



STRATEGIC PLAN

2008 – 2011

(Last Revised 12 December 2008)

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Pre-Plan Position

1. Queensland Yachting Association Ltd is a company limited by guarantee that was first registered on 25 June 1981, currently trading as Yachting Queensland.
2. The objects of Yachting Queensland are to:
 - a. promote and encourage the knowledge and education of people participating in boating;
 - b. initiate, organise, administer, arrange, control and promote the Australian Yachting Federation National Schemes, AYF approved Training Centres, schools, facilities, curriculums or programs for the education and/or accreditation of people participating in boating;
 - c. liaise with the Australian Yachting Federation Inc. and Queensland Clubs and Class Associations for the purposes of advancing knowledge, education and skills in boating;
 - d. promote the development and adherence to national competency standards adopted by the Board;
 - e. encourage and promote boating for educational purposes; as a means of personal development; as a sport; and for recreation; and
 - f. do all such things as are incidental or conducive to the attainment of the above objects.

Scope of the Plan

3. The Yachting Queensland Strategic Plan covers the period 2008 to 2011. It sets the operational requirements and the direction for the sport of boating in the State of Queensland during that period. It details the broad framework and strategies required to be achieved that will assist Yachting Queensland to meet its internal and external obligations.
4. The Strategic Plan is a statement of Yachting Queensland's mission, vision, values, goals and strategies. The key functions of the Plan are to:
 - communicate Yachting Queensland's priorities and directions to its stakeholders and note the strategies for meeting these;
 - set key result areas that link to the mission and vision;
 - identify and confirm those aspects that the sport has identified requiring special attention to ensure continued success; and
 - provide guidance for management and staff conducting operational planning activities including the following:
 - allocating resources;
 - setting priorities;
 - reporting processes;
 - maintaining accountability; and
 - monitoring performance.

Key Result Areas

5. The Plan is presented under the following Key Result Areas (KRA):

- a. **Key Result Area 1.** Governance
- b. **Key Result Area 2.** Training
- c. **Key Result Area 3.** Competitions and Events
- d. **Key Result Area 4.** Development and Participation

Staffing Structure

6. The staffing structure outlined below provides an indication of the paid and voluntary, positions within yachting who are responsible for the coordination and delivery of Yachting Queensland's annual operational plan.

YACHTING QUEENSLAND MEMBERS AND PERSONNEL

Members

Clubs

Abel Point YC	Bribie Island YC	Brisbane Girls Grammar School
Brisbane Sailing Sqn	Brisbane Valley SC	Bundaberg SC
Cairns Cruising YC	Cairns YC	Capricornia Cruising YC
Cleveland YC	Cruising YC Hamilton Island	Darling Point Sailing Sqn
Douglas SC	Hamilton Island YC	Hervey Bay BC Yacht Sqn
Hervey Bay SC	Humpybong YC	Iona College SC
Keppel Bay SC	Lake Baroon SC	Lake Cootharaba SC
Lake Samsonvale Water Sports	Lourdes Hill College SC	Mackay YC
Magnetic Island YC	Maroochy SC	Maryborough SC
Mission Beach SC	Mooloolaba Dinghy SC	Mooloolaba Etchells Fleet
Mooloolaba YC	Moreton Bay YC	Moreton Bay Trailer BC
Multihull YC QLD	Nossa Yacht & Rowing Club	North QLD Cruising YC
Oxley SC	Paradise Point SC	Port Curtis SC
Port Denison SC	Port Douglas YC	QLD Cruising YC
RAAF Amberley SC	Royal QLD Yacht Sqn	Sailability QLD
Sandgate YC	South Brisbane SC	Southport YC
Sunshine Coast Cruising YC	The Southport School SC	Tinaroo SC
Tin Can Bay SC	Townsville MB & YC	Townsville SC
Trailer Sailor Club of QLD	Whitsunday SC	
Wynnum Manly SC	Yorkeys Knob BC	

Associations

Corsair Assn of QLD	Flying Fifteen Inter QLD	Hartley Multiclass TS Assn QLD
Int Etchells Assn Brisbane	MG Skiff Assn of QLD	Minnow SA QLD
Mirror SA QLD	North QLD Sabot Assn	Pacer QLD
QLD Arrow & Arafura Cadet	QLD Cobra Catamaran Assn	QLD Hartley TS16 Assn
QLD Heron SA	QLD Hobie Catamaran Assn	QLD Impulse Assn
QLD Inter Optimist Dinghy	QLD Inter 420	QLD Laser Assn
QLD Nacra Assn	QLD Sabre SA	QLD Sharpie Assn
QLD 12ft Skiff Assn	QLD 16ft Skiff SA	QLD 29er Assn
QLD 125 Assn	QLD Sabot Assn	Tasar Assn QLD

Life Members (current and deceased)

D. Kemp, S. Lucas, J. McCartney, C. Canfield, B. Blackley, S. Goldsmith, J. Hollis, R. Beckingham OAM, E. Mahoney, A. Fletcher, W. Treasure AM, K. Down, J. Ryrie, C. Guy, L. Boardman, S. Morris, D. Smith

Yachting Queensland Board

President Mr Ken Hurling

Directors Mr Guy Chester, Mr Greg Clarke, Mr Neale Hollier, Mr Grant Somerville, Mr David Thomson

Supporting Board are a number of Sub-Committees comprised of volunteers provided from the general membership. The following are the current sub-committees:

- Offshore & Safety Committee
- Racing Rules & Race Officials Committee
- State Power Boat Committee
- State Team & Match racing Committee
- State Youth Committee

Yachting Queensland Staff

Executive Officer	Norman Fry
Technical Officer	Jennifer Kidd
Finance Administrator (part time)	Goran Avramovic
Receptionist/Admin Assistant	Kay Waters

Vision

7. The Yachting Queensland Vision is that:

- Boating will be a flourishing participant sport for people of all ages from all sectors of the Queensland community;
- Boating will be a high profile sport in Queensland, receiving extensive media coverage and maintaining a high level of community awareness;
- Sail training and cruising sailing or cruising power boating, whether for the purposes of just enjoying sailing or boating or for participation in active dinghy or yacht racing or the white boat industry, will be strongly supported;
- Queensland will dominate boating nationally in terms of participation and performance; and
- Boating will be effectively administered throughout Queensland under the leadership of a financially strong State body (Yachting Queensland).

MISSION STATEMENT

To provide innovative leadership and direction for the growth and development of Boating in Queensland.

Long Term Objectives

8. Yachting Queensland aims to advance the sport in Queensland by achieving the following long-term objectives:

- To ensure boating strives for effective management to provide a sustainable organisation;
- To foster the success of Queensland sailors at a State and national level;
- To grow the participation and interest in boating, sailing, cruising or power boating, through a range of strong development programs, that are agreed to and implemented in partnership with the members; and
- To provide a vibrant state inclusive competition program.

Key Stake Holders

9. Yachting Queensland's Key stake holders and supporters are:

Australian Sports Foundation Communities and Schools Commercial Partners Employees Life Members Local Governments Marine Queensland Marine Safety Queensland Members (Clubs and Class Associations)	Queensland Academy of Sport Queensland Olympic Committee Queensland Sports Federation Queensland State Government Sponsors Tourists and the tourism industry Volunteers and supporters Yachting Australia Yachting Australia Training Centres
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Values

10. In our relationship and dealings with our stakeholders and each other, we will:

- be open and transparent;
- communicate quickly and effectively;
- accept responsibility for decisions and actions;
- be responsive to their needs;
- endeavour to reach a common understanding through consultation;
- strive for excellence, effectiveness and efficiency to maximise our performance;
- be cooperative and operate as a team;
- strive for continuous improvement; and
- value the well being and diversity of all our members.

KEY RESULT AREA 1: GOVERNANCE 2008-2011

Goals, Strategies and Performance Indicators

Goal	Strategy
1	To provide clearly defined governance procedures leading to efficient management and confidence among our stakeholders.
2	To provide strong and effective leadership and direction leading to State unity.
3	To ensure that Yachting Queensland is financially secure with a sustainable income stream.
4	Yachting Queensland to have an improved public image.

PERFORMANCE INDICATORS

	2008	2009	2010	2011
1.1	<p>PI 1.1.1 Implement any new Board approved governance systems as a result of the 2007 review by 1 July.</p> <p>PI 1.1.2 Implement Board approved recommendations from the power boat sub-committee.</p> <p>PI 1.1.3 Youth sub-committee to provide recommendations for future development to Board by 1 March.</p> <p>PI 1.1.4 Youth sub-committee to provide recommendations for future development to Board by 1 March</p>	<p>PI 1.1.5 EO to review governance systems and provide report to Board by end of June.</p>	<p>PI 1.1.6 Strategic Plan workshop to be conducted in March to review current plan and next three years.</p>	<p>PI 1.1.7 President and EO to review current governance structure and systems and provide recommendations to the Board by 12 December.</p> <p>PI. 1.1.8 President to provide recommendations for Board portfolios by 12 December.</p> <p>PI 1.1.9 Power Boat sub-committee to provide recommendations for future development to Board by 17 December.</p>
1.2	<p>PI 1.2.1 Implement new President and Board succession plan before 2008 AGM</p>	<p>PI 1.2.2 Board to review progress of President's/Board's succession plan by end of December.</p>	<p>PI 1.2.3 EO to provide report on President's/Board's succession plan at Strategic Plan workshop.</p>	<p>PI 1.2.4 YQ Board to review the succession plan for the appointment of the President by 17 December.</p>
2.1	<p>PI 2.1.1 Implement amended and new Regulations, policies and Procedures as approved by the Board from the 2007 review by the end of February.</p>	<p>PI 2.1.2 EO to review all Regulations and provide recommendations to the Board by mid December.</p>	<p>PI 2.1.3 Implement amended and new Regulations, policies and Procedures as approved by the Board from the 2009 review by the end of February.</p>	<p>PI 2.1.4 EO to review all Regulations and provide recommendations to the Board by 17 December.</p>

	2008	2009	2010	2011
2.2	PI 2.2.1 EO to maintain and improve an open and clear line of communication with all Members by 17 December.	PI 2.2.2 EO to maintain and improve an open and clear line of communication with all Members by 17 December.	PI 2.2.3 EO to maintain and improve an open and clear line of communication with all Members by 17 December.	PI 2.2.4 EO to develop an open and clear line of communication with all Members by 17 December.
3.1	PI 3.1.1 EO to review commercial interests and sponsorships and provide recommendations to the Board by 17 December.	PI 3.1.2 EO to review commercial interests and sponsorships and provide recommendations to the Board by 17 December.	PI 3.1.3 EO to review commercial interests and sponsorships and provide recommendations to the Board by 17 December.	PI 3.1.4 EO to review commercial interests and sponsorships and provide recommendations to the Board by 17 December.
3.2	PI 3.2.1 EO to produce a Financial Plan and Annual budget to the Board for approval by the first Friday in April. PI 3.2.2 Budget for following year to be distributed and implemented by first Friday in May.	PI 3.2.3 EO to produce a Financial Plan and Annual budget to the Board for approval by the first Friday in April. PI 3.2.4 . Budget for following year to be distributed and implemented by first Friday in May.	PI 3.2.5 EO to produce a Financial Plan and Annual budget to the Board for approval by the first Friday in April. PI 3.2.6 Budget for following year to be distributed and implemented by first Friday in May.	PI 3.2.7 EO to produce a Financial Plan and Annual budget to the Board for approval by the first Friday in April. PI 3.2.8 Budget for following year to be distributed and implemented by first Friday in May.
3.3	PI 3.3.1 Board to review the Risk Register and Action Plan by third Friday in May. PI 3.3.2 Risk Management advice to be distributed and implemented by the first Friday in June.	PI 3.3.3 Board to review the Risk Register and Action Plan by third Friday in May. PI 3.3.4 Risk Management advice to be distributed and implemented by the first Friday in June.	PI 3.3.5 Board to review the Risk Register and Action Plan by third Friday in May. PI 3.3.6 Risk Management advice to be distributed and implemented by the first Friday in June.	PI 3.3.7 Board to review the Risk Register and Action Plan by third Friday in May. PI 3.3.8 Risk Management advice to be distributed and implemented by the first Friday in June.
4.1	PI 4.1.1 EO to review the Public Affairs Plan and submit to the Board for approval by the first Friday in December. PI 4.1.2 Promotional and Public Affairs Plan for the following year to be published by the third Friday in December	PI 4.1.3 EO to review the Public Affairs Plan and submit to the Board for approval by the first Friday in December. PI 4.1.4 Promotional and Public Affairs Plan for the following year to be published by the third Friday in December	PI 4.1.5 EO to review the Public Affairs Plan and submit to the Board for approval by the first Friday in December. PI 4.1.6 Promotional and Public Affairs Plan for the following year to be published by the third Friday in December	PI 4.1.7 EO to review the Public Affairs Plan and submit to the Board for approval by the first Friday in December. PI 4.1.8 Promotional and Public Affairs Plan for the following year to be published by the third Friday in December.
4.2	PI 4.2.1 Establish a development Fund in the ASF by end of December.	PI 4.2.2 Raise Foundation funds to level of \$20,000 by end of June.	PI 4.2.3 Raise Foundation funds to level of \$50,000 by end of June.	PI 4.2.4 Raise Foundation funds to level of \$70,000 by end of June.

KEY RESULT AREA 2: TRAINING 2008-2011

Goals, Strategies and Performance Indicators

Goal	Strategy
1	To deliver structure and support mechanisms that will ensure consistent high standards of training for all Queenslanders involved in yachting.
	1.1 Review the YQ RTO scope.
	1.2 Promote suitable training schemes as the benchmark for all sail and powerboat training in Queensland.
	1.3 Promote and manage sail training in Queensland
	1.4 Facilitate the development of a State Training Squad and State training camps
	1.5 Adopt, implement and enforce anti-doping policies, rules and programs that conform to and comply with the YA's anti-doping core provisions.
	1.6 Secure a Sailing Program in the QLD Academy of Sport

PERFORMANCE INDICATORS

	2008	2009	2010	2011
1.1	PI 1.1.1 Implement Board direction regarding RTO course scope as a result of review by the end of December.	PI 1.1.2 EO and Technical Officer to review the RTO scope and provide recommendations to the Board regarding the accredited course program by 17 December.	PI 1.1.3 Implement Board direction regarding RTO course scope as a result of 2008 review by the end of June.	PI 1.1.4 EO and Technical Officer to review the RTO scope and provide recommendations to the Board regarding the accredited course program by 17 December.
1.2	PI 1.2.1 Implement the policy in support of the NTS by the end of June.	PI 1.2.2 Technical Officer to review the YQ Policy for the promotion and maintenance of appropriate resources in support of the NTS by 17 December.	PI 1.2.3 Implement any amendments or changes to the policy in support of the NTS by the end of June.	PI 1.2.4 Technical Officer to develop a YQ Policy for the promotion and maintenance of appropriate resources in support of the NTS by 17 December.
1.3	PI 1.3.1 Implement revised YATC agreement with YA by end of January. PI 1.3.2 Implement revised YATC agreement with the training schools by the end of June. PI 1.3.3 Implement revised audit process by the end of March.	PI 1.3.7 Continue to maintain YATC agreement with YA. PI 1.3.8 Continue to maintain YATC agreement with the training schools by the end of June. PI 1.3.9 Continue to conduct audit process by the end of June.	PI 1.3.12 Continue to maintain YATC agreement with YA. PI 1.3.13 Continue to maintain YATC agreement with the training schools by the end of June. PI 1.3.14 Continue to conduct audit process by the end of June.	PI 1.3.17 EO and Technical Officer to develop an open clear line of communication with all YATC by 17 December. PI 1.3.18 EO to review the YA agreement regarding the YATC by 17 December. PI 1.3.19 Technical Officer to review the agreement between YQ and YATC and

	2008	2009	2010	2011
	<p>PI 1.3.4 Implement the revised YATC accreditation process by the end of June.</p> <p>PI 1.3.5 Maintain clear and open lines of communication with YATC.</p> <p>PI 1.3.6 YQ to conduct a workshop for YATC and provide recommendations to the board, if appropriate, by the end of June.</p>	<p>PI 1.3.10 Maintain clear and open lines of communication with YATC.</p> <p>PI 1.3.11 Implement Board approved actions from YATC workshop by March.</p>	<p>PI 1.3.15 Maintain clear and open lines of communication with YATC.</p> <p>PI 1.3.16 YQ to conduct a workshop for YATC by the end of June.</p>	<p>provide recommendations to EO by 17 December.</p> <p>PI 1.3.20 Technical Officer to review the YATC audit process and provide recommendations to EO by March 08.</p> <p>PI 1.3.21 Technical Officer to review the YATC accreditation process in Queensland and provide the EO with a recommendation by March 08.</p>
1.4	<p>PI 1.4.1 Implement the Board policy regarding the:</p> <ol style="list-style-type: none"> State Training Squad by March. State Coaches Panel by end of January. State training camps by March. 	<p>PI 1.4.2 Maintain and develop the:</p> <ol style="list-style-type: none"> State Training Squad. State Coaches Panel State training camps 	<p>PI 1.4.3 Maintain and develop the:</p> <ol style="list-style-type: none"> State Training Squad. State Coaches Panel State training camps 	<p>PI 1.4.4 Maintain and develop the:</p> <ol style="list-style-type: none"> State Training Squad. State Coaches Panel State training camps <p>PI 1.4.5 Technical Officer to review the requirement for State training camps and provide a recommendation to the EO by 17 December.</p>
1.5	<p>PI 1.5.1 Implement Board direction regarding the YA Anti Doping Policy by the end of January.</p>	<p>PI 1.5.2 Maintain support for YA Anti Doping Policy.</p> <p>PI 1.5.3 YQ to have an MPIO trained by 17 December.</p>	<p>PI 1.5.4 Maintain support for YA Anti Doping Policy.</p>	<p>PI 1.5.5 YQ to review the YA Anti Doping Policy and provide recommendations to the board by 17 December.</p>
1.6	<p>Pi 1.6.1 In liaison with YA secure a Sailing Program in the QAS by December.</p>	<p>PI 1.6.2 Provide agreed support to the Sailing Program QAS</p>	<p>PI 1.6.3 Provide agreed support to the Sailing Program QAS</p>	<p>PI 1.6.4 Provide agreed support to the Sailing Program QAS</p>

KEY RESULT AREA 3: COMPETITIONS AND EVENTS 2008-2011

Goals, Strategies and Performance Indicators

Goal		Strategy	
1	Provide and maintain a comprehensive State competition and events program for boating personnel	1.1	Technical Officer to provide guidance to members and host organisations to ensure a viable competition and events program. Technical Officer to ensure that host organisations conduct State events under appropriate Yachting Queensland guidelines and agreements.
2	Provide a range of events to meet participation and promotional goals.	2.1 2.2 2.3	Liaise with members to develop a State calendar of events. Develop Queensland as the leading State for Teams racing. Conduct State Championships for: a. Youth Championships b. IRC Championships c. Trailer Sailor Championships d. Match Racing e. Teams Racing f. Cock of the Bay – Open Yacht event
3	Provide sufficient Race Official's courses to meet the State events requirement.	3.1	Conduct courses for Race Officials

PERFORMANCE INDICATORS

	2008	2009	2010	2011
1.1	<p>PI 1.1.1 All State event agreements signed the last week in March.</p> <p>PI 1.1.2 2009 Event tenders called for where appropriate by the last week in March.</p> <p>PI 1.1.3 Revised State event policy placed on the YQ website by the end of January.</p>	<p>PI 1.1.4 All State event agreements signed the last week in March.</p> <p>PI 1.1.5 2010 Event tenders called for where appropriate by the last week in March.</p> <p>PI 1.1.6 Revised State event policy placed on the YQ website by the end of January.</p>	<p>PI 1.1.7 All State event agreements signed the last week in March.</p> <p>PI 1.1.8 2011 Event tenders called for where appropriate by the last week in March.</p> <p>PI 1.1.9 Revised State event policy placed on the YQ website by the end of January.</p>	<p>PI 1.1.10 Technical Officer to review all tender documents for State events and provide recommendations to EO by 17 December.</p> <p>PI 1.1.11 Technical Officer to prepare agreements for all clubs/associations conducting 2012 events on behalf of YQ by 17 December.</p> <p>PI 1.1.12 EO to review YQ policy for the conduct of a State event and provide recommendation to Board by 17 December.</p>

	2008	2009	2010	2011
2.1	<p>PI 1.2.1 Technical Officer to produce a draft State event calendar for 2009 to the EO by 17 December.</p> <p>PI 1.2.2 Distribute 2009 State event calendar of events by end of December</p>	<p>PI 1.2.3 Technical Officer to produce a draft State event calendar for 2010 to the EO by 17 December.</p> <p>PI 1.2.4 Distribute 2010 State event calendar of events by end of December</p>	<p>PI 1.2.5 Technical Officer to produce a draft State event calendar for 2011 to the EO by 17 December.</p> <p>PI 1.2.6 Distribute 2011 State event calendar of events by end of December</p>	<p>PI 2.1.7 Technical Officer to produce a draft State event calendar for 2012 to the EO by 17 December.</p> <p>PI 1.2.8 Distribute 2012 State event calendar of events by end of December.</p>
2.2	PI 2.2.1 YQ Teams racing policy to be distributed by the end of January.	PI 2.2.2 YQ Teams Racing Policy to be reviewed on an ongoing basis.	PI 2.2.3 YQ Teams Racing Policy to be reviewed on an ongoing basis.	PI 2.2.4 YQ Teams Racing Policy to be reviewed on an ongoing basis.
2.3	PI 2.3.1 Technical Officer to a draft event conduct documents for the YQ 2009 State events to the EO by 17 December.	PI 2.3.2 Technical Officer to a draft event conduct documents for the YQ 2010 State events to the EO by 17 December.	PI 2.3.3 Technical Officer to a draft event conduct documents for the YQ 2011 State events to the EO by 17 December.	PI 2.3.4 Technical Officer to a draft event conduct documents for the YQ 2012 State events to the EO by 17 December.
3.1	PI 3.1.1 Technical Officer to conduct at least one Race Officials Course by the end of December	PI 3.1.2 Technical Officer to conduct at least one Race Officials Course by the end of December.	PI 3.1.3 Technical Officer to conduct at least one Race Officials Course by the end of December	<p>PI 3.1.4 Technical Officer to conduct at least one Race Officials Course by the end of December.</p> <p>PI 3.1.5 Technical officer to review requirement for other YQ courses needed to support State events and provide EO with a recommendation by 17 December.</p>

KEY RESULT AREA 4: DEVELOPMENT AND PARTICIPATION 2008-2011

Goals, Strategies and Performance Indicators

Goal		Strategy	
1	Attract and retain new, former and existing clubs and associations into a range of participation programs that deliver a gradual increase in numbers.	1.1 1.2 1.3	Further develop and promote existing participation programs. Develop new participation programs. Develop new participation programs for females and minority groups
2	Provide coaching support to sailor participation, competition and State high performance programs.	2.1	Develop and implement coaching (coach education) programs to support participation, competition and State high performance programs.
3			

PERFORMANCE INDICATORS

	2008	2009	2010	2011
1.1	PI 1.1.1 Technical Officer and EO review the current participation programs and provide recommendation to the Board by 17 December	PI 1.1.2 Technical Officer and EO review the current participation programs and provide recommendation to the Board by 17 December	PI 1.1.3 Technical Officer and EO review the current participation programs and provide recommendation to the Board by 17 December	PI 1.1.4 Technical Officer and EO review the current participation programs and provide recommendation to the Board by 17 December.
1.2	PI 1.2.1 Implement Board approved recommendations from EO recommendations regarding new participation programs.			PI 1.2.2 Technical Officer and EO provide a recommendation on new participation programs to the Board by 17 December.
1.3	PI 1.3.1 Implement Board approved recommendations from the Plan regarding increased participation by minority groups	PI 1.3.2 Maintain policy regarding increased participation.	PI 1.3.3 Maintain policy regarding increased participation. PI 1.3.4 Conduct a survey of members regarding the introduction of new participation programs for minority groups by December.	PI 1.3.5 EO to review and provide recommendation to Board by 17 December regarding the introduction of new participation programs for minority groups.

	2008	2009	2010	2011
2.1	<p>PI 2.1.1 Implement Board approved recommendations from EO recommendations regarding coach support to YQ Members.</p>	<p>PI 2.1.2 Maintain coach support to Members.</p> <p>PI 2.1.3 EO to conduct a workshop for YATC. Recommendations to Board as appropriate by 17 December.</p>	<p>PI 2.1.4 Maintain coach support to Members.</p>	<p>PI 2.1.5 EO to review YQ Coach/Instructor/Presenter numbers and provide a recommendation to the Board regarding the introduction of a new coaching system to assist YQ members. Recommendation by 17 December.</p> <p>PI 2.1.6 EO to conduct a workshop for YATC. Recommendations to Board as appropriate by 17 December.</p>