

APPENDIX A

PROJECT PLANNING DOCUMENT SUMMARY

Connect to Sailing is an initiative started by the International Sailing Federation (ISAF) to provide quality opportunities for young people to experience sailing within their community and to increase worldwide participation in sailing.

"The overriding goal of Connect to Sailing is to revitalise grass roots participation in all categories of sailing outside elite activity and put sailing firmly back into growth with a focus on youth"

The Project Planning Document provides guidance to Connect to Sailing Ambassadors for national implementation and defines reporting requirements. The document is intended for guidance only and it is expected that the guidelines presented will be modified and changed to suit local circumstance, culture, approach and needs using the skills and expertise of those taking up the challenge of project implementation. The Project Planning Document is divided into 4 Parts

- Introduction to Connect to Sailing
- Project goal and objectives
- Strategic project delivery
- Guidance on national project implementation

Connect to Sailing will be undertaken by National Task Forces (NTFs) for each participating member country supported by an ISAF appointed Connect to Sailing Ambassador and ISAF appointed Connect to Sailing Project Manager. The NTF and Ambassador will engage primarily with the country MNA and will involve all relevant sailing stakeholders to set up and implement appropriate schemes.

ISAF involvement in the Connect to Sailing programme shall be restricted to a strategic level to facilitate a co-ordinated, self managed and sustainable development programme. The Connect to Sailing Project Manager will advise on available sources of information and services and, where appropriate, facilitate contacts between existing schemes and stakeholders from where relevant expertise may be drawn

It is recommended that participation be increased through a four stage framework to stimulate young people's interest in sailing, provide a first fun experience, raise their awareness of opportunities and finally participate in a community sailing environment. Final design of Connect to Sailing community schemes will remain the responsibility of NTFs but it is considered that all schemes will require the following common key elements to be established:

- Sailing administration.
- Instructors.
- Sailing boats and other equipment.
- Sailing facility.
- Funding.
- Marketing materials.
- Young people
- Adult supervision.

The Connect to Sailing Planning Document provides guidance on the strategic planning process to plan and implement community sailing schemes and to bring together the key elements identified. Examples of existing good practice are included to act as a platform from which Ambassadors and NTF may progress their own bespoke programmes to suit local circumstance and culture.

APPENDIX B

CONNECT TO SAILING AMBASSADOR TERMS OF REFERENCE

Connect to Sailing is an International initiative led by the International Sailing Federation to increase participation in sailing. It will be based upon grass roots activities with a focus on youth with the aim of building strong and lasting foundations for community sailing programmes. The project will be undertaken by National Task Forces led by Ambassadors who will engage primarily with the MNA and will involve all local relevant sailing stakeholders to set up and implement appropriate schemes.

1. The appointment as Ambassador shall be for an initial period of 2 years and may be renewed for further periods of 2 years. The appointment and any renewal shall be made by ISAF in writing.
2. The role of the Ambassador is entirely voluntary and there shall be no remuneration by ISAF.
3. When required and agreed, ISAF will pay the Ambassador reasonable travel and subsistence expenditure relating to the Connect to Sailing project.
4. ISAF will not be liable to an Ambassador or any relative or dependant for any injury or loss that occurs whilst the Ambassador is engaged in any part of the Connect to Sailing project.
5. The appointment of an Ambassador relates solely to the Connect to Sailing project and an appointee shall not make any representation to represent ISAF in any capacity other than that of Connect to Sailing Ambassador.
6. An Ambassador shall not make any commitment or undertaking on behalf of ISAF or Connect to Sailing unless such has been specifically authorised in writing by ISAF.
7. The role of the Ambassador shall be to promote and encourage participation in sailing regardless of race, gender, religion, politics or age so that the activity of sailing is enhanced and participation increased.
8. An Ambassador will be appointed because of his/her reputation, position and ability to positively influence the Connect to Sailing project and activities and usually because he/she has access to and knowledge of both the sport and the Industry.
9. The Ambassador will act as an enabler and catalyst in bringing together the relevant stakeholders and will supervise and encourage the development of working partnerships to promote and deliver the project aims.
10. The Ambassador will save harmless the good name and the reputation of ISAF and the country MNA and shall at all times act in good faith and in such a way so that no harm or damage is caused to any organisation or party involved in the Connect to Sailing project.
11. The Ambassador shall use and recommend only best and ethical practices in all matters that relate to Connect to Sailing, ISAF and the MNA.
12. The Ambassador will report to the Connect to Sailing Project Manager and shall submit such reports as are requested and agreed.

APPENDIX C

CONNECT TO SAILING NATIONAL TASK FORCE TERMS OF REFERENCE

1. Objectives

Support ISAF's objective to:

"Promote all aspects of the sport of sailing in *country*, regardless of race, religion, gender or political affiliation."

Specifically to:

- 1.1 Expand and develop participation in sailing by recruiting newcomers to the sport and retaining both newcomers and existing participants.
- 1.2 Work in partnership with local and international marine industry in order to develop all levels of national training programme.
- 1.3 Engage with all established, or prospective sailing providers, for example in education, holiday, sailing school, club sectors, commercial and industry in order to increase their active participation base.
- 1.4 Share best practice from within or outside the country using a combination of workshops, seminars, written manuals, websites and mentoring.
- 1.5 Have a positive obligation to share their national programmes and supply best practice information and other relevant information in digital format for use on the ISAF website.

2. Authority

In order to achieve the development of a National Task Force (NTF), it is recommended that the NTF will be directly authorized by and directly accountable to the highest decision making body of the MNA.

- 2.1 The (*insert country*) Connect to Sailing NTF has the authority to act on behalf of the *Board/Council/Executive Committee of the MNA (delete as appropriate)* in pursuit of the above objectives.
- 2.2 The NTF has the right to use the Connect to Sailing brand, strapline and image within (*insert country*), and may authorise those rights to any other suitable organisation or business in pursuit of the aims above.
- 2.3 The NTF Chair, or their depute, may represent the interests and opinions of the NTF when ISAF holds seminars, forums or meetings.

3. Composition

- 3.1 Chair appointed annually by the *Board/Council/Executive Committee of the country MNA*.

Term; not more than three years in any period of four.

- 3.2 Standing members; up to five further members selected by the Chair and ratified by the *Board/Council/Executive Committee (delete as appropriate)* having

between their knowledge of community sailing projects, sports development, club culture, marketing, education, and the marine trade.

Term; not more than four years in any period of five.

- 3.3 Corresponding members; an unlimited number of individuals who have an interest in the above objectives. These members will not have voting rights but may contribute to policy debates and attend meetings with permission of the Chair.

APPENDIX D

SWOT ANALYSIS¹

Why use SWOT Analysis?

SWOT Analysis is a very effective way of identifying your Strengths and Weaknesses, and of examining the Opportunities and Threats you face. Carrying out an analysis using the SWOT framework helps you to focus your activities into areas where you are strong and where the greatest opportunities lie.

How to use tool

To carry out a SWOT Analysis write down answers to the following questions. Where appropriate, use similar questions:

Strengths

- What advantages do you have?
- What do you do well?
- What relevant resources do you have access to?
- What do other people see as your strengths?

Consider this from your own point of view and from the point of view of the people you deal with. Don't be modest. Be realistic. If you are having any difficulty with this, try writing down a list of your characteristics. Some of these will hopefully be strengths!

In looking at your strengths, think about them in relation to your competitors - for example, if all your competitors provide high quality products, then a high quality production process is not a strength in the market, it is a necessity.

Weaknesses

- What could you improve?
- What do you do badly?
- What should you avoid?

Again, consider this from an internal and external basis: Do other people seem to perceive weaknesses that you do not see? Are your competitors doing any better than you? It is best to be realistic now, and face any unpleasant truths as soon as possible.

Opportunities

- Where are the good opportunities facing you?

¹ Taken from Mind Tools – Tools for Mastering Complexity www.mindtools.com ©James Manktelow, 2003
All rights reserved. This course, or parts thereof, may not be reproduced in any form without the permission of the publisher

- What are the interesting trends you are aware of?

Useful opportunities can come from such things as:

- Changes in technology and markets on both a broad and narrow scale
- Changes in government policy related to your field
- Changes in social patterns, population profiles, lifestyle changes, etc.
- Local Events

A useful approach to looking at opportunities is to look at your strengths and ask yourself whether these open up any opportunities. Alternatively, look at your weaknesses and ask yourself whether you could open up opportunities by eliminating them.

Threats

- What obstacles do you face?
- What is your competition doing?
- Are the required specifications for your job, products or services changing?
- Is changing technology threatening your position?
- Do you have bad debt or cash-flow problems?
- Could any of your weaknesses seriously threaten your business?

Carrying out this analysis will often be illuminating - both in terms of pointing out what needs to be done, and in putting problems into perspective.

You can also apply SWOT analysis to your competitors. This may produce some interesting insights!

Example SWOT

A start-up small consultancy business might carry out the following SWOT analysis:

Strengths

- We are able to respond very quickly as we have no red tape, no need for higher management approval, etc.
- We are able to give really good customer care, as the current small amount of work means we have plenty of time to devote to customers
- Our lead consultant has strong reputation within the market
- We can change direction quickly if we find that our marketing is not working
- We have little overhead, so can offer good value to customers

Weaknesses

- Our company has no market presence or reputation
- We have a small staff with a shallow skills base in many areas
- We are vulnerable to vital staff being sick, leaving, etc.

- Our cash flow will be unreliable in the early stages

Opportunities

- Our business sector is expanding, with many future opportunities for success
- Our local council wants to encourage local businesses with work where possible
- Our competitors may be slow to adopt new technologies

Threats

- Will developments in technology change this market beyond our ability to adapt?
- A small change in focus of a large competitor might wipe out any market position we achieve

The consultancy might therefore decide to specialize in rapid response, good value services to local businesses. Marketing would be in selected local publications, to get the greatest possible market presence for a set advertising budget. The consultancy should keep up-to-date with changes in technology where possible.

Key points

SWOT analysis is a framework for analysing your strengths and weaknesses, and the opportunities and threats you face.

This will help you to focus on your strengths, minimise weaknesses, and take the greatest possible advantage of opportunities available.

APPENDIX E
EXAMPLE PROGRAMMES/TIMELINES

ID	Task Name	Month 1				Month 2				Month 3				Month 4			
		W-3	W-2	W-1	W1	W2	W3	W4	W5	W6	W7	W8	W9	W10	W11	W12	W13
1	Appointment of Ambassador by ISAF	◆															
2	Ambassador identifies key stakeholders		■	■													
3	Connect to Sail NTF Inaugural Meeting			◆													
4	NTF Chairman appointed and membership confirmed			◆													
5	Allocate tasks to NTF membership			◆													
6	Audit current sailing status inc SWOT				■	■	■	■	■								
7	Identify national and ISAF schemes and good practice				■	■	■	■	■								
8	Funders and partner organisations identified				■	■	■	■	■								
9	Agree ISAF reporting process				■	■	■	■	■								
10	NTF Review Meeting																
11	Agree national objectives																
12	Agree sailing project options for review																
13	Appoint NTF project manager																
14	Preferred Option(s) Feasibility Study																
15	NTF Review Meeting																
16	Prepare action plan																
17	Set targets for recommended option(s)																
18	NTF Review Meeting																
19	Agree targets																
20	NTF signoff targets and action plan																
21	Implement action plan																
22	Commence ISAF reporting																

ISAF Connect to Sailing Project planning to establishment of NTF objectives and targets (for illustrative purposes only)

APPENDIX F

DRAFT AGENDA FOR FIRST NTF MEETING

1. Welcome and Introduction.
2. Why are we here?
Short statement by Chairman
3. What do we want to achieve?
Discussion leading to a small number of Key Performance Indicators
4. What other Partners/Organizations will help us achieve our goals?
Make a list of possible, funders, other organizations and individuals
5. What examples of Good Practice are there, that match our culture and circumstances?
Review ISAF documentation
6. SWOT Analysis of Sailing Participation.
7. Make an action plan based on the opportunities.
8. Agree Draft Terms of Reference.
See ISAF information
9. Any Other Business.
10. Date of next meeting.

APPENDIX G

RAISING AWARENESS OF OPPORTUNITIES

Excerpt from 'Kids on Board' by the Maritime Leisure Research Group
Research Conducted Specifically for the RYA²

4.11.5 The way forward – General Suggestions

- Develop effective web based information which operates at a local, regional and national level. Support with effective publicity. Young people have indicated in focus groups that the provision of the web address is essential.
- Provide sponsored leaflet rack in clubs or other venues frequented by young people – similar to tourist information centres where leaflets (or small cards like credit cards with club details would be more child friendly) indicating other opportunities (which do not directly compete with the provider).
- Leaflets sent to selected swimming clubs because of the close links with sailing and windsurfing (many swimmers drop out in early teens due to high training pressures and this is an opportunity to recruit).
- If possible, develop skateboard and surfing links i.e tap into youth culture.
- Develop a nationally co-ordinated 'newcomers to sailing' database i.e names and addresses of young people who attended a taster session so further generic marketing can be sent to them.
- Develop schemes for even younger people to 'capture' them before others do.
- School sailing liaison team travels to schools.
- Dynamic promotion set up in shopping centres.
- Local companies sponsor advertising on sail's of young people's boats.
- Kids as role models/youth 'heroes' as ambassadors for sailing.
- Take new sailing image to schools: "it's not what you think; these young people are just like you".
- Review RYA terminology in the context of promoting new programmes – the words Royal, Yacht and Association, may be off putting.

4.11.6 The way forward – Suggestions about dry hooks for young people

- Target particular schools for sailing and windsurfing development work.
- Blow carts on playgrounds and playing fields.
- Use school swimming sessions in swimming pools for balance/fun/navigation activities; this would need to be developed as a commercial enterprise or perhaps as a TOP

² The following details are extracted from a study undertaken by the Maritime Leisure Research Group of Southampton Institute in January 2002. The study, entitled "Kids on Board" carried out research into the development of a framework for the provision of sailing for young people at foundation and participation levels. Research focused particularly on schools and their links with sailing providers and the community. The extracts provided summarize the report's findings on suggested means to raise awareness of sailing opportunities amongst young people and teachers.

- Develop curriculum links e.g utilize Sport Search a national computer-based initiative which enables young people to test their physical abilities in a school environment and it diagnoses their potential for a range of sports.
- Develop links with existing educational websites e.g National Maritime Museum.
- 'Fit' instructors to make entertaining presentations in assemblies.
- Use RYA videos effectively in schools to promote the sport.

Notes: where appropriate the hook needs to be taken in by the sailing school to ensure an effective 'people' link is made.

4.11.7 The way forward – Suggestions about creating the hook for teachers

- Target schools and teachers for sailing and windsurfing development work.
- Facilitate clusters of schools to fund the training of one teacher to support sailing and windsurfing.
- Run teacher training days at centres allowing them to take families/friends as well.
- Fund PE teacher training to do sailing/windsurfing as part of preliminary teacher training.
- Provide 'waterbased' social events for groups of teachers, PE teacher's forums and trainee PE teachers.

4.11.8 The way forward – Suggestions about meeting social inclusion targets

- Promote social inclusion on all young people schemes.
- Provide additional training for new instructors working with target groups.
- Develop a strategy to recruit more instructors from target groups.
- Ensure needs of target groups are fully understood and that there is commitment from the wider sailing and windsurfing community to be inclusive.
- Every wealthy young person pays an optional supplement so a deprived young person can be assisted in getting on a course (current practice on YMCA day camps).
- Identify, target and prioritise groups and organisations such as Mencap/Autistic Society regionally and locally.
- Support and publicise RYA Sailability initiatives throughout the sporting world.
- Independent schools form partnerships with state schools.