and positive changes to the structure of sailing, including the national One Sailing model.

We are now taking a longer term approach to how we plan for sailing's future. This strategic plan is a 10 year plan – the first time Australian Sailing

has had a plan with a lifespan anywhere near this long. This enables us to focus on today's business, whilst also having a future-focused lens to capitalise on key opportunities in the medium to longer term, including the Brisbane 2032 Olympic Games, the growth of recreational Sailing, and achieving gender equity and greater diversity in sailing.

This plan underpins the first true opportunity for Australian Sailing to harness the synergies of a unified national structure for the long-term benefit of our clubs.

We will be more active in creating a data-driven customer journey. We will leverage the technology at our disposal to find out who our potential members are and map their path from prospect to long-term club member.

Australian Sailing believes in our purpose and values, together with the strategic priorities and initiatives identified in this Plan.

SAILING 2032 has been developed within the context of recommendations made in Sport Australia's Intergenerational Review of Australian Sport, the Sport 2030 Plan, and World Sailing's Strategic Plan. Sport 2030 outlines Sport Australia's bold vision of "ensuring Australia is the world's most active and healthy nation, known for our integrity and sporting success".

SAILING 2032 has been developed to:



Provide clarity of purpose to the Australian sailing community



Ensure the Australian sailing community is focusing on what is most important to our current and future sustainability and success



Encourage purposeful collaboration amongst the Australian sailing community for the benefit of Sailing



Maximise the relevance, visibility and impact of sailing within the Australian sport and active recreation sector and the broader community



Guide the future growth and capability of the Australian sailing community



Get more people on the water, in more ways, more often

The Australian sailing community is perfectly positioned to help Sport Australia's vision come to life – we want to play our part in the national vision and **SAILING 2032** will help us do this.



Sailing

The Australian Way!

Sailing is an important part of Australian culture and national identity. Sailing has a long and proud history and has helped define our national culture.

We passionately believe that sailing is something more Australians should love to do. **SAILING 2032** is a plan for Australian Sailing, however critically, it is also a call to action for our sailing clubs, Discover Sailing Centres, class associations, volunteers and sailing stakeholders to embrace and align with our plan, to collectively benefit us all.



Success Indicators

We will know we are succeeding when ...



SUPPORT

- » The capacity of Australian Sailing's delivery system is enhanced by having more coaches, officials and volunteers accessing training and development opportunities.
- » Contemporary online systems are in place to assist Australian Sailing, clubs and class associations.
- » We are aware of who our participants and members are, what they want and we can communicate with them directly.
- » Real time participation and membership data is readily available.
- » Governments recognise Australian Sailing as a key maritime and sporting leader and Australian Sailing as the voice for the Sailing community.



GROW

- » By 2032 we have:
 - 300,000 participants
 - 50% female participants
 - 150,000 club members
 - 25,000 course participants per annum
- » We have year on year growth in participation programs: Tackers, Dinghy, Windsurfing, Keelboat, Powerboat, Out There Sailing (Youth) & Safety and Sea Survival.
- » There is an increasing trend in the conversion of national participation program (AS accredited training courses) participants to club members.
- » Gender equity is achieved within the sailing community.
- » There is an increasing trend in the percentage of the sailing community comprising people from culturally and linguistically diverse backgrounds and people with a disability.
- » The number of trained and supported coaches, officials and volunteers operating in clubs and Discover Sailing Centres across Australia increases.
- » Enhanced relationships are in place with media partners to connect sailing to a wider audience.
- » Sailing has a growing facility footprint, which enables greater access to sailing experiences nationally, including a growing club network.



WIN

- » We are the leading Olympic and World Championship Sailing nation.
- » We see annual increases in the number of Australian sailors competing in global pinnacle events.
- » An integrated high performance system is in place, with the holistic development of athletes and a squad-based delivery model at its core.
- » We maintain a focus on priority medal classes with scaled gradual enhancements to new development classes over the medium to long-term.
- » We have world class team coaches and a world class coaching system.
- » We have world's best athlete well-being and engagement systems in place, including a post elite career pathway.
- » Sailing is included in the Brisbane 2032 Paralympic Games.
- » Effective partnerships are in place with the Australian Institute of Sport, State and Territory Institutes and Academies, Patrons and sponsors.

Success Indicators

Foundation Projects

- » An aligned national planning framework is in place.
- » An aligned legal, governance and operating framework is in place that optimises the success of sailing in Australia.
- » Australian Sailing achieves in all Sport Australia Governance Standards.
- » Sustainable and responsible annual operating budgets and stabilised collective financial reserves achieved annually.
- » Revenue streams are diversified, demonstrating annual growth to enhance our financial sustainability.
- » The National Safety Framework is in place and implemented. The importance of Safety is understood and shared across all of Sailing.
- » The Australian Sailing brand is an understood, united, valued and purposeful; positioned to encourage the achievement of our purpose.
- » The national Integrity Framework is in place and implemented.
- » Australian Sailing's Environmental Action Plan is embedded into our planning and operations to minimise the impact sailing has on the environment.
- » A whole of Sailing Diversity and Inclusion Framework is in place and implemented.
- » We better understand what current and future stakeholders want and how this can best be delivered.



What we will do

Our Strategic Projects

To bring **SAILING 2032** to life, work needs to be done on each project, which align with a specific strategic priority area and are measured by our Success Indicators. In doing so, the successful delivery of these projects will help us achieve our purpose –

“To grow sailing by leading, inspiring, and supporting sailors and their communities.”



SUPPORT

- » **Club Support Program** – will be designed to assist Clubs to identify how they are operating in key areas, and provide them with support resources to enhance their capability and capacity to grow the sport locally.
- » **Club Surveys** – Annual club satisfaction surveys will be disseminated across the network and key improvements implemented, as required.
- » **Digital Strategy** – We will provide digital platforms, systems and tools to help all elements of the Australian Sailing community to more effectively and efficiently operate.



GROW

- » **Participation and Membership Growth Strategy** – We will implement initiatives to increase the number of people engaging in Sailing at all levels, in all roles and in all environments.
- » **Sailing Participant Pathway Framework** – We will make it easy for participants of all forms of Sailing (competitive, recreational and Para Sailing), and those who support them, to know how and where they can engage with Sailing in positive, safe and meaningful ways, for a lifetime.
- » **Coach, Instructor and Official Development Strategy** – We will develop and implement national programs to more effectively attract, train, support and retain the coach, instructor and official workforce needed for Sailing to achieve its delivery and retention targets.



WIN

- » **Australian Sailing High Performance 11-Point Plan** – We will implement, monitor and review the Australian Sailing High Performance Strategy - #nextlevel.
- » We will implement world class campaign plans and coaching and performance support teams for all AST/ASS Paris 2024 Olympic Games targeted athletes.
- » **Event Hosting Strategy** – We will secure important events in Australia in the lead up to the Brisbane 2032 Olympic Games.
- » **Paralympic Inclusion Strategy** – will be designed to advocate for the inclusion of Sailing in the Brisbane 2032 Paralympic Games.

What we will do

Foundation Projects

- » **One Sailing Strategy** – We will continue to implement the One Sailing initiative, so that Australian Sailing's governance and operating structures are considered best practice and enable Sailing to act with both speed and precision.
- » **Culture Crew** – An internal working group, made up of cross-functional employees will focus on activating the Values & Behaviours of Australian Sailing and ensuring there are mechanisms in place to reward and recognise success.
- » **National Safety and Integrity Framework** – We will implement a comprehensive response to emerging safety and integrity risks facing Sailing in Australia (i.e. on water safety at events, coaching or Program activities, child safeguarding, anti-doping, illicit drugs, betting, corruption, member protection, whistleblowing, etc)
- » **People Plan** – We will ensure the Australian Sailing staffing structure and associated support systems are fit for purpose to drive the successful delivery of our Strategic Plan.
- » **Stakeholder Engagement Strategy** – We will connect with and collect insights from key elements of the Sailing community to better understand what they want and how and where Sailing can best support this.
- » **Diversity, Inclusion and Accessibility Strategy** – We will provide the Australian Sailing community with guidance, resources and support to continue building on our strengths in the areas of diversity and inclusion, while tackling the barriers that may hinder true inclusion.
- » **Funding Strategy** – We will review our sources and uses of funding and implement a strategy to sustainably fund our activities, with a balance of commercial revenue and government funding that leverages affiliation fee income.
- » **Environmental Action Plan** – Develop an environmental action plan for Australian Sailing, Clubs and the sailing community.



How will we know when we get it right?

SAILING 2032 will be delivered by living our values and working together as one Sailing community.

Importantly, Australian Sailing will develop annual operational plans which incorporate financial allocations for each strategic project being implemented during the relevant 12 month period. We will successfully complete our projects in a timely manner and to the highest possible standard and ensure the financial management of Australian Sailing remains sound at all times.

Between 2022 and 2032, Australian Sailing will be using a range of internal and external measurements to ensure we monitor our progress against the success indicators within this strategic plan, as well as the key performance indicators set out within our annual operational plans. In particular, we will monitor the number and diversity of people experiencing all forms of competitive and recreational Sailing, focusing on how, when, where and why they participate.

We will also measure satisfaction levels across a range of areas, including membership, education, events, club support, and other service areas. This monitoring will ensure our members, participants, volunteers

and workforce are well supported and are experiencing what they want to experience from their connection with us and with Sailing.

We will focus on our commercial success to ensure the ongoing financial sustainability of Australian Sailing, and be able to invest back into Sailing. As part of this process, we will measure our external profile and visibility.

Australian Sailing's operations between 2022 and 2032 will be guided by this document, which will be used by staff, monitored by senior management and the Board, and formally reviewed annually.

When we see more people enjoying time on the water, in more ways, more often ... we will know we've got it right!





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