



Participation & Membership Plan

2022-2024





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Foreword:

A message from the CEO



It is my pleasure to introduce Australian Sailing's Participation and Membership Plan, which sets out the direction for what we will do over the next two years to support clubs, classes and the sport in continuing to grow.

This document is a crucial foundation piece of our Sailing Participation Framework, which will ensure the 2032 Australian Sailing Strategic plan is actively and progressively implemented to achieve the goals we have set for sailing.

Through our Purpose, we aim to provide enhanced systems that deliver positive and rewarding sailing experiences, enabling more people to get on the water in more ways, more often.

To achieve this, the 2022-2024 Participation and Membership Plan has four focus areas:

- 1. Club Support Program**
- 2. National Safety & Integrity Frameworks**
- 3. Club Participation Programs & Sailing Participant Pathways**
- 4. Official, Coach & Instructor Workforce Development**

This plan has been developed with the sailing community, for the sailing community. Australian Sailing has listened and learnt from what we have heard and thought through what we face ahead. Here, we have set actions in what we will do to support clubs in growing participation and membership and suggested actions for clubs to adopt.

Ben Houston
Chief Executive Officer
Australian Sailing



Why does Australian Sailing need a Participation & Membership Plan?

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

The Participation and Membership Plan details what we aim to do, how we will do it and what that means for our stakeholders. This Plan provides a roadmap for clubs and classes to achieve participation and membership growth, including the steps and actions for implementing each goal and project.

Australian Sailing is committed to playing its role in partnering with Sport Australia. In designing this Plan, we have drawn heavily on the resources of Sport Australia and in particular their Participation Drivers (Market insights, Product Design, Workforce, Marketing and Communications, Infrastructure and Equipment, Commercial, Governance, Unified behaviours & Management).

To achieve participation and membership growth, the plan must:



Align to the broader Australian Sailing 2032 Strategic Plan.



Provide innovative, supportive, and collaborative participation and membership objectives and activities.



Be underpinned with practical tools, resources, training, support and actions for clubs and classes to best position themselves for participation and membership retention and growth.

Where we are at today

Our Sport

Our Challenge

350+

Affiliated Clubs

100,000

Club members

250,000+

Participants

70+

Class Associations

150+

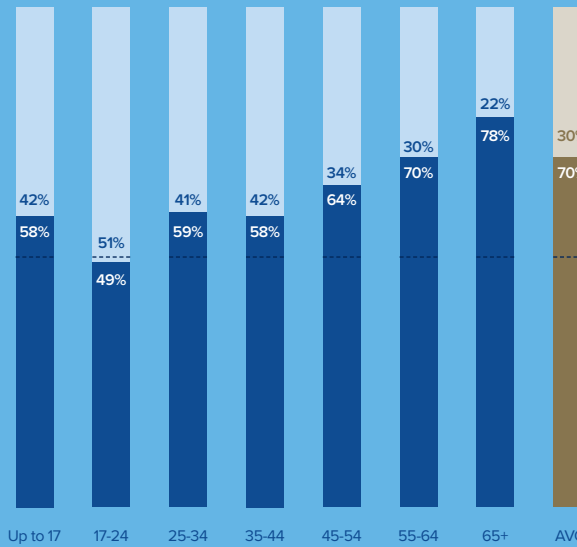
Discover Sailing Centres

20,000+

Course Participants

Gender profile:

■ MALE ■ FEMALE - - - - PARITY



By 2032, together with clubs we are aiming for:

350,000

Participants

50% Females

(Currently 30%)

150,000

Club members

25,000

Course Participants

Year on year growth

Our targets for membership and participation are ambitious. By breaking them down it enables the scale of the challenge to be better visualised. We are aiming to reach these targets by 2032, which gives the Australian sailing community 10 years to work together to achieve them.

This is the challenge for sailing, to maintain its presence in both sport and the community. We hope that every club can work with Australian Sailing and play a part in achieving these goals.



Participant Growth Target

350,000

Average growth rate of **4% per club per year.**



Club Membership Growth Target

150,000

Average growth rate of **5% per club per year.**



Discover Sailing Centre Course
Participant Growth

25,000

Average growth rate of **2.5% per club per year.**

How will sailing in Australia be different in 2024

For this Participation and Membership Plan to really work, the many parts of Australian Sailing will need to commit to working together and play their part in its delivery. This includes clubs, classes, centres, volunteers and the workforce of Officials, Coaches and Instructors, as well as the team at Australian Sailing.

We intend for this to be the case, and if we are successful then we expect that by 2024.



Support

Club Support

- » We can better identify how clubs operate in key areas and provide targeted support to enhance the club's capability and capacity to grow sailing locally.
- » We will continue to review and provide contemporary online systems to assist club and class association volunteers.
- » We will better understand club and class members and participants and aim to communicate to meet their needs.

Stakeholder Engagement

- » There will be greater connection and collection of insights from more clubs, class associations and people in the sailing community to better understand and implement improvements.
- » We will continue to be a key maritime and sporting leader, advocating at state and federal levels for the sailing community.

Safety and Integrity

- » We will continue to review and update safety initiatives and resources to ensure a safe sailing environment for all participants.
- » We will have declining trends in serious incidents through the implementation of the National Safety and Integrity Frameworks.

Environmental Sustainability

- » We will have embedded into Australian Sailing an Environmental Action plan that is accessible for the sailing community to adopt.

Membership

- » Australian Sailing will be working with clubs to develop and provide contemporary membership opportunities for new, returning, and existing participants.



Grow

Clubs, Classes, and Partners

- » We will have more clubs, classes and centres delivering entry level programs for new participants and club participation programs for members.

- » More clubs, classes and centres will have developed plans for their future, will better understand their members and begun to attract new members who may want to engage in sailing in different ways.

Participation Programs and Pathways

- » New participants, re-engaging participants and current members will have several participation programs and sailing pathways to engage in the sport how they choose. These will be promoted and delivered through Discover Sailing Centres and Clubs - including three levels of Club Participation Programs.

Workforce development

- » There will be more learning and development opportunities for Officials, Coaches, and Instructors with reduced barriers to continue delivery of the sport to participants.

Diversity and Inclusion

- » Female membership of clubs will be on course towards our goal of gender equality.

- » We will see a noticeable shift in diversity within sailing, with more participants in the sport being representative of the Australian community.

Communication & Marketing

- » Information about how to develop clubs and programs, and how to grow and retain members will be easier to find on the Australian Sailing website.

- » We will have a stronger media presence for sailing.



Focus Areas

The four focus areas of this Plan are our priority for the next two years and are designed to put the sport in a better place.



Club Support Program



National Safety & Integrity Frameworks



Club Participation Programs & Participant Pathway



Official, Coach & Instructor Workforce Development





Club Support Program

FOCUS AREAS 1&2

Clubs with good governance including; planning, finances, marketing and communications, integrity, and good processes are more successful.

They can generate more participation and membership, secure funding and are ultimately more sustainable. Successful clubs are also leading the way on creating welcoming, safe and inclusive environments where great club culture is at the forefront. Therefore, Australian Sailing is working to design and develop resources to assist Clubs to identify how they are operating in key areas and provide them with the support they need in one central place to build their capability and capacity.

The following are the primary Club Support goals and actions we aim to achieve:





FOCUS AREA 1

Objective	The Action Plan
Club Support Program	
Deliver a Club Support Program to assist clubs to enhance capability and capacity to grow locally.	<ol style="list-style-type: none">Develop a resources library to assist Clubs with governance, safety, integrity, risk and operations.Develop a training program for Clubs to operate and be successful under key areas.Investigate Sport Australia's GamePlan (a capability assessment tool) to support Clubs and Class associations.
Provide digital platforms, systems, and tools to help all elements of Sailing to be more effective and efficiently operate.	Develop an IT Plan covering digital platforms, systems, and tools.
Stakeholder Engagement	
Club Engagement Plan.	Australian Sailing will review and refine the engagement process for clubs. This will include: <ol style="list-style-type: none">Club Surveys.Resources to educate clubs on the role and activities of Australian Sailing.Regular dialogue with clubs.
Class Association Engagement Plan.	Australian Sailing will develop a more systematic approach for regular engagement with Class Associations to gain feedback, as well as provide assistance and education.
Governments recognise Sailing as a key maritime and sporting leader and Australian Sailing as the voice for the Sailing community.	Strengthen relationships at department and ministerial level including: <ul style="list-style-type: none">– Sport AUS– AIS & State Sports Institutes– State Maritime agencies– AMSA– State Sport & Rec departments Advocate at state and federal levels for: safety, access to waterways, funding for club infrastructure, minimising red tape and support for events.
Environment and Sustainability	
Develop an environmental action plan for Australian Sailing, Clubs, and the sailing community.	Environmental Action plan with supporting resources for clubs is embedded into our planning and operations to minimise the impact sailing has on the environment.



FOCUS AREA 2

Objective

The Action Plan

Safety and Integrity

Sailing has in place a comprehensive response to emerging safety and integrity risks facing Sailing in Australia.

Safety is understood and shared across all of Sailing.

The National Integrity Framework is in place and implemented.

- a. National Integrity Framework and Resource Hub launched with updated policies and resources.
- b. National Safety Framework and Resource Hub launched.

- a. Conduct reviews of safety-related incidents as part of National Safety and Integrity Frameworks.
- b. Create Safety Hub online.
- c. Provide a self-assessment tool for clubs.
- d. Advocate to clubs and classes and accredited workforce.
- e. Promotion of safety initiatives that influence behaviours.

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Membership

Enable greater access to sailing experiences nationally, and a connectedness to our sailing community, including a growing club network.

- a. Australian Sailing will work with clubs to develop and provide contemporary membership opportunities for new, returning, and existing members.
- b. We will conduct a review of the capacity of clubs, centres and review options for new centres/clubs geographically or virtually, based on population and infrastructure.



Recommended Actions for Clubs & Classes

FOCUS AREAS 1 & 2

» Recommendation 1:

Review and engage in stakeholder opportunities with AS and fellow clubs for an increased ability to share feedback, for the benefit of the whole sailing community.

» Recommendation 2:

Clubs and classes to review their own governance frameworks, updating with best practice where necessary and adoption of relevant “whole of sport” policies.

» Recommendation 3:

Clubs will have access to an assessment tool, to assist with identifying areas for improvement and a suite of resources to support those clubs who wish to work towards continual improvement. Access advice and support from the Australian Sailing Support team, community good practice examples and ongoing cycle of training available.

» Recommendation 4:

Environmental Action plan with supporting resources can be embedded into club and class association processes.

» Recommendation 5:

Access and utilise the digital platforms, systems and tools to help your club or class operate effectively and efficiently.

» Recommendation 6:

Access the Safety and Integrity self-assessment tools for clubs.

» Recommendation 7:

Review your club’s membership categories and your club’s constitution to enable more contemporary membership opportunities including SailPass and Crew Membership.





Club Participation Programs & Sailing Participant Pathway

FOCUS AREA 3

Our Grow 2032 strategic pillar goal is > sailing is more visible, accessible, relevant, and rewarding for all.

The following are the primary participation aims and actions to deliver in this period to grow the sport:





FOCUS AREA 3

Objective

The Action Plan

FOCUS AREA 3

Provide participation initiatives to clubs and classes to increase the number of people engaging in sailing at all levels, in all roles and in all environments.

- a. Activate Club Participation Programs, including the resources, curriculum, tools, and training.
- b. Launch club-based Foiling Programs and Learn to Wing Discover Sailing programs.
- c. Develop a training program that supports Clubs and Classes in growing participation.
- d. We will increase our communications with Clubs and Classes to capture all roles and all levels in the sport.

Make it easy for participants of 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.

- Through activating the Club Participation Programs, we will;
- a. Re-develop the Sailing Participant Pathway Framework inclusive of traditional and emerging disciplines in the sport
 - b. Communicate with clubs and participants regularly to continually engage them in sailing in safe, positive, and meaningful ways
 - c. Develop communication resources and supporting strategies for clubs to know how to deliver great participant experiences for retention outcomes

Grow participation programs: Tackers, Dinghy, Windsurfing, Wing, Keelboat, Powerboat, Out There Sailing (Youth).

- a. Develop an induction program for Discover Sailing Centre Principals.
- b. Conduct bi-annual reviews of our current participation programs and develop an action plan to improve or develop.
- c. Provide more learning and development to clubs and centres (online, webinar, e-learning, and face-to-face), to benefit participants and membership outcomes.

Inclusion & Diversity is at the centre of what we do through a whole of sport approach.

- 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 to inclusion through:
- a. Reviewing existing training courses, programs, products, and promotional material for improved accessibility and reduced barriers for all.
 - b. Set up and facilitate a Diversity, Equity and Inclusion Advisory Working Group.
 - c. Development of a Diversity, Equity and Inclusion Policy and Women and Girls Action Plan for Australian Sailing.
 - d. Build IT functionality that captures the diversity of membership and course participants.
 - e. Develop a whole of Sailing Diversity and Inclusion Framework.



Official, Coach & Instructor Workforce Development

FOCUS AREA 4

The workforce (volunteer or paid) is the heart of delivering sailing. To assist clubs and classes to achieve participation and membership growth goals, the workforce underpins everything.

Continuous development of Officials, Coaches and Instructors is essential, and we aim to implement systems to support their development. Not only national systems but systems with local support, that clubs and classes can have development in place to ensure the sport is delivered safely, is inclusive and fun with community spirit.





FOCUS AREA 4

Objective

Develop and implement national initiatives to effectively attract, train, support and retain the coach, instructor and official workforce.

Enhance the capacity to deliver Sailing by having more coaches, officials and volunteers accessing training and development opportunities.

The Action Plan

- a.** Develop whole of sport Plan for Coach, Instructor and Official.
 - b.** Implement actions from the developed Plan.
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- a.** Release new e-learning courses including Foundation Coach Course, Race Officer Scorer/Handicapper, Measurer and more.
 - b.** Release the blended Powerboat endorsement course.
 - c.** Update the Sailing Coach Course.
 - d.** Continue to update and release new resources for the workforce, e.g Class Transition programs for coaches.
 - e.** Provide informal training to the workforce.
-



Recommended Actions for Clubs & Classes

FOCUS AREAS 3 & 4

» Recommendation 1:

Clubs and classes know the participation and workforce Plans, understand there are multiple programs and pathways available for membership growth and participation outcomes.

» Recommendation 2:

Access and utilise the participation resources, communication tools and training developed for clubs and classes to support your membership and participation outcomes.

» Recommendation 3:

Grow club capacity to deliver participation programs by knowing what workforce you need to deliver sailing and then engaging your members to access the formal and informal training available.

» Recommendation 4:

Keep updated on new participation program developments, delivery, and enhancements via Australian Sailing communications, attending conferences, utilising the resource hub, and engaging with the Support team in your region.

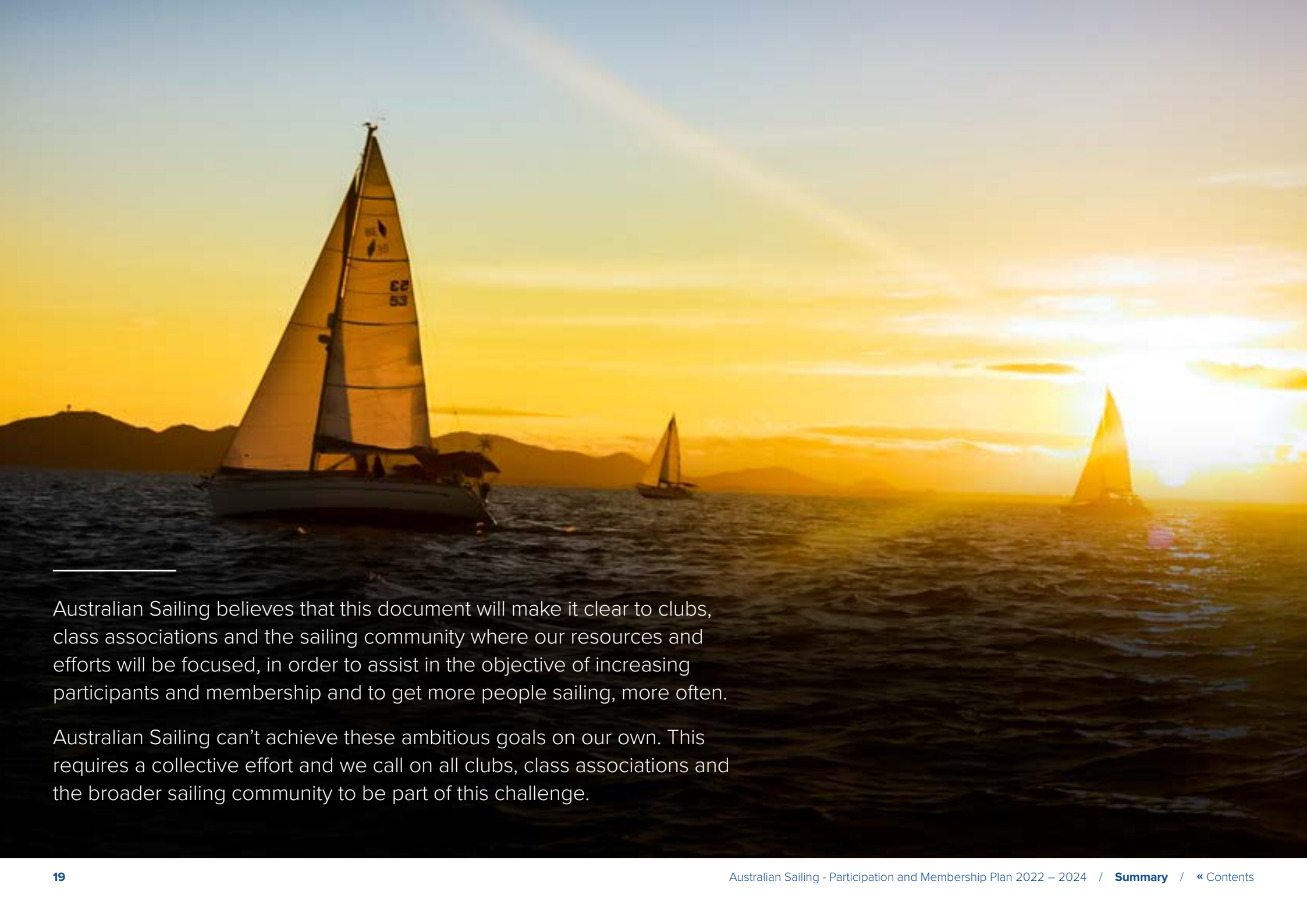
» Recommendation 5:

Leaders of clubs can use and encourage the workforce to use the blended learning opportunities accessible to all including: courses, webinars, advisory content/ resources, and the workforce best practice community to develop the workforce that best supports their club.

» Recommendation 6:

Provide quality participant experiences through Discover Sailing Centre and Club Participation programs.





Australian Sailing believes that this document will make it clear to clubs, class associations and the sailing community where our resources and efforts will be focused, in order to assist in the objective of increasing participants and membership and to get more people sailing, more often.

Australian Sailing can't achieve these ambitious goals on our own. This requires a collective effort and we call on all clubs, class associations and the broader sailing community to be part of this challenge.



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