



*WYA SPRINGBOARD REVIEW  
PLAS MENAI 27<sup>TH</sup> & 28<sup>TH</sup> OF  
NOVEMBER 2010*

Steven Morgan CEO



# AIMS & OBJECTIVES

- Taking Stock - what have we achieved in 18 months
- Revisit some of our Targets and strategic goals
- What do we need to do better
- Give ourselves some Big Hairy Audacious Goals!
- How we communicate with our members
- How do we get more people to become engaged in developing the sport
- Consider the challenges ahead



# ICE BREAKER QUIZ

- Q1 How do you put a giraffe into a refrigerator?
- **Correct Answer - Open the refrigerator, put in the giraffe, and close the door. This question tests whether you tend to do simple things in an overly complicated way.**
- Q2 How do you put an elephant into a refrigerator?
- Did you say, Open the refrigerator, put in the elephant, and close the refrigerator?
  - **Wrong Answer. Correct Answer: Open the refrigerator, take out the giraffe, put in the elephant and close the door. This tests your ability to think through the repercussions of your previous actions.**
- Q3 The Lion King is hosting an animal conference. All the animals attend .... except one. Which animal does not attend?  
**Correct Answer : The Elephant. The elephant is in the refrigerator. You just put him in there. This tests your memory. Okay, even if you did not answer the first three questions correctly, you still have one more chance to show your true abilities.**



# ICE BREAKER QUIZ

- **Q4 There is a river you must cross but it is used by crocodiles, and You do not have a boat. How do you manage it?**
- **Correct Answer:? You jump into the river and swim across. Have you not been listening? All the crocodiles are attending the Animal Meeting. This tests whether you learn quickly from your mistakes.**

## **A final thought.....**

**According to Anderson Consulting Worldwide, around 90% of the Professionals they tested got all questions wrong, but many preschoolers got several correct answers. Anderson Consulting says this conclusively disproves the theory that most professionals have the brains of a four-year old.**

**What was your score?**

# Sport Wales The Bigger Picture

- Kieran Harris
- Sport Wales Senior Officer
- Vision For Sport
- Big Aspirations
- Going from Good to Great
- The Challenges Ahead



# CREATING A PROUD SPORTING NATION

“Every child  
hooked on sport  
for life”

“A nation of  
champions”

sportwales  
chwaraeoncymsu



# “FUNDAMENTAL SKILLS”



**“EVERY CHILD HOOKED FOR LIFE”**





**“CWG – TOP PERFORMING HOME NATION PER HEAD OF POPULATION”**

*sportwales  
chwaraeoncymsu*



## MORE WELSH OLYMPIANS

sportwales  
chwaraeoncymsu

# SAILING CONTRIBUTION

Welsh statistics since 2007:

CWG Medals	Olympic	Paralympic	World (Senior)	European (Senior)	Membership
N/A	0	0	6	3	31,476

Olympic sailing medals:

Country	Gold	Silver	Bronze	Total	Welsh
GB	25	14	11	50	1



MSU

# GOOD TO GREAT

## HIGH PERFORMING

1. **Unreasonable ambition** – set out a compelling vision for the future
2. **Performance insight** – effective strategy
3. **Empowerment, Responsibility & Engagement** – translate the ambition into clear roles & responsibilities
4. **Feedback** – frequent and high quality; learning; high standards
5. **Teamwork** – keep people united; common goals

## SPORT WALES SHIFTS

- 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

# KEY CHALLENGES

- 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

<http://www.youtube.com/watch?v=2IXh2n0aPyw>



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

Steven Morgan

WYA

Chief Executive

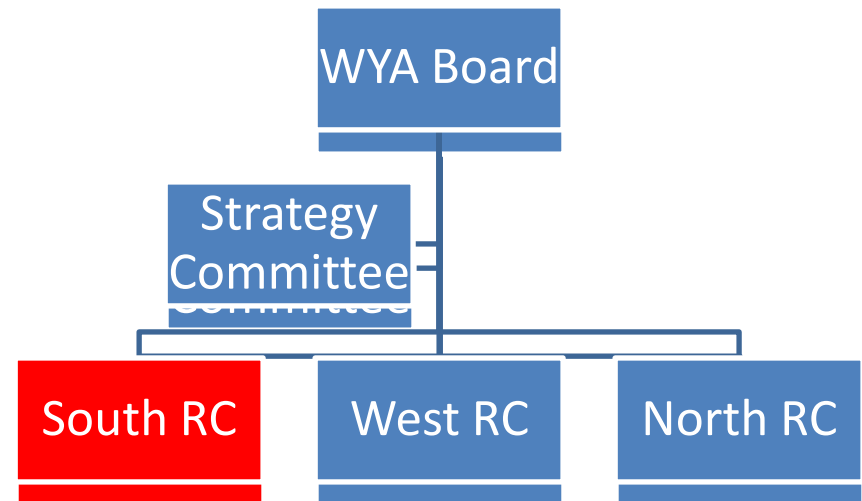


# This Afternoon I will mostly be...

- Quick Overview of WYA
  - Governance Structure
  - Staffing
  - How are we funded
- Current Strategic Objectives
- What have we achieved to date
- Challenges Ahead

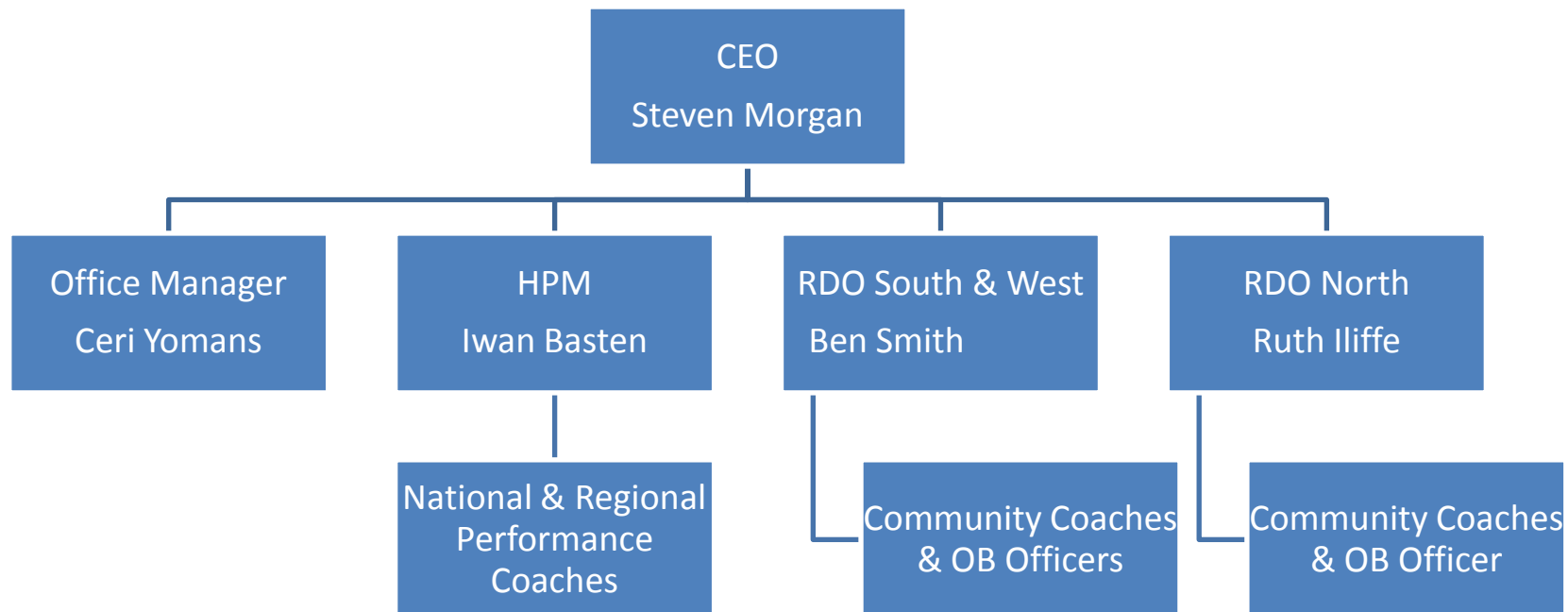
# WHO ARE WE?

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





# Staffing Structure





# Funding

- ▶ Sport Wales
  - Exchequer £156,900 – Staffing – Programmes
  - Lottery £118,000 – High Performance Manager – Support for Sailors, Event Support, VCC Coaching for clubs
- ▶ RYA - £60,000(+ HPM Car)
  - Admin Grant
  - Staffing
  - OnBoard Staffing
  - Centre Inspections
  - Volvo Champion Club(VCC)
- ▶ Income Generation
  - Events
  - Coach Education
  - Regalia Sales
  - Club Membership Fees

# Current Strategic Objectives



- **Growing Participation**
  - 10,000 1<sup>st</sup> 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 3<sup>rd</sup> 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

# Current Strategic Objectives(cont...)



- **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**

- Continue to grow and enhance the current performance programme
- Instigate 2 new performance pathways(squads) outlined within the P&E proposal.

# Current Strategic Objectives(cont...)



- 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 1<sup>st</sup> 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



# How are we doing?

- 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!

# Challenges Ahead – Your WYA Needs You.....!



- 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





*Coffee Break*



# *Developing Strong & Vibrant Clubs*

# Time to get it off your Chest....



School.mp3



- The Barriers to development
- What needs to improve
- ££££££££(ing)
- WYA
- Recruiting Volunteers
- 101 other things.....

# Working Groups

- The aim of this session is to look at how we can get more clubs to develop strong family centred programmes that lead to an increase in participation, retention of existing members as well as new ones.
- Group 1 Junior & Youth Participation – Ben(Lounge)
- Group 2 Adult & Family Participation – Iwan(Bar)
- Group 3 Recruiting & Retaining Volunteers – Steven(Balcony)
- Group 4 Club Activity – Ruth(Oakes)

# Working Groups

- Group 1
  - Chris B
  - Ed
  - Bill B
  - Mike B
  - Mike W
- Group 2
  - Dafydd
  - Lawrence
  - Andy
  - Ceri
- Group 3
  - Bob
  - Paul
  - Ian
  - Christine
- Group 4
  - Bill
  - Mary
  - Nick
  - Eifion
  - Kieran

# The Nation Decides....

- Everyone has up to 10 votes
- You can assign as you like
- All on one idea or apportion them across several
- Top 3 ideas taken forward





# Welcome Back!!

Day 2

WYA Strategy Committee



# Review of Day 1

- Key decisions
- Club Development
- High Performance High Challenge Culture
- Aspirations - Getting Every Child Hooked on Sport

Who is the President of China?





# *Developing Medal Winning Athletes – from Clubs to Podium*

Iwan Basten

High Performance Manager



# *Performance Review*

Iwan Basten

High Performance Manager

# Bridging the Gap Between Clubs and Performance – The Big WYA Debate

- The Case for the NGB Led Intervention
- Rt Hon Iwan Basten  
HPM
- The Case for a Club Led Intervention
- Rt Hon Benjamin Smith  
RDO





# *WYA Question Time*



# Working Groups

- Following the launch of the new Sport Wales Elite Sport Strategy, the Welsh Assembly Government has placed a greater emphasis on Commonwealth and Olympic medal success, WYA needs to re evaluate how it uses its grant aid and how it contributes to the Sport Wales ambitions of Creating a Nation of Sporting Champions.
- Group 1      With Iwan & Steven - Oakes
- Group 2      With Ben & Ruth – Bar Area



# Working Groups

- Group 1 – Oakes IB/SM
  - Chris B
  - Ed
  - Bill B
  - Mary
  - Mike W
  - Lawrence
  - Andy
  - Bill J
  - Paul
- Group 2 – Bar IL/BS
  - Bob
  - Dafydd
  - Ian
  - Christine
  - Ceri
  - Nick
  - Eifion
  - Kieran
  - Mike B



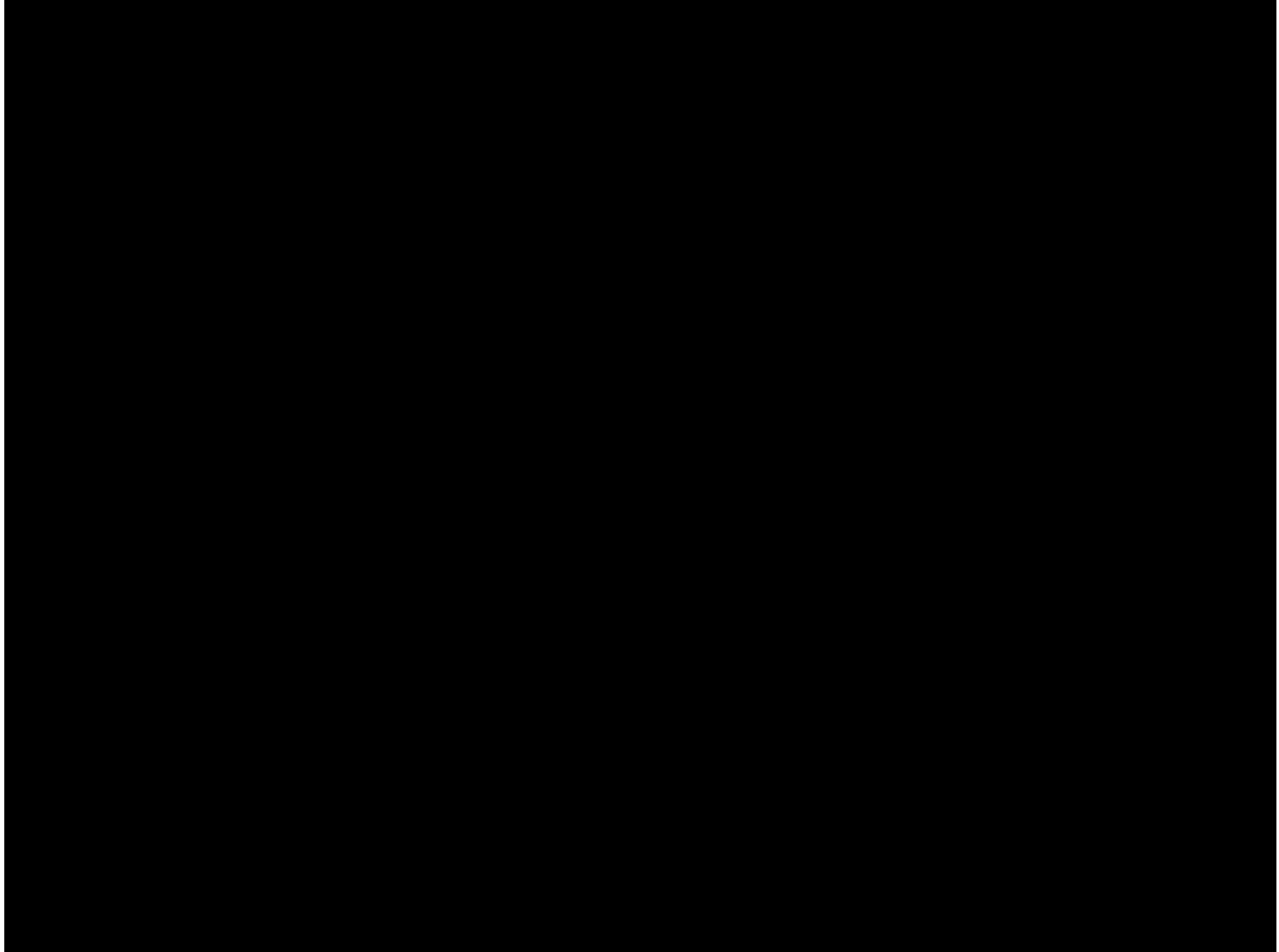
# *Feedback Session & Identify Priorities*



# *Communication, Marketing, the Regions and Clubs.....*

Some food for thought

# *Communication & Marketing*





# 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



# Income Generation

- 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 ????



# Marketing

- Corporate Identity
- Welsh Sailing Brand





# Role of the RC

- 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
- Volunteer burn out



# Working Groups

- Income Generation & Sponsorship – Ben(Balcony)
- Internal & External Communication including the use of Social Media – Ruth(Oakes)
- The Role of the Regional Committee – SM(Lounge)
- Income Generation Regional Committees – IB(Bar)

*There will be two 20 min sessions delegates need to choose 2 out of the 4 sessions to attend*



# *Feedback Session & Identify Priorities*



*Lunch is Served.....*



*The Final Furlong – time to  
decide on the key priorities and  
those all important Aspirations*



# Agreeing the Priorities

- Participation & Development
  - Aspirations 50,000 1<sup>st</sup> Participation Opportunities by 2013?
- Performance & Excellence
  - 3 World Medals by 2013
  - More Athletes per head of population in GBR Squads than any other Home Country?
- Communication & Marketing
- Finding the Funds



Everybody has a part to play....

**This is the story of three people named Everybody,  
Somebody, Nobody & Everybody.....**

**When there was an important job to be done  
Everybody was sure that Somebody would do it.**

**Anybody could have done it but Nobody did it.**

**When Nobody did it Everybody got angry, because  
it was Somebody's job. Everybody thought**

**Somebody would do it but Nobody realised that  
Nobody would do it. So it ended up with Everybody  
blaming Somebody when Nobody did what  
Anybody could have done in the first place.**