

**REPORT AND ACTION PLAN FROM THE NOVEMBER 2010 STRATEGY
COMMITTEE MEETING HELD AT PLAS MENAI**

SATURDAY & SUNDAY 27TH & 28TH OF November 2010

ATTENDEES:

STRATEGY COMMITTEE MEMBERS

Chris Basten - WYA Chairman Bill Jackson – WYA Director
Dafydd Griffiths - WYA Vice Chair Lawrence Roberts - WYA Company Secretary
Paul Simnes – Cardiff Harbour Authority Andy Howard – South Regional Chairman
Mike Butterfield – Legal Advisor Kieran Harris – Sport Wales Liaison Officer
Ian Carswell – West Regional Chairman Bill Barry – North Regional Chairman

INVITED TO ATTEND

Mary Gowers – North Christine Stanley – South Mike Walker – South
Nick Sawyer – South Eifion Owen – North

WYA STAFF

Steven Morgan – CEO Iwan Basten - High Performance Manager
Ruth Iliffe - RDO North Ben Smith - RDO South & West

APOLOGIES RECEIVED FROM

Keith Rollinson – Sailability Coordinator Ceri Naggate – Cardigan Bay Watersports
Martin Sykes – West Steve Small Pembrokeshire Activity Centre
Merrion Edwards – North Sarah Borman - West

DAY 1 – SATURDAY 27TH OF NOVEMBER

Setting the Scene, Aims & Objectives – **Steven Morgan(SM) WYA CEO**

The aims and objectives of the weekend were set out by SM:

- Taking Stock - what have we achieved in the first 18 months of this strategic plan
- Revisit some of our targets and strategic goals
- Look at what we do well and what do we need to do better
- Give ourselves some Challenging Aspirations!
- Look at how effective we are at communicating with our members
- How do we get more clubs and people to become engaged in developing the sport
- Consider the challenges ahead following the Comprehensive Spending Review and look at the opportunities of doing things differently.

It was also clearly stated that this weekend was not about re writing the current strategic plan that will stay in place until March 2013. However, it may be appropriate to re evaluate some of the targets at the last session on Sunday afternoon.

The Bigger Picture – Kieran Harris(KH) Sport Wales

KH will gave an overview of the new Vision for Sport document that has been out for consultation(copy on website) and gave an insight into the high performance culture that SW is developing for its self and how it expects its partners to perform.

Following the launch of the Welsh Assembly Governments Creating An Active Wales strategy and Sports Wales Elite Sport Strategy KH spoke about the two new aspirations that Sport Wales has developed under the banner of creating a proud sporting nation. The two unreasonable aspirations are

- To get Every Child Hooked on Sport
- A Nation of Sporting Champions

KH spoke about the new Elite Sport Strategy and the focus on Olympic and Commonwealth Games Medals. Sports that could deliver on these priorities would become priority sports for Sport Wales. Following the UK Governments Comprehensive Spending Review the WAG had announced that Sport Wales would have to look to make savings of 6.5%(does not include inflation) over the next 3 years. Whilst better than anticipated Sport Wales would need to invest in sports that can deliver on its key strategic priorities. These sports would be protected especially in the run in to the Glasgow 2014 Commonwealth Games.

As far at participation is concerned sports that can deliver 1000's of new participation and club and community activities would be the priority for investment as well as:

- Applying high challenge/high support culture
- Work with sports that can make the biggest difference
- Align investment to achieve big outcomes
- Greater emphasis on organisations that can deliver more innovatively and effectively
- Shift focus from school-based activity to sustainable community activity balancing aspirations on medals and membership with limited resources
- Squad places irrelevant without medal success
- Making “Big Shifts” in NGB membership numbers – modern membership?
- Enhancing financial profitability at local and national level – communications key
- Can only achieve ambitions in partnership
- Growing a skilled and passionate workforce

A copy of Kieran’s presentation is available on the WYA website www.welshsailing.org/committees

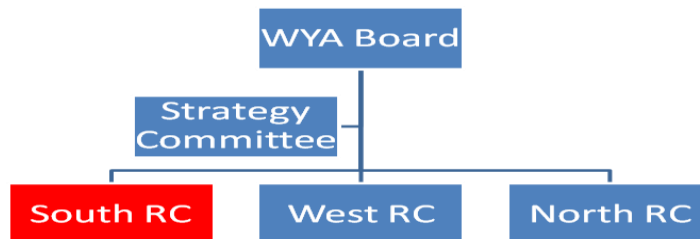
Taking Stock – Are we delivering on developing More and Better Sailors

The final presentation on the Saturday afternoon was delivered by WYA CEO Steven Morgan whgave a quick overview of what WYA is about, the successes of the last 2 years, staffing and governance

structure – how it all fits together and look how Welsh Sailing can develop some Unreasonable Aspirations and Goals for our sport over the remainder of this current strategic plan.

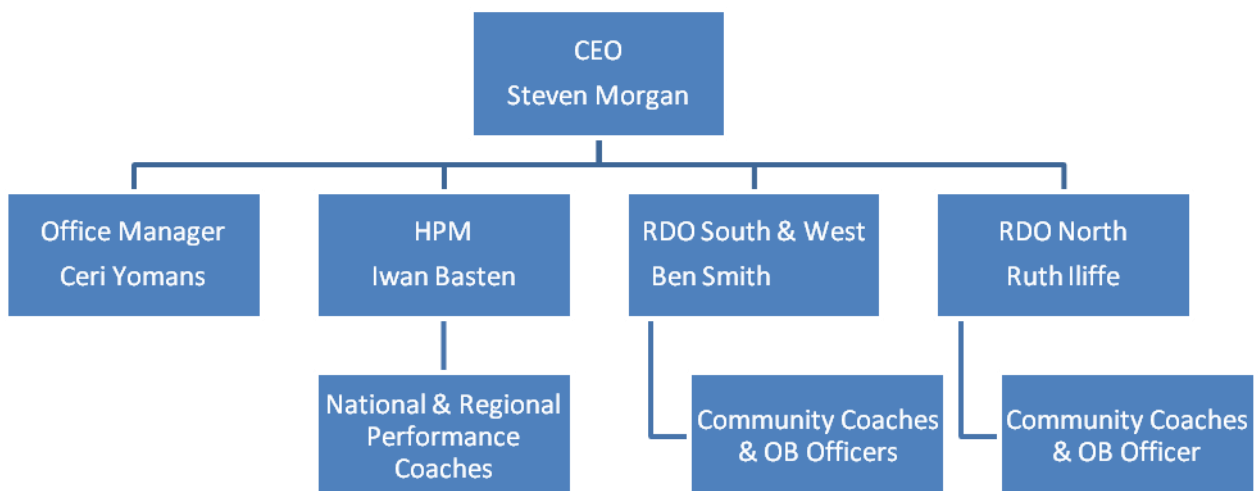
Governance Structure

- National Governing Body for the Sport in Wales
- Regional Council of the RYA
- WYA is a Company Ltd by Guarantee
- Managed by a Board Committee
 - Strategy Committee
 - 3 x Regional Committees(2 active)



Staffing Structure

The current staffing structure included 5 full time staff based at Plas Menai and the South and West Regional Office is now located at the Sport Wales National Centre Cardiff. Onboard Development Officers were funded in partnership with Plas Menai & Cardiff Harbour Authority, an OB Contractor based in Swansea Neath Port Talbot and a Club Development Coach(self Employed) based in West Wales.



Funding

WYA currently receives a generous annual grant aid package from Sport Wales. However it was pointed out that this would probably change in the next two years once Sport Wales has worked out what the full impact of the WAG Budget in early 2011.

The current annual grant is broken down in the following way:

- ▶ Sport Wales
 - Exchequer £156,900 – Staffing – Programmes
 - Lottery £118,000 – High Performance Manager – Support for Sailors, Event Support, VCC Coaching for clubs
 - £58,000 Facility & Accommodation Grant Aid @Plas Menai & SWNC(In kind)
- ▶ RYA - £60,000(+ HPM Car)
 - Admin Grant
 - Staffing
 - OnBoard Staffing
 - Centre Inspections
 - Volvo Champion Club(VCC)
- ▶ WYA Income Generation
 - Events
 - Coach Education
 - Regalia Sales
 - Club Membership Fees
 - Sponsorship

SM then went on to give an overview of the current strategic priorities within the More & Better Sailors Strategy and an overview on the progress made against some of the targets.

- **Growing Participation**
 - 10,000 1st participation opportunities by 2013
 - Retain 5% into Jnr & Youth OB linked clubs
 - Secure 4 year programme funding for North & South OB posts
 - Secure funding for 3rd ODO in West Wales
 - Work with 5x60 officers
 - Engage with Local Authorities through their Sport Wales funded LAPA
 - Encourage clubs to organise try sailing open days through Regional Committees
 - Develop partnerships with local youth organisations
- **Club Development**
 - Dragon Sail
 - 15 New Volvo Champion Clubs
 - Conferences & Workshops
 - Volunteering
 - Support Clubs to compile Development Plans
 - Development of Windsurfing
 - Adult Participation in association with RC's

- Sailability
- RYA training Centres
- **Developing Excellence**(only two examples as P&E would be discussed in more detail on Sunday)
 - Continue to grow and enhance the current performance programme
 - Instigate 2 new performance pathways(squads) outlined within the P&E proposal.
- **Organisational Effectiveness**
 - Achieve Strong RC's by securing a broad range of expertise and representation by females on each RC.
 - Improve its financial position by seeking a National Sponsor and by securing more equitable funding from the UK NGB.
 - Secure Operational sustainability of the Associations activities and ensure a healthy financial position
 - Achieved approved performance under the Self Assurance, Child Protection and Equality Standards established by Sport Wales and others.
 - Replace the West Wales RDO Post with a new post specifically to address Regional requirements in relation to club development and participation.

How are we doing?

- OB – 8897 1st participation opportunities in 20 months
- Retention across Wales is currently 3.4%
- Partnerships Established with 46 schools
- Active Partnerships with 5x60 programme – Cardiff e.g
- 8 LA's looking to include Sailing in their LAPA Swansea, Cardiff, Powys, Ceredigion, Denbighshire, Conwy, Ynys Mon
- WYA to work with the Urdd – Largest youth organisation in Europe Over 50,000 members – Pwllheli, Cardiff, Welsh Schools e.g's
- West Wales Club Development Officer(Chris Jeffries) Nick Berrige Community Coach and 2011 Cardigan Bay Watersports partnership
- Activate Your Laser to be launched targeting Adult Participation
- 2 New VCC clubs in 2010 Bala & Pwllheli(7 in total)
- Volvo sponsorship funding for Club Delivery grants secured from RYA for all VCC and VCC Development Clubs
- Draft Windsurfing plan in development. Sportsmatch funding through Acorn Sponsorship to deliver the programme
- 9 Hubs across Wales to target
- Richard Mills engaged in South for 2010/11 winter period
- Increased officer support and investment into West Wales
- Plans to re establish operational RC in South in place(7/12/10 Meeting)
- WYA one of the first Welsh NGB's to achieve the Preliminary Level of the Equality Standard Framework
- Attendance at WYA events has increased
- Record year for WYA Junior & Youth Sailors as far as GBR Squad representation is concerned
- Sara Jackson – Silver in the Europeans(girls)
- Eifion Mon UK National Champion

- Ed Wright World Cup, World Championship Gold and European Silver

What do we need to do better?

- OB Retention
- Get more clubs to become OB Clubs
- Developing Capacity in Clubs
- Secure External funding through
 - Sponsorship
 - Local Authorities
 - Commercial Activities
- Communication & Marketing
- Valuing and Supporting Volunteers – V Team
- Empowering our Regional Committees
- Strengthen our Governance Structure
- Introduce our 2 new performance squads – Windsurfing & Fevas
- Tell people what we do well and to be proud of it!

The Challenges facing us in the next 2 years:

- Retaining more OB participants
- Developing More & Better Clubs
- Getting More Clubs to join the Revolution!
- Whole Club Development Plans
- Family, youth & Junior and adults
- Empowering our RC's
- Recruiting more volunteers, coaches, instructors and officials
- Olympic Activation – developing an Olympic Legacy leading up to and on the back of the L2012 Olympic & Paralympic Games

Developing Strong and Vibrant Clubs

The main discussion topic for the 1st afternoon was on Club development and participation. The aim of this session is to look at how we can get more clubs to participate in our structure and to develop strong family centred programmes that increase their active membership base.

The session will be interactive with a number of small working groups looking at different areas and culminate in a vote on the priority areas for further development. Delegates were reminded that the weekend was supposed to have a positive theme, however, a short 15 minute session on the barriers to getting more people into the sport. Some of the main barriers were identified as:

Get it off your Chest!!

- Volunteer- amount of commitment
- Travel
 - Staff- Time spent/ best use of time
 - Volunteer – Cost
- Engagement of Clubs
- Poor Communication

- Improving... but
- Answering emails/mobile
- Strategy aligned with funding NOT needs
- Complacency in Clubs (apathy...?)
- Pay 'n' play/ Gym style membership
- Importance of support for sailors from range of backgrounds to participate at top level (Boat Provision)
- Finding the right Coaches/ Volunteers

Quality of Taster sessions needs to be as good as 'Squad Session' = World Class at all levels

Working Groups

The meeting was split into groups with each group rotating around each of the discussion areas. The challenge was to brainstorm or to further develop ideas that other groups had identified whilst identifying priorities for the ballot at the end of the session.

Recruiting & Retaining Volunteers – Steven

Clubs encouraged to look at the New Zealand Model – when a child registers at a club the parents are asked to register as well in some instances a refusal leads to the club refusing to register the participant.

New Parents – Key messages

- Not a babysitting services – Parental Contracts
- Sell the social aspects
- Clubs encouraged to look at boat loan/lease schemes for 1st year recruits(CBYC example of good practice)
- Find things for new parents to do – give them jobs from the start
- ASK don't assume that people will volunteer their services
- Train up youth sailors as future coaches
- CBYC Model – Club runs activity on the water, once children are hooked club targets parents for support. Acorn Regatta focal point for club. Good use of existing volunteers to mentor and support new ones.

Key Messages – Listen to Volunteers – don't overload them from day 1
Support with appropriate CPD or coach education

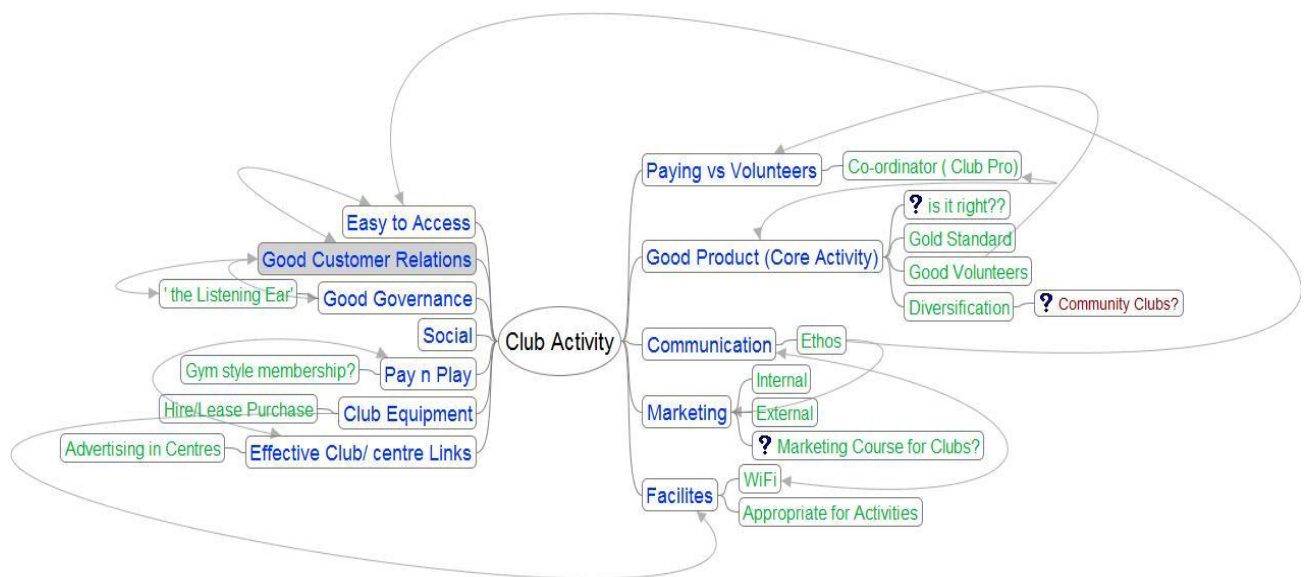
Retention – recognise the time that people put in a simple thank you is often enough but regularly overlooked.

- Ensure that vols know that they have future options – what can I do next
- Strat and finish line a great place to break new volunteers in. This is often their first time on the water and can be used to sell the why not have a go yourself.....
- Make their role simple – clear instructions or a simple job description

- Clubs encouraged to adopt a points or credits system for volunteers who give their time freely. This could be discounted membership, equipment, meal or drinks vouchers.
- Good support for WYA to instigate a volunteers and club awards package
- WYA to consider sending a letter to individuals who have been recognised by their clubs or RYA. Also important for clubs and WYA to recognise volunteers in their first year of volunteering.
- The sharing of good practice is important – WYA to develop newsletter and to look at section on website.
- Clubs to encourage the team approach – more hands make lighter work and volunteers can support each other.
- Recognition that there was a lack of skilled volunteers with technical experience to help at events and with online results programmes.
- Succession Planning – important at all levels of the sport. Clubs to recognise that reliance on one person year on year is not sustainable unless there is a plan on how that person is supported and who can potentially take over the reins in the future.

Key Messages – Succession Planning – avoid burn out
Valuing Volunteers – simple thank you and recognition

Club Activity – Ruth



Junior & Youth Participation – Ben

- Parents
 - Ensuring that parents are included from the outset. The idea of parent contracts much like schools have, or simple things like explaining to the parents what is expected of them, one to stay at all time, help rig, help launch etc...
 - Discounts to new families – either through the membership, or if a parent is willing to take on a duty then they should receive some sort of benefit – Pwllheli SC model
- Finance
 - Dispel the myth the Juniors waste club funds. Prove to clubs that youth and juniors do bring money in to the club through family membership, bar takings etc...
 - Membership types – Jnr memberships, student membership etc... To drive retention
- **Equipment**
 - Ensure that the club has the right equipment to offer ease of learning, and progression
 - Ensure equipment is suitable and well maintained, no sailor should have to learn in poor equipment
 - Boat progression, the idea of ‘sexy’ appropriate boats
- **More than just sailing**
 - What does the club offer youth and juniors other than sailing? The idea that the club house should have child friendly things to do (pool, TV etc...)
 - Variety of things to do on the water – does it always have to be racing? Away days, fun and games on the water etc...
- **Club Racing**
 - Make sure that it is as good as possible and relevant to the classes of boat racing
 - Try to simulate what is done at open events ‘make your racing world class’. Ability of Race officers, up skilling them
- **Coach/Instructor**
 - Quality of coach/instructor, they need to be inspirational, fun and good
 - Continually trained so that they too progress and can challenge their teaching skills, adapt and change to suit all levels and abilities
- Club ‘Team’
 - Idea that the ‘best’ juniors should be held up for younger sailors to aspire too
- **Club Pro**
 - When needed clubs should not fear using paid coaches to develop the training
 - Some clubs could employ a training officer to ‘professionally’ run the training at the club, including organisation and marketing of the training
- **Drop off at 18+**
 - Does it matter?
 - Most go off to university and will sail there, others move away for work but hopefully carry on sailing at another club
- **Pathways & Communication**
 - Development of a youth fleet in clubs/regions to catch sailors exiting squad programmes and entice them back to club

- Offering clear defined pathways for sailors to move into including instructing, coaching, other types of racing (Team, Match racing)
- The Kieran Triangle or progression rectangle

Adult & Family Participation – Iwan

The Issues & Barriers to retained members

- Dabblers – will always take up resource in clubs – the hope is the “maybe’s” can be retained through positive experience.
- The more interested – the aim is for their experience and progression to not **“put them off!!”**

Reasons why?

- Perceived cost image of the sport
 - Cost of Boats
 - Image of the Sport
 - Sailing club up front membership fee’s or worse joining fee’s
- Perceived & Actual off putting nature of clubs. While we think we’re welcoming we are actually not doing what needs to be done.
- At the end of a L2 course – how do we bridge the gap into club activity?
- Are clubs linked to local centre’s – how is this done?
- Don’t know how – or can’t progress a major issue
- Some clubs have dinghy space issues – therefore can’t join and sail.
- Not enough people instructors / equipment to run training + intro race training. (well maybe enough – but not enough Actually enthused to do it)
- Sea clubs have greater issue
- It’s cold – doesn’t help

Are clubs actually run by the few for the few??

And therefore – good ideas may come and go – a step change to running a professional feel, welcoming, progressive club will never happen?

Need to change hearts and minds in club ethos to change the very nature of a club

Dispelling the myths (whole sport)

- Training is actually very cheap!
- Boats are not costly and don’t devalue (unlike golf clubs and ski kit!)
- Membership costs vary and are very cheap to moderately expensive

A world class adult and family club environment, would;

Would market the club in the local area and in local sailing centres in the area already teaching adults to sail. (Marketing)

Would have good learn to sail equipment & progressive equipment “appealing” to the modern young adult looking at the sport.

Would have access to boats after the learn to sail course – e.g. lease hire, members loan scheme, pay and play.

Would have a vibrant social scene incorporating new participants on courses (e.g. course end of dinner / party, new members evenings, just a decent social scene.

Would deliver not only beginner training (if not linked to local centre) but more importantly progressive training into the sport

Would include appropriate racing / intro days – with things like a club expert buddy system, coached racing, short courses, separate novice intro race days get used to it then encourage to join “club proper”

Would offer reduced / free membership trial while they decide to take up the sport

Would link either:

- Children activity to when an adult has learnt to sail
- Family inclusion (volunteers, courses for parents when they child has come into the club

Pay and play ideas

- Consider – sustainable P&P
- Manufacturer lease hire to clubs (clubs lease) or discount purchase and hire for block periods.
- Pay and Play – booking system for members to hire boats
- Members club lease – where a member can offer it's it's boat to the pool for club use, hire for financial incentive
 - At the end of any lease – member purchase options – running at break-even / small profit?
 - WYA loans to clubs to set up?
 - Sport Wales – or other equipment grants to set up?

1. **Do clubs want to?** If not? So be it. And if so how can WYA help?
2. Volunteer aspect of delivering “world class” club environment – need either:
Committed volunteer(s) to drive changes (with the time), or;
A professional approach – linked to the whole club to administer and care for junior and adult and current members needs

Agreeing some of the key ideas to take forward

Following the group session the following key priorities were agreed and taken forward to the last session on Sunday to be included in the action plan.

Youth & Junior Participation

- Pathway & Communication(Team Racing Concept)
- Developing 7 Supporting a Non Pathway Class
- Quality Equipment in Clubs

Volunteers

- Listen and don't overload volunteers
- Volunteer Thank You / Awards
- Promote Good Practice
- Succession Planning

Club Activity

- Becoming World Class in everything that we do – the quality experience and defining this
- Marketing WYA – Clubs collective responsibility to sell the benefits of what we do.
- Investigate Pan & Play or gym type memberships and disseminating to clubs
- Encourage clubs to diversify – this could be a route to new members

Adult & Family Participation

- Lease or Equipment loan schemes to help facilitate more pay and play or casual participation
- Share good practice to sell the benefits of development to sceptical elements within clubs
- WYA to consider targeting Flag Officers within clubs – the concept of the Commodores Forum or a club clinic targeting those who are not engaged
- Facilitating the club pro concept with a small number of clubs

Following a ballot the following priorities came out on top and were taken forward to the last session to agree action points

- Selling the sport aka Marketing
- Being a World Class Sport in everything that we do. This needs to be defined and communicated to all clubs
- Encouraging Clubs to develop a non pathway class for youth sailors who come out of the performance programme as a way of retaining them in clubs and part of the club racing circuit
- Encouraging clubs to mook at different membership sysyems to adapt to modern day lifestyles.

DAY 2 – SUNDAY 28TH OF NOVEMBER

Developing Medal Winning Olympic Athletes – from Club to Podium

09:30 – 10:00 2010 Performance Review – Iwan Basten WYA High Performance Manager

Gave an overview of the past few years and the success of Welsh sailors on the World Stage including an in depth look at the last 12 months, with some of the lessons learnt.

The key points to consider from Iwan's presentation were:

- Healthy vibrant Youth & Junior Clubs underpin performance program
- Squad coaching – limited contact time – sailors progress by their clubs and parents.
- Majority of Welsh sailors at events and squads come from only 3<>8 clubs.
- Which clubs should we work with? Which clubs geographically represent key areas to find good Y&J training provision
- We're talking about good race training and appropriate racing in club and local regional environments
- Clubs fail when it's not sustainable (parent driven)
- Do clubs map out and consider what is "world class" to allow sailors to progress and maintain healthy club environments
- Wales continuing to perform at Y&J squad level (see picture video)

Following the presentation the delegates were split into two groups to discuss the main points

Group 1 (Iwan & Steven) Y&J Racing discussion

Is about healthy vibrant junior racing & training club environments!

In Wales – 4 clubs provide most, around 6 clubs provide vast majority and around a dozen clubs is the total of clubs sending sailors to at least a CYRC!!

Is going to a CYRC the hope for decent junior activity and future retention? (yes?) the sport shows better retention – associated to better sailing. The issues.

1. Limited number of clubs will ever be able to sustain healthy vibrant junior activity
2. Clubs that do it badly – will not see sailors 1. Stay at their club, 2. Sail at their club later on.

The sport is exposing sailors to good training, good events, good management – they won't go back to poor environments.

So...

Geographically – how many good club youth and junior environments do we need to take on the participation growth from Onboard and contribute to squads and events?

We have 4-8 the aim 10-15?

In which case – how do we help club by club to improve? Can it be done purely voluntarily or do clubs need to look at prof management, or coaching input?

Where and how is the WYA best to place its coaching and financial resources?

Could regional squads – be preventing clubs from developing to the optimum peak

Are regional academies for regional squads a good idea? No conclusion on this.

But – developing a few clubs thought through geographically and by current and future potential probably key.

South Wales with CBYC probably in a different position to the other regions right now.

Truly excellent CYRC's at every level and including youth sailors – also very important.

Clubs with good junior training – need to also consider retaining "Youth" sailors into healthy vibrant adult linked club activity.

Group 2 (Ben & Ruth) How can the NGB best work to ensure performance programme continues to grow

- Regional difference
 - That a different approach may well be needed in each region, and indeed within those regions
 - Clubs are different, and different volunteers may want different support
- Communication
 - The NGB should facilitate communication within the regions and nationally, RC's, Website, Ning and improve on this front
- Partnerships
 - NGB can help to build relationships between clubs to share resources for the common good
 - Regional training organised, used as much to update sailor skills, but also to up skill club volunteers
- Regional 'Hubs'
 - To show best practice
 - Designed to up skill sailors and volunteers but then send them back to the clubs
- KISS
 - NGB needs to be clear, concise and transparent
 - Possibility that there are too many terms for NGB support, OB officers, community coach, VCC coach etc... Need to simplify
 - No more programmes to be run, consolidate what we have and ensure that everyone knows how they link together.

Communication & Marketing Presentation

The CEO will give an overview of some of the challenges facing WYA over the next few years, following the presentation the delegates will be invited to select two working groups to attend to discuss how and who is best placed to take the work forward.

Communication

- How we Communicate & how often
- Social Media
 - NING
 - Facebook – 1:6 pages opened on internet browsers worldwide
 - You Tube
 - Twitter – very successful at events
- Website
- Newsletter
- WYA Notice Board in Clubs – WYA is invisible!!

Marketing

- Build a Corporate Identity
- Welsh Sailing Brand newer fresher
- Drop the “Y” word

Funding

- 70% of our income comes from Sport Wales Grant Aid
- Need to wean ourselves off grant aid
- Until 2010 WYA had not had a sportsmatch award since ?????? - A very long time!!
- No Headline Sponsor since ???? – A very long time!!
- Any sponsorship ???? – A very long time!!

Regional Committees

- Voice for Sailing in the Regions
- Communication between RC and Staff and the Governance Structure
- Empowerment
- How do you get the Clubs to buy in
- We need to be mindful of volunteer burn out

Income Generation & Sponsorship(Ben)



Internal & External Communication including the use of Social Media(Ruth) Communications Workshop

1. Overall Marketing and Communication Strategy
2. Re-address what we are using currently to make sure we're using to best advantage...
3. Clubs communications
 - a. RSS newsfeeds from website
 - b. Push out changes electronically...

STRATEGY WEEKEND ACTION PLAN – KEY OUTCOMES & PRIORITIES TO TAKE FORWARD

KEY OUTCOME	WHAT NEEDS TO BE DONE	LEAD OFFICER	TIMESCALE	OTHER ISSUES TO CONSIDER FROM THE WEEKEND
MARKETING	WYA TO DEVELOP A MARKETING AND COMMUNICATION STRATEGY/PLAN	STEVEN	1 ST DRAFT TO MARCH 2011 BOARD MEETING, BEFORE BEING DISCUSSED AT MAY STRATEGY COMMITTEE	ENGAGEMENT WITH CLUBS CLUBS CLINIC COMMODORES FORUM COMMERCIAL SPONSORSHIP
BEING WORLD CLASS	DEFINING WHAT THIS IS IN THE CONTEXT OF EVERYTHING WE(INC CLUBS)DO	BEN	DEFINITION IN PLACE BY AGM – FURTHER EXPLANATION FOR CLUBS AT POST AGM CLUBS CLINIC	NOT JUST ABOUT THE PERFORMANCE PROGRAMME AND DISSEMINATING TO CLUBS
PAY & PLAY AND OTHER MEMBERSHIP PROGRAMMES	ESTABLISH TASK & FINISH GROUP	RUTH T&F GROUP 1X REP NORTH RC X1 REP WEST RC X1 REP SOUTH RC	DRAFT REPORT BY MAY 2011 STRATEGY MEETING	BOAT / EQUIPMENT LEASING SCHEMES
DEVELOP NON PATHWAY CLASS	LOOK AT ESTABLISHING A NON PATHWAY CLASS FOR YOUTH SAILORS COMING OUT OF SQUAD STRUCTURE	IWAN T&F GROUP BILL JACKSON MIKE BUTTERFIELD	DRAFT REPORT BY MAY 2011 STRATEGY MEETING	NEED TO CONSIDER OPTIONS CAREFULLY AND THE IMPACT OF SUPPORTING A PARTICULAR CLASS OR

	<p>ESTABLISH A TASK & FINISH GROUP FROM STRATEGY WEEKEND DELEGATES TO INVESTIGATE OPTIONS</p>	<p>MIKE WALKER</p>		<p>MANUFACTURER</p>
<p>ONBOARD REVISIT CURRENT STRATEGIC PLAN TARGETS</p>	<p>OB STRETCH TARGET FOR MARCH 2013 25,000 FIRST PARTICIPATION OPPORTUNITIES GREATER EMPHASIS TO BE PLACED ON RETENTION WITH 5% TARGET REMAINING. OFFICERS TO LOOK AT 75% OF THEIR TIME WORKING WITH CLUBS ON RETENTION</p>	<p>RUTH & BEN& OB OFFICERS AND PARTNER ORGANISATIONS</p>	<p>ONGOING TARGETS MONITORED ANNUALLY IN CONJUNCTION WITH RYA OB MANAGER</p>	