

ADVANCE SAILING IN QUEENSLAND

Yachting Queensland's Strategic Direction 2017-2020

This Strategic Direction for Yachting Queensland builds upon the Australian Sailing National Strategic Plan to provide a framework direction to Advance Sailing in Queensland over the next four years.

The purpose to Advance Sailing in Queensland is the central objective of Yachting Queensland as it works with its member clubs and class associations to improve the clubs' capability and capacity to deliver sailing to their members and the public.

The aim of this Strategic Direction document is to provide clear direction and reporting frameworks for the Board of Directors to influence the delivery of services to clubs through the One Sailing management system of Australian Sailing.

The plan is a living document designed to be constantly reviewed for its effectiveness and suitability and improved to keep it relevant to the needs and issues of the member clubs of Yachting Queensland.



Monitoring Monitoring the Australian Sailing Implementation Agreement and Service Delivery. The Board will establish a sub-committee to oversee the monitoring of the services agreement. The sub-committee will review the quarterly reporting from Australian Sailing and coordinate feedback from clubs and classes on the performance of Australian Sailing's activities.

Inform Inform the annual reviews of the Australian Sailing Services Delivery agreement. Annually in the lead up to the anniversary of the agreement, the Board will re-assess the agreement's KPIs for performance and continuing relevance.

Communication Develop active channels of communication with Australian Sailing, at both a staff and Director level. The Board will invite senior management staff from Australian Sailing to attend at least four Yachting Queensland Board meetings a year to ensure accountability and communication. The Board will also engage with Queensland members of the Australian Sailing Board to have them attend YQ Board and General Meetings

Collaboration Develop strong collaboration with Australian Sailing by being actively involved in Australian Sailing's Committees and Working Groups. The Board will work to ensure that Queensland has a representative in these groups.

Contribute This Strategic Direction will form the underpinning of Yachting Queensland's contribution to the development of Australian Sailing's Advance Sailing national strategic plan. While there are many issues which are concerns for all state jurisdictions, there are several issues specific to the needs of clubs and classes in Queensland. The Board will annually convene a full day workshop to review and develop the Strategic Direction.

Constitution Modernise the Yachting Queensland constitution and keep it relevant to the organisation and the needs of member clubs and classes. The Board will establish a sub-committee to consult with the member clubs and classes, review changes in the legislation that have occurred since the previous drafting and propose renewal of the Yachting Queensland constitution in line with the best outcomes for all sailors in Queensland.

Board Composition Annually update, implement and monitor a whole of Board skills review process to ensure the skills are suitable for the needs of the organisation. This includes a diversity of skills across industry as well as a diversity of interests within the sport. Establish a nominations committee to ensure that proposed Board members have appropriate skills set for the needs of Yachting Queensland.

Training / Induction It is recognised that a functioning Board needs Directors whose skills are up to date with current best practice. The Board will actively engage in continuing professional development of Directors to ensure that the skills of the Board are sufficient for the needs of Yachting Queensland and any changes in regulations.

Succession Planning Identify and mentor future potential leaders within the sport that can make a positive contribution to the future of Yachting Queensland. The Youth Board Advisor program will be developed to ensure the experience and capability of the next generation of Board Directors. The Board will establish a policy on Board renewal.

Conflicts Develop a protocol around conflict of interest identification and management to ensure the Board adequately represents all sailing clubs in Queensland equally.

Board Culture The Board will establish a policy on board culture and performance review to ensure a healthy performance of the Board and to provide a welcoming environment for new Directors to be able to actively contribute in a meaningful way to the betterment of sailing in Queensland. Board Members to annually conduct a 360° review of performance and culture.

Creating Identifying new opportunities for clubs to host events at regional, national and international levels.

Consolidating Improving existing events by reducing duplication and clashes. Develop a State and National coordination of the events calendars to assist clubs in their planning. Develop an annual review and planning process to assist clubs in scheduling events with reduced conflicts.

Regional Resources Facilitate collaboration between clubs to manage event resources. Establish regional multi-club forums to enable collaboration with Board members and regional Australian Sailing staff taking a facilitating role.

Non-Racing Encourage engagement with non-racing sailors throughout the state through the development of events other than racing. Cruising events (either independent or attached to existing forms of racing event), non-competitive events, freestyle exhibition events, skill development and training events should all be supported. Off-water events to also be developed and promoted.

Diversity Encourage and promote diversity in all aspects of participation through development of strong policies and action. Grow programs to encourage female participation throughout the sport, including in governance positions. Strengthen opportunities with Indigenous sailing programs. Engage with Sailability and Sailors with disAbilities programs to assist their growth.

Destination Queensland Making Queensland the premier destination for sailing whether that be through promoting sailing tourism, attracting racing or non-racing regattas, or encouraging participants to come to Queensland to learn to sail.

Communication The Board and Australian Sailing Regional Club Services Officers will work to develop an active, two-way communication with clubs and class associations throughout Queensland. As well as newsletters, websites, social media and the like, there will be face-to-face interaction to discuss issues facing each Yachting Queensland member.

Brand Recognition Promoting the value of Yachting Queensland, Australian Sailing and the brands within the sport such as Discover Sailing and Tackers so that clubs, sailors, students and the public can connect with the services we offer and so that clubs don't have to start the conversation from scratch with their customers.

Service Surveys Input into and analysis of Australian Sailing's Annual Survey to identify issues and performance of service delivery to clubs in Queensland. Identify how Queensland's levels of service, satisfaction and performance compare to other regions and what changes from other states can be applied to improve Yachting Queensland.

Director Awareness Directors should be cognisant of their role with, and have regular communication with clubs. Clubs should be able to contact Directors from within their region to voice issues of concern.

Listening & Reporting All Yachting Queensland Directors, Committees and regional Australian Sailing Club Services Officers will actively listen to clubs' needs and concerns. Mechanisms shall be developed, monitored and continually improved to collect, disseminate and act upon feedback from the clubs.

Land & Water

Investigate, advocate and assist clubs in matters of land tenure, leases, development and working with authorities at local, state and federal levels. Ensure that YQ is represented in policy committees informing government decisions and investment in waterside land of importance to sailing clubs.

Resources

With such a geographically expansive area to cover it is essential that there is a coordinated effort to manage the distribution of resources. Yachting Queensland will ensure a regionally equitable share of resources for all clubs to enable clubs to deliver services.

Membership Growth

Yachting Queensland will develop strategies to assist clubs in sustainably increasing membership levels to secure long term viability for the clubs. These strategies shall encompass growth through attracting new people to the sport as well as bringing existing sailors into the club framework.

Facility Planning

Yachting Queensland will work with clubs to assist in planning their facilities to sustainably support growth. This can include development of clubhouses, rigging areas, waterway access, or support and training vessels.

Club Governance

To ensure longevity of club management there is a need to build robust systems of governance for clubs. Yachting Queensland will work with clubs to assist in accessing governance training for club management committees. The Constitutional Sub-Committee will work to assist clubs to update their constitutions and operations.

Communication

Develop a communication plan and build networks with the broader sailing community including those outside the club network. By mid-2018 Yachting Queensland's Board will develop a white paper for engagement with the broader sailing community.

Brand Recognition

Build recognition outside of the club network for the value of the Yachting Queensland brand and the value of belonging to club's affiliated with Yachting Queensland.

Non-Club Members

Identify sailors outside the club network and why these groups are not members of clubs. Develop strategies to engage with these individuals and groups and connect them to clubs.

Commercial Operators

Work with commercial operators throughout the sailing industry to align with and support clubs in their areas of operation. Operators to include associated industries such as education, tourism and manufacturing.

Corporate Engagement

Identify opportunities to connect businesses to sailing for mutual benefit beyond sponsorship and include awareness and engagement with businesses, clubs, sailing members and participants.

Affiliation

Monitor, Analyse and Review the income annually from clubs to ensure it remains equitable and reasonable. Continually investigate for improvements to the affiliation system to ensure that the financial impact on clubs is appropriate to the levels of service provided.

Government Funding

Monitoring, through the Australian Sailing services agreement, the acquisition and acquittal of state and local government funding on services within Queensland and on matters relevant to Queensland needs.

Retained Activities

Monitor and review the existing retained activity funding such as the Yachting Queensland Accommodation and Boat Safe Licencing program to continue funding income from services aligned to the aims of Yachting Queensland.

Non-traditional Forms

Investigate and secure non-traditional forms of revenue for Yachting Queensland and the clubs and class association members.