



YACHTING QUEENSLAND

STRATEGIC PLAN

2010 – 2013

February 2010



VISION, MISSION and STRATEGIC PRIORITIES

VISION

Yachting Queensland's vision is to support, co-ordinate and promote all aspects of yachting with the highest participation level across the whole yachting community - for all ages, and all levels of skill and ability, and specifically to -

MISSION

Yachting Queensland's mission is to deliver its vision by consulting with its members, identifying their needs, developing best practices and programs, supporting their financial stability and sustainable growth, and to perform in excess of expectation.

STRATEGIC PRIORITIES

Grow Interest & Participation

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

Build Sport Capability

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

Maintain Competitive Success

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

Improve Governance and Management

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

STRATEGIC PRIORITY - Grow Interest and Participation

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

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

STRATEGIC PRIORITY - Build Sport Capability

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

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

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

STRATEGIC PRIORITY - Maintain Competitive Success

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

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

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

STRATEGIC PRIORITY - Improve Governance and Management

Provide leadership in the development of a shared vision and in the governance, management and representation of sailing at the state and regional level.

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

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