



Australian Government
Australian Sports Commission

Australian
Sailing 

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One Sailing Case study



This case study provides an overview of the planning, delivery process and outcomes of the One Sailing project undertaken by Australian Sailing (formerly Yachting Australia). Commencing in December 2014, the project was completed in June 2016 resulting in the most significant transformation of the governance and organisation of sailing in the history of the sport in Australia.

THE CHALLENGE

In a highly competitive sports market, Australian Sailing and its Member State and Territory Associations (Member Associations) identified that the sport's long-term relevance and success depended on building a sustainable organisation capable of delivering a cohesive whole of sport approach at all levels of its administration.

To this end, a strong national framework able to efficiently govern the management of the sport's resources, leverage commercial opportunities and deliver highly effective services that appealed to Clubs and sailors needed to be developed.



THE RESPONSE

In late 2014 and with the support of the Australian Sports Commission (ASC), Australian Sailing commenced the One Sailing project - a ground-breaking three phase process to reform the sport's governance and organisational structure and position the sport to maximise its prospects for future growth and success.

Phase 1 (completed in October 2014) achieved a new constitution and corporate change to a company limited by guarantee. This gave Australian Sailing the governance platform from which to undertake the organisational reforms delivered under Phases 2 and 3.

The key work undertaken in Phase 2 was the review of the business operations and service delivery of Australian Sailing and all eight Member Associations. This involved a comprehensive survey of all Clubs, interviews with staff of Member Associations and Club workshops to ensure a full understanding of the services and operations provided by the sport. The analysis of this work underpinned the "Case for Change", which identified that organisational reform was the key enabler to address sailing's performance issues and provide for improvement opportunities. This included a new organisation model with a single management team reporting to the Australian Sailing CEO.

The review demonstrated the shortcomings of the existing federated model - being that a lack of standardisation in process, observed loss of momentum in key initiatives and an inability to leverage all available commercial opportunities for growth, were restricting the ability of the sport's administration to take it forward.

Phase 3 was about initiating the organisational reforms and arrangements to deliver One Sailing. All Member Associations committed to these reforms including:

- Comprehensive framework to govern and administer the new arrangements and deliver the desired benefits;
- A transition plan to successfully integrate Member Associations and their staff into the One Sailing model, while maintaining service delivery performance; and
- A new organisational structure that delivered on four key challenges:
 - Improving the development and delivery of services to Clubs, Classes and the sailing community;
 - Building stronger relationships across the network of Clubs and Classes to provide consistent and unified leadership and strategic direction;
 - Ensuring the sport is placed to capitalise on opportunities that can deliver significantly increased revenue; and
 - Building on Australian Sailing's success at the Olympics and Paralympics through centralised management of programs and talent pathways.

THE RESULTS

The One Sailing model has unified sailing in Australia at all levels of the sport. The model's implementation has delivered a range of organisational reforms and benefits including:

- One national organisational structure that consolidates central functions to reduce inefficiency, while maximising the local delivery of services and support to Clubs, sailors and the broader sailing community.
- One strategic plan, "Advance Sailing", not just an alignment of nine plans but a single plan that articulates a common purpose, strategic imperatives agreed to by all stakeholders and which provides the base for regional and local plans.
- One national budget that consolidates all revenues and expenses with robust financial reporting that ensures visibility of the use and performance of resources.
- One management team, creating a more agile organisation that can respond to change in market conditions through strong decision making and ensuring scarce resources are being utilised in an efficient and effective manner.
- Commercial arrangements to enable two national sponsorship agreements in apparel and insurance to be secured.
- A centralised program management model that enables for efficient delivery of similar state-based programs, and which has already resulted in increased State and Territory government grants in three states.
- Streamlined digital communications with members, Clubs and officials that has received widespread appreciation.
- A single culture based on trust and reciprocity across all levels of the sport acting as one to achieve a common purpose.

The One Sailing reforms have provided the sport of sailing with the capability and capacity to compete in the Australian sports market so as to be able to significantly grow the sport in this country.



TIMELINE

October 2014

PHASE 1 COMPLETED:

- New constitution
- Company limited by guarantee
- Yachting Australia Member Collaboration Agreements

November 2014

PHASE 2 COMMENCES:

- Steering and Transition Committees appointed
- Project plan approved
- Communication protocols agreed

March 2015

- Functional review commences
- Club Services Survey and workshop

June 2015

- Case for change published
- National consultation commenced

August 2015

PHASE 2 CONCLUDES:

- Yachting Australia Members unanimously approve to proceed to Phase 3

December 2015

PHASE 3 COMMENCES:

- New organisation structure published
- Implementation Agreement circulated
- Implementation Plan developed

22 December 2015

Yachting NSW first to sign Implementation Agreement

February 2016

- Other Members sign Implementation Agreement
- Transition of Members commences, including transfer of staff

May 2016

Name change to Australian Sailing

21 June 2016

New strategic plan – “Advance Sailing”

1 July 2016

All Members signed up to One Sailing

28 July 2016

1st national budget



MORE INFORMATION

The ASC's Sports Governance and Business Capability branch sits within the Participation and Sustainable Sport division. The branch operates to assist NSOs increase participation rates and commercialise their business to become more sustainable organisations. The branch comprises of highly skilled and experienced professionals who work with NSOs to enable strategic, evidence-based decisions and drive business performance.



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