



# Australian Sailing Strategic Update

Joanne Keen | Australian Sailing Board Member



# Australian Sailing Strategic Update

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- Stakeholder Engagement Project
- Australian Sailing Strategic Plan



# Stakeholder engagement project

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- Over the course of the **past six months**, a **Working Group Chaired by Australian Sailing Vice President Alistair Murray** has been working on a **strategy to increase and improve the engagement between Australian Sailing and our Affiliated Clubs**.
- The resulting Stakeholder Engagement Plan will see a new set of communications rolled out to clubs explaining exactly what Australian Sailing's role is. **That role is simple, it is to grow sailing through a collaborative effort with our link to sailors via our Affiliated Clubs**.
- The objectives of the plan included:
  - Listening to the clubs, through personal engagement and club surveys, to deliver the “product” that clubs need.
  - Improving stakeholder awareness of the work done by AS on all fronts, including services provided and advocacy to all governing and associated bodies.
  - Promoting understanding of the importance of affiliation with AS, enabling clubs to communicate the value to their members.
  - Transparency and equity across Australia on all club matters.
- The project will see a structured set of club visits by key Australian Sailing representatives in each state. The visiting groups will include board members, staff members and members of the local State Member Yachting Associations and/or Regional Advisory Committees.

# Australian Sailing

Grow participation



Supports over 150 Discover Sailing Centres with learn to sail programs for dinghy, windsurf and keelboat



Supports programs for school aged children (Tackers, OutThere Sailing & Sporting Schools)



Trains and accredits over 2,200 instructors and coaches



Promotes female participation through SheSails



Trains and accredits over 2,000 officials (race officers, judges, umpires, measurers & equipment auditors)



Helps clubs connect with new members through SailPass



Powerboat training courses and licencing



Ratings & handicapping systems, yardsticks and certification

# Australian Sailing

Build the Profile of Sailing



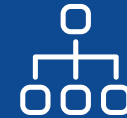
Conducts state and national Australian Sailing Awards



Partners with clubs to deliver major events



Delivers the Australian Sailing Hall of Fame



Promotes the sport through initiatives including Discover Sailing Day and Welcome to Our Playground



Promotes the achievements of sailors in the media



Helps clubs and classes bring major events to Australia

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# Australian Sailing

Enhance the People,  
Structure and Culture of Sailing



Hosts Club Conferences  
and Instructor Conferences



Provides the Sailing  
Resources website with tools,  
templates and information



Contributes to the  
development of the Racing  
Rules and Special Regulations



Supports volunteer  
committees and provides  
access to leadership programs



Provides personal  
accident insurance coverage  
for club members



Supports clubs with  
member protection and  
dispute resolution

# Australian Sailing

Ensure Sailing's Sustainability



Sources government funding and grants to support sailing



Represents Australia at World Sailing



Maintains self-regulation of safety



Provides access to tax deductible fundraising through the Australian Sports Foundation



Advocates for maintaining access to waterways and minimisation of red tape



Access to interest free loans for clubs

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# Australian Sailing

Maintain High  
Performance Outcomes



Has a comprehensive High Performance strategy for long term success, on the world stage



The Barranjoey Pin celebrates the legacy of Olympic and Paralympic class sailing



Works closely with the Australian Institute of Sport and the Australian Olympic Committee



One of Australia's most successful Olympic sports with 11 gold, 8 silver and 8 bronze medals; as well as 4 gold, 2 silver and 1 bronze Paralympic medals



Works with state institutes and academies to develop athletes



# Australian Sailing

## Funding: Sources & Uses



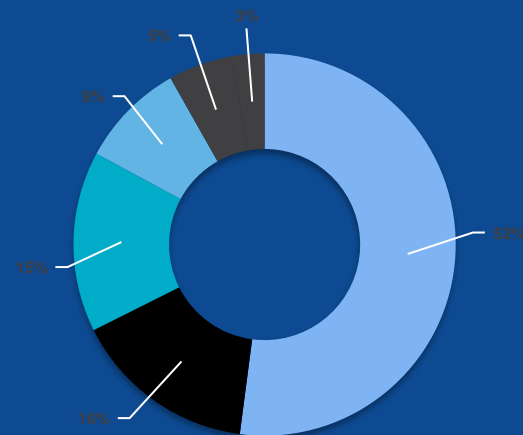
Is funded by a combination of affiliation fees, government grants, course fees, commercial partners and sponsors



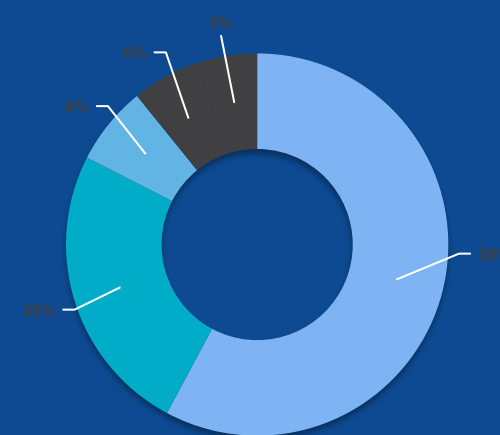
No club affiliation fees are used to fund High Performance programs.  
100% of HP funding is derived from government grants, sponsors and patrons

### FUNDING SOURCES AND USES (2019-20 FY)

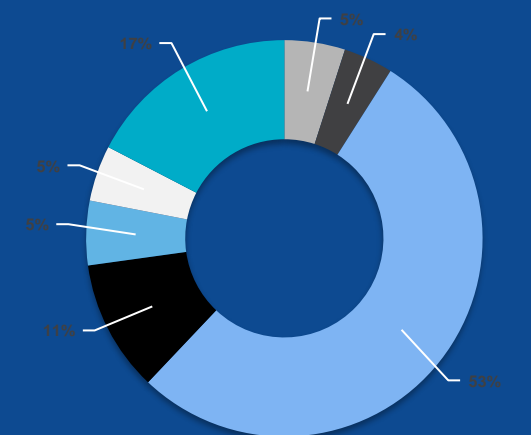
TOTAL REVENUE  
High Performance and Services



EXPENSES- Services  
(by Cost Centre)



EXPENSES- Services  
(by Function)



- High Performance
- Government Grants
- Training Revenue
- Membership Revenue
- Operating Revenue
- Sponsorship, Donations, other

- Employee Expenses
- Other General Expenses
- Office Expenses
- Operating Expenses
- Travel Expenses

- Safety
- Club support & advocacy
- Communications & Events
- Finance & Other
- Online services
- Participation & programs
- Insurances

# About Australian Sailing



## About Australian Sailing

Australian Sailing is the governing body for the sport of sailing in Australia. With our clubs and volunteers, we grow, advance and advocate sailing as a sport and recreational activity. We are a member based organisation that represents the interests and provides services & support to over 350 clubs across Australia, as well as more than 150 accredited Discover Sailing Centres.

### OUR PRIORITIES ARE TO WORK WITH CLUBS TO:



**Grow Participation**  
Each year 170 accredited Discover Sailing Centres see over 17,000 course participants through our Learn To Sail, Powerboat and Sea Safety & Survival programs.



**Build the Profile of Sailing**  
We work with clubs to deliver Discover Sailing Day, Australian Sailing Awards, Hall of Fame and many state, national and world championship events to ensure sailing maintains its place in the Australian psyche.



**Enhance the People, Structure and Culture**  
Our priority is to ensure that everyone enjoys the sport of sailing. This means everyone from club officials, to volunteers, judges, members and first-timers enjoy their time at the club.



**Ensure Sailing's Sustainability**  
We make representations to government on behalf of all clubs at Local, State and Federal level, to protect and advance the needs of Sailing. Our goal is to ensure sailing remains affordable and accessible.



**Maintain High Performance Outcomes**  
Australia is one of the leading sailing nations in the world, with the Australian Sailing Team representing Australia at World Championships and Olympic Games.

### FUNDING: SOURCES & USES



Through your membership contribution, your club is making an investment that benefits all of Sailing. Club fees are not tied directly to services that a club may receive but instead relate to the needs of the whole sailing community as a collective.



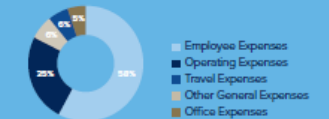
Australian Sailing is funded by a combination of affiliation fees, government grants, course fees, commercial partners and sponsors



No club affiliation fees are used to fund high performance programs - 100% of HP funding is derived from government grants, sponsors and patrons

### HOW WE SPEND CLUB AFFILIATION FEES

#### EXPENSES (by Cost Centre)



#### EXPENSES (by Function)



Absolutely no club or member affiliation fees are used to fund any part of Australian Sailing's High Performance programs.

### OUR SPORT:

**100,000+**  
Club Members

**17,000+**  
Course Participants

**350+**  
Affiliated Clubs

**250,000+**  
Participants

**60+**  
Affiliated Class Associations

**150+**  
Discover Sailing Centres

### WE ARE TARGETING:

**300,000** Participants  
**40% Females** (Currently 30%)  
**120,000** Club Members  
**20,000** Course participants  
**0** Fatalities or major incidents  
**200** Discover Sailing Centres

Visit [sailing.org.au/about](http://sailing.org.au/about) for more information on how Australian Sailing supports our affiliated clubs.

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Where to  
next?

## Strategic Plan 2021 – 2032





**Support It**



**Grow It**



**Win It**

# Our Strategic Pillars

# Our Foundations



We will openly and honestly communicate



Safety is central to everything we do



Unified Operating Model



Sailing and the environment are intrinsically connected



Increase Financial Security



We will support and promote diversity and inclusion at all levels of Sailing



Innovative approach and adoption of digital systems



The integrity of Sailing, Australian Sailing and our stakeholders is paramount

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# Support it

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## Example Projects

- **Coach, Instructor and Official Development Strategy**
- **National Safety and Integrity Framework**
- **Stakeholder Engagement Strategy**
- **“5-Star” Clubs Strategy**
- **Digital Strategy**

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**Grow it**

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**Example  
Projects**

- **Sailing Participant Pathway Framework**
- **Participation and Membership Growth Strategy**
- **Diversity, Inclusion and Accessibility Strategy**
- **Affiliation Model Review**

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**Win it**

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**Example  
Projects**

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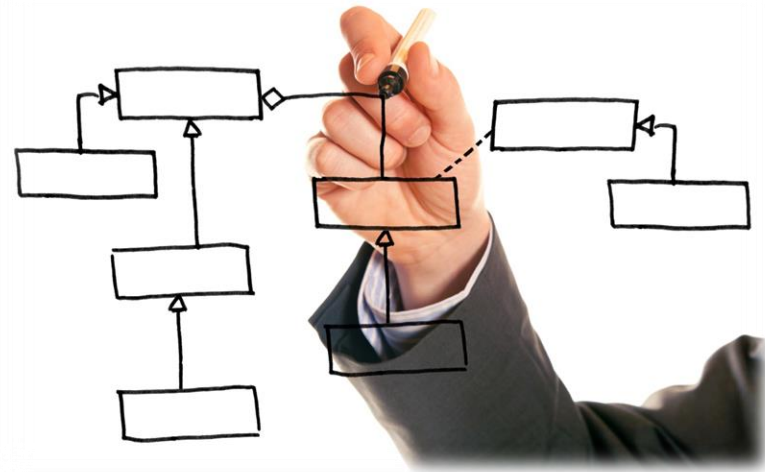
Always be the leading Olympic and World Championship Sailing nation

See annual increases in the number of Australian sailors competing in global pinnacle events (e.g. America's Cup, SailGP and others).

See our high performance sailors inspiring a new generation to get involved.



# Next steps



**Stage 1** - Document Review - (Mid-March 2021)

**Stage 2** - AS Board and Senior Leadership Team Strategic Plan Design Lab (29 and 30 March 2021)

**Stage 3** - Preliminary Findings and Opportunities Summary Paper (Mid-April 2021)

**Stage 4** - AS CEO and President Webinar (Late April 2021)

**Stage 5** - Draft 1 of the 2021-2032 Sailing in Australia Strategic Plan (Mid-May 2021)

**Stage 6** - Board and SLT Feedback (Early June 2021)

**Stage 7** - Draft 2 of the 2021-2032 AS Strategic Plan (Early June 2021)

**Stage 8** - MYA and RAC Feedback (Late June 2021)

**Stage 9** - AS CEO and President Webinar (Early July 2021)

**Stage 10** - Working Version/s of the 2021-2032 Sailing in Australia Strategic Plan (Mid-July 2021)