



Connect to Sailing Project Planning Document

Version 5.0

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PART 1 - INTRODUCTION

1.0 INTRODUCTION

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

This document aims to:

- Provide a planned framework for the strategic implementation of Connect to Sailing
- Provide guidance to Connect to Sailing Ambassadors for national implementation
- Provide a mechanism for reporting of the progress of national Connect to Sailing initiatives to ISAF with the purpose of enabling international project collaboration.

It is emphasized that it is intended as a guidance document only. It, or extracts from it, may be used in whole or in parts to suit individual circumstances and to match actual resources and skills available to Ambassadors, Member National Authorities (MNAs) and National Task Forces (NTFs).

It is considered essential to the success of Connect to Sailing that the guidelines presented within this document are modified and changed to suit local circumstance, the scale of the project in hand, culture, approach and needs using the skills and expertise of those taking up the challenge of project implementation. Where project examples are given these must be considered within the context of both originating and adopting country. Application of this planning document without such consideration is not to be encouraged.

For clarity 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

ISAF is the principal driver in the initiation and implementation of Connect to Sailing. The proposed delivery model is, however, reliant upon the participation of a partnership of stakeholders for its success. In addition the financial needs of the project may introduce both government and non-government funding bodies as interested parties.

At this stage principal possible stakeholders are identified as any or all of:

- ISAF
- ISAF MNAs
- Existing sailing clubs, training centres, community groups and similar ventures that carry out sailing activities
- Young people
- Adult contacts responsible for young people (e.g. teachers, youth group leaders, officers of uniformed organisations)

- Parents
- Governments and government funding bodies
- Non governmental funding bodies
- Sailing industry and commercial sponsors
- Educational organisations
- Armed forces
- Media partners

Connect to Sailing will be fully supported by a central ISAF website, www.sailing.org/connecttosailing. The documentation and evaluation of the requirements of the website design are included as a project objective within this document in Appendix C.

In addition to the proposed website as a source of information and expertise Connect to Sailing will be overseen by a dedicated ISAF appointed Project Manager. The 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.

To aid communication, a summary of this Project Planning Document is included at Appendix A.

Each Connect to Sailing Task Force, or any organization using this plan as a basis for a children's sailing programme, is responsible to ensure that they fully implement the relevant Child Protection legislation in force in that nation or territory and in the absence of any such legislation, to introduce policies and procedures that will satisfy the same requirements. Examples of existing policies and procedures can be provided on request.

Disclaimer

ISAF have prepared this Document as an aid to Member National Authorities and National Task Forces as a general guide. It is for those bodies to consider the legal implications and any possible liability in their own country.

PART 2 – PROJECT GOAL AND OBJECTIVES

2.0 PROJECT GOAL

”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”¹

More broadly the goal may be restated as the stimulation of sustainable worldwide growth of sailing through the creation and implementation of national initiatives in collaboration with MNAs. The goal is for sailing to become a recreational activity for all without an implied requirement for competition at any level. Without being exclusive, youth participation is recognised as a principal entry route into sailing and is therefore taken as a key focus to build strong and lasting foundations for community sailing programmes.

3.0 OBJECTIVES

The high level qualitative objective of ISAF is for a year on year increase in the number of countries actively participating within the project. It is proposed that each participating country will establish community sailing programmes and achieve a measurable annual improvement in sailing participation.

Specific country objectives will be self defined by each NTF (Section 9.2 refers)

ISAF will establish a central Connect to Sailing website to make relevant information and good practice available to all.

PART 3 – STRATEGIC PROJECT DELIVERY

4.0 CONNECT TO SAILING PROJECT DELIVERY MODEL

Connect to Sailing will be undertaken by a NTF for each participating member country. The NTF will engage primarily with the country MNA and will involve all relevant sailing stakeholders to set up and implement appropriate schemes.

NTFs shall be formed from members that between them are able to directly provide knowledge of community sailing projects, sports development, club culture, marketing, education and the marine trade. It is strongly recommended that the membership of the NTF be limited to those with the abilities and expertise to contribute positively to these areas. Model NTF size is recommended as around 10 members; emphasizing the importance to restrict membership to those able to regularly and actively promote and manage the implementation of projects.

The NTF will also be responsible for obtaining and managing all funding required for implemented schemes.

A Connect to Sailing Ambassador shall be appointed by ISAF for each participating member country. The role of the Ambassador will be to act as an enabler and catalyst. The Ambassador will bring together the NTF and other relevant stakeholders and supervise and encourage the development of working partnerships to promote and deliver the goal of Connect to Sailing. The Ambassador shall act as the focal and reporting point of the NTF to ISAF.

Strategic Connect to Sailing activity and the facilitation of the project as a lively collaborative environment for exchange of ideas and experience will be co-ordinated by the ISAF appointed Project Manager. This role is defined at section 11.2

¹ ISAF, Copenhagen, November 2004

It is anticipated that when fully developed the role of the Project Manager within Connect to Sailing may be progressively reduced as the established network becomes self supporting through active network connections.

The proposed Connect to Sailing delivery model is shown at Figure 2

The terms of reference for Connect to Sailing Ambassadors and NTFs are detailed in Appendix B and C.

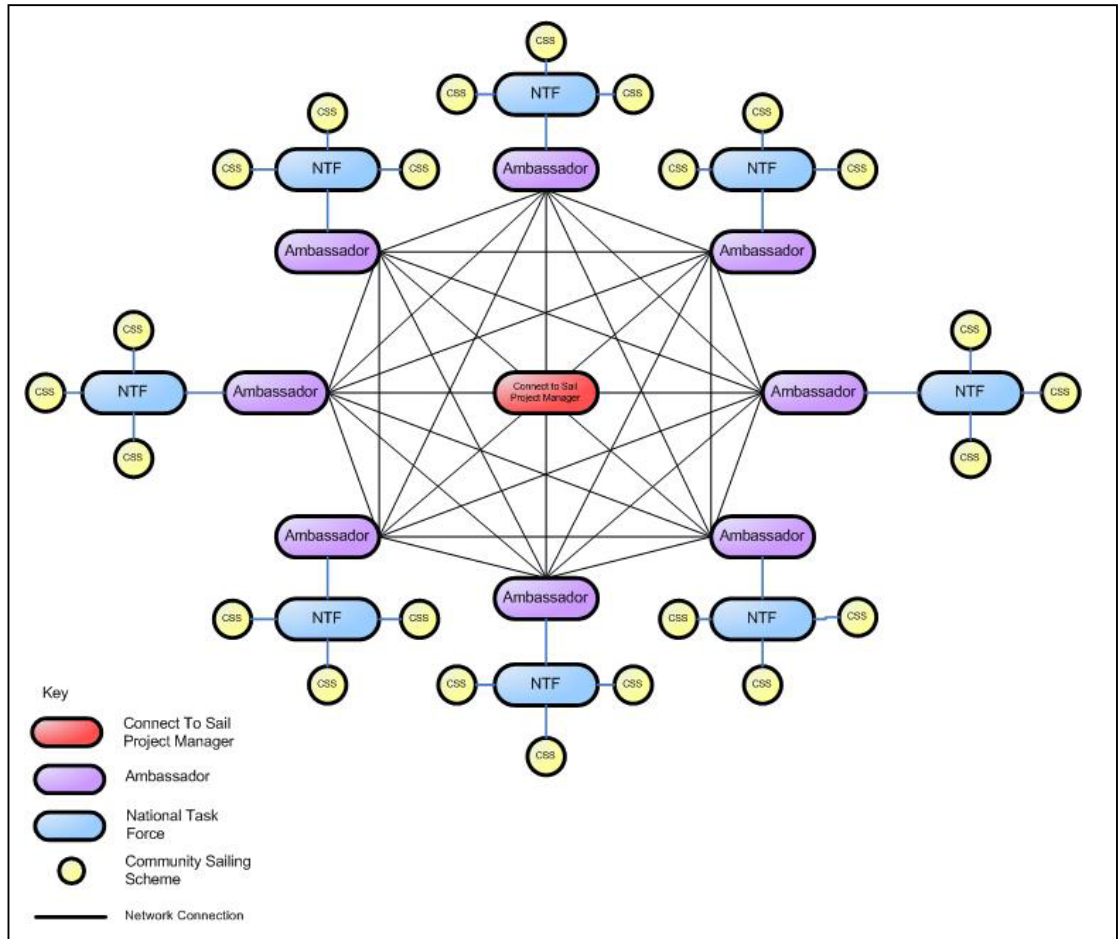


Figure 2 – Proposed Connect to Sailing Delivery Model

5.0 PROJECT MANAGEMENT STRUCTURE

National sailing projects and community sailing schemes, including engagement with the member country MNA, shall be locally managed by the NTF.

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 proposed strategic management structure is shown at Figure 3.

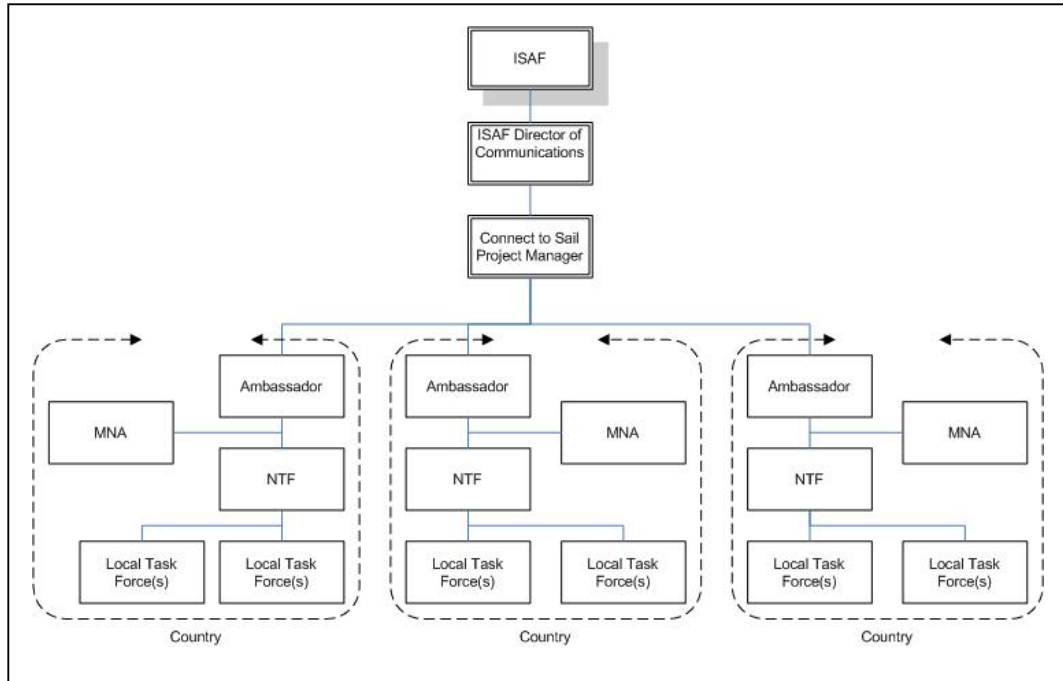


Figure 3 – Strategic Management Structure

6.0 PROJECT REPORTING

To enable the creation, use and transfer of knowledge and best practice throughout the Connect to Sailing network all NTFs shall submit progress reports to the Project Manager through their Ambassador.

The format, content and frequency of project reports shall be individually agreed by the Connect to Sailing Project Manager and each Ambassador.

PART 4 – NATIONAL PROJECT IMPLEMENTATION

7.0 CONNECT TO SAILING FRAMEWORK

Youth participation is identified as a principal entry route into sailing and is therefore recommended as the principal focus for development of national community sailing programmes.²

Youth in education, as a group, are in a structured environment that is easy to identify and communicate with. Often, funds and other resources can be found if projects are connected to “education”. Many examples exist of youth sailing projects that deliver life changing skills and experience to participants that sustain the projects and provide dividends beyond the sailing activity.

Experience in existing projects has established a suitable framework for engaging and retaining young people in sailing as follows.

- Stimulate interest (in sailing), for example through displays and presentations in schools, youth groups community and shopping centres using combinations of audiovisual techniques, charismatic presenters and role models. Wherever possible the support of adult contacts with young people (teachers, youth leaders, parents) should be enlisted.
- To reinforce interest, an actual sailing (first fun) experience is provided in a safe, non-threatening and fun environment. This may be either through an established community scheme, existing club facility or tailored one off event. The experience is focused on reinforcing the interest of participants in sailing and stimulating their desire to repeat the experience.
- Either following or as part of the first fun experience details are provided of how to continue sailing, the opportunities that it provides and how, following the first fun experience, this may be achieved. To raise the awareness of opportunities it is recommended that this stage focuses on providing reassuring information that reinforces messages of how young people will be welcomed into sailing in addition to facts relating to the opportunities open to them.
- Participation in a community sailing environment is the culmination of the framework providing the ongoing opportunity and facilities for newcomers to continue sailing at their own pace, within their community and in a competitive or non-competitive environment as they wish. Such an environment may be part of an existing sailing facility or may require to be established as part of the project.

Studies have found the framework to be successful in modifying existing behaviours of young people but have emphasized the importance of ensuring the availability of a quality community sailing environment after stimulation of initial interest. Experience has shown that if a sailing community was not available a bottleneck of potential participants built up whilst further sailing opportunities were identified. This presented a significant risk of loss of potential recruits through failure to meet their immediate needs. It is therefore important to ensure at the outset that sufficient facilities are available to offer sailing activity to those attracted to the project. This will usually be provided by participating clubs and volunteers

The framework is shown graphically at Figure 4.

² Based upon experience from existing projects. It is recognised that this approach may not be universally applicable and that alternative approaches may be more appropriately used to respond to local needs

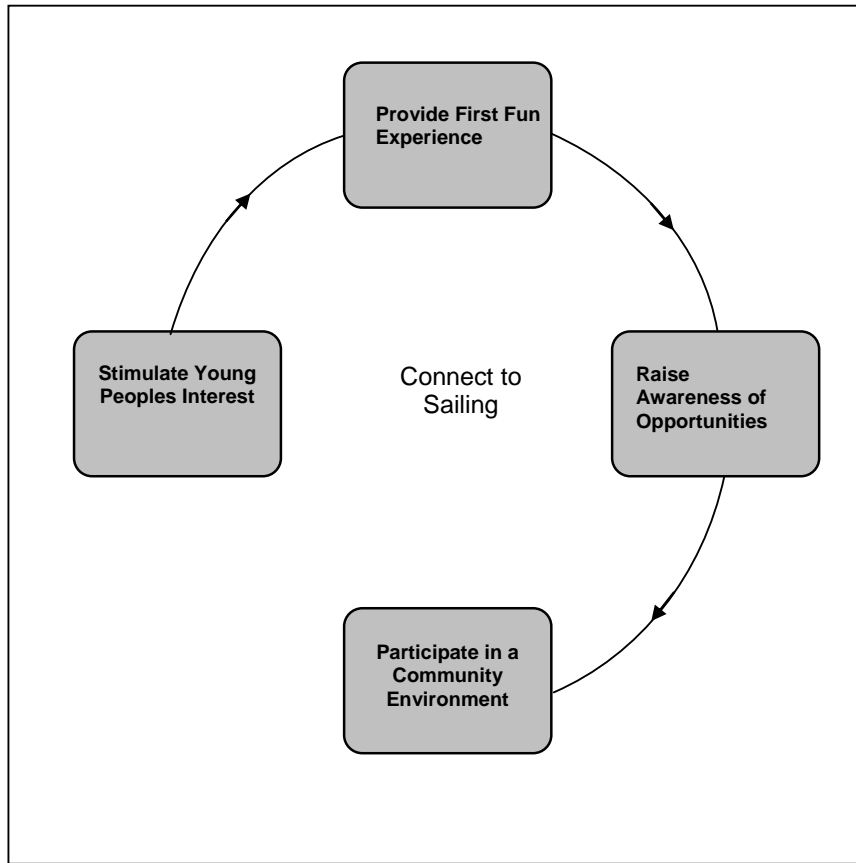


Figure 4 – Framework for engaging and retaining young people in sailing

8.0 PROJECT DELIVERY MECHANISM

Connect to Sailing will be established in each member country by the Ambassador and NTF either in primary engagement or collaboration with the MNA.

The means of delivery for each country remains the responsibility of the relevant NTF facilitated by the Ambassador. It is recommended that increased participation be achieved through the creation of community sailing schemes able to provide a community environment as previously noted.

The format and nature of such community sailing schemes will be established by the NTF to meet objectives and timescales identified by them as part of their initial project set-up meetings. This will in part be determined by overall resource available to the NTF.

For greatest opportunity of success however it is recommended community schemes are selected to

- involve a diverse range of funding, industry and other organizations with common interests in the success of the programme.
- match national culture and circumstance.
- exploit immediate opportunities. (These may be established through a SWOT³ analysis)
- ensure community driven support. (volunteers)

Notwithstanding final design, the delivery of a community sailing programme will require a number of key elements to be brought together to meet minimum requirements for involvement within the ISAF Connect to Sailing project. These are as illustrated at Figure 5 and include:

- Sailing administration comprising NTF, MNA and any local task force or further representation considered appropriate by NTF, MNA or Ambassador.
- Instructors qualified to provide sailing instruction to minimum standards defined by MNA.
- Sailing boats and other equipment in sufficient quantity and quality to meet minimum standards defined by NTF.
- Sailing facility comprising existing sailing community, sailing centre or other location meeting minimum NTF requirements.
- Funding for sailing administration, project, marketing and partner support costs.
- Materials and merchandise for administration, promotion and recognition of participation.
- Young people. It is recommended that these be initially enrolled through links with education establishments, youth and community groups; e.g. scouting and guiding movement, armed forces cadets.
- Adults or responsible young people able to provide support to instructors for scheme related activities either under supervision or for activities not requiring sailing ability.

In the absence of existing experience or national standards sufficient to meet these requirements the Project Manager will advise on available sources of information and services. Where appropriate the Project Manager will facilitate contacts with existing schemes from which relevant expertise may be drawn.

³ Refer Appendix D

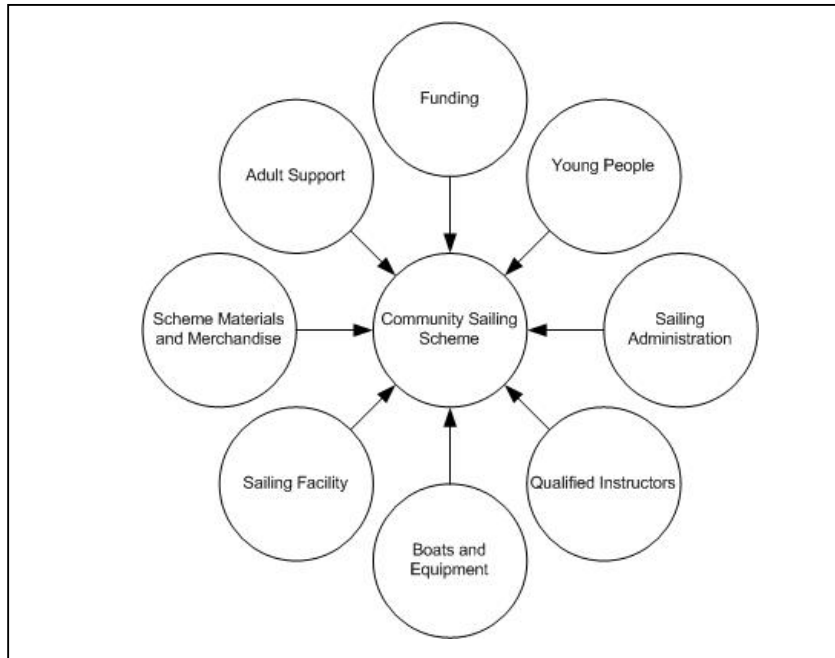


Figure 5 – Community Sailing Scheme Delivery Mechanism

Further guidance in respect of the delivery of these key elements is included at Section 10

9.0 PROJECT PLANNING

9.1 Strategic Project Planning

Projects such as Connect to Sailing are by their very nature unique. As a result they are subject to significant threats to their success in achieving intended benefits within the constraints of allocated time and funding. If not planned many actions may prove ineffective, exceed budget and appear uncoordinated within the requirement to integrate the working of different people and organisations within the project.

However, plans need to be flexible and able to respond and change as the development of the project evolves. Do not worry if the initial planning needs to be revised, and build this into your planning framework.

The planning and implementation of projects is well documented and typically identifies a number of stages which each address the following questions

- Goal - what do we wish to achieve?
- Audit - where are we now?
- Objectives and targets - what are our objectives and specific targets?
- Action Plan - how will we organise to get there?
- Monitor results - How will we know when we have achieved our objectives?

The process is iterative as the project develops and as more detail becomes available. In response both project objectives and activities must be subject to continuous review. The process is shown graphically at Figure 6 as a Strategic Planning Control Loop.

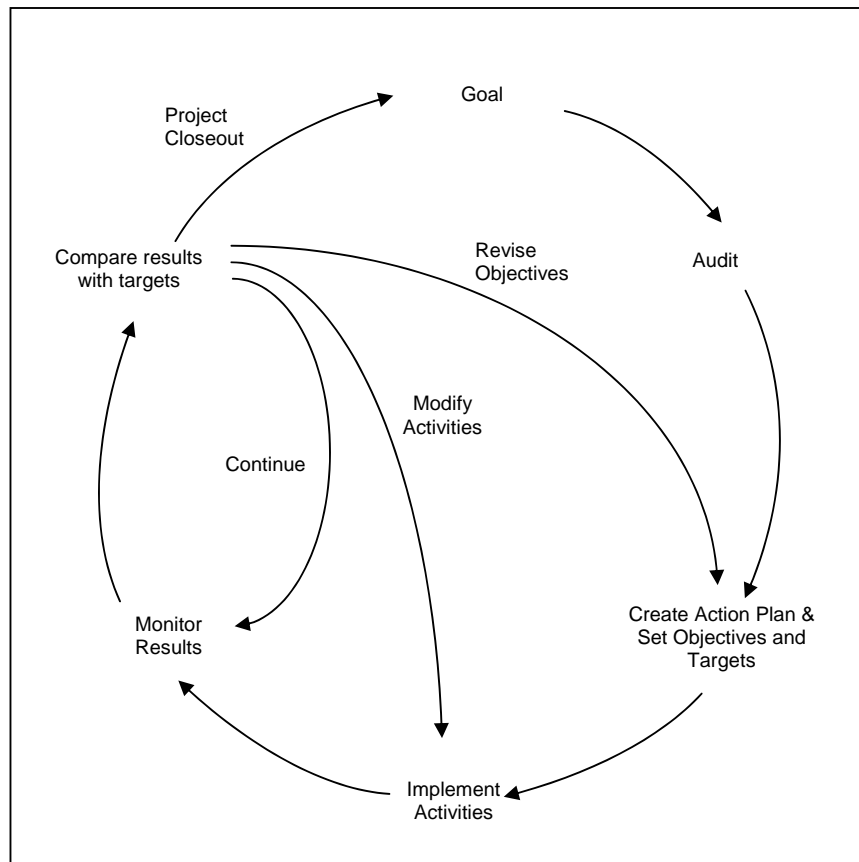


Figure 6 – Strategic Planning Control Loop

9.2 Objectives and Targets

Within the high level goal of Connect to Sailing defined by ISAF, the objectives for each participating country will be defined by the NTF. This will follow an audit of current sailing within the country and an assessment of conditions for change, national culture and resources available to the NTF.

Example objectives might include:

- Develop and implement a quality standard for the provision of sailing to young people.
- Develop a volunteer strategy to effectively train and manage volunteers enabling them to support entry and participation in sailing.
- Develop a volunteer strategy which values voluntary activity.
- Facilitate coach development at sailing providers to the quality standard.
- Ensure open access for young people from all social and economic backgrounds into sailing.
- Increase participation amongst school age youth and their communities.
- Increase local opportunities for young people from all sections of the community, particularly those from lower income families to go sailing.
- Encourage more women, people with disabilities and people from minority ethnic groups to participate in sailing and become involved in its administration.
- Support clubs in the preparation of development plans to ensure their future viability.
- Build awareness of sailing participation opportunities.
- Provide quality provision to young people to ensure their long term participation.
- Meet objectives of sponsors and commercial partners.

SMART⁴ targets should be set for selected NTF objectives to provide momentum for completion, to provide measures of progress and to enable management as Figure 6 – the Strategic Planning Control Loop

Unless otherwise agreed by the NTF it is recommended that objectives and targets be established and agreed by the NTF within 3 months of their first meeting.

Targets will be defined by the NTF and will be selected to reflect objectives selected by the NTF and the status of national sailing identified by audit. The format of targets will be at the discretion of the NTF but it is recommended that they be expressed in one or more of the following formats

- Absolute numbers, for example; specific number of young people having first fun experience in a set time period, number of sailing locations created or target funding levels.
- Percentage change, for example; percentage increase in number of regular participants in a defined time period.
- Ratios, for example; set number of regular participants for each sailing boat or other equipment.
- Subjective assessments, for example; increase in level of participant satisfaction with availability of sailing opportunity over defined period. Subjective information will be obtained by interviews with participants or other stakeholders. It is recommended that subjective assessment only be used having sought guidance from the Project Manager and where circumstances prevent collection of more specific quantitative data.

⁴ The probability of achievement of project targets is recognised as being improved if five target characteristics are clearly defined. Targets should be *Specific* stating precisely what is to be achieved, *Measurable* through regular evaluation, *Achievable* in terms of their potential of being reached, *Relevant* to overall project strategy and *Time-Related* through definition of a date or series of dates by which they should be achieved. These characteristics are frequently referred to through the acronym of SMART i.e. **S**pecific, **M**easurable, **A**chievable, **R**elevant, **T**ime-Related

It is recommended that targets are established to provide a focus for effort and support team effort. They should however not divert from the overall goal of Connect to Sailing and should be tailored to both the scale of project envisaged and resources available to the implementing team. Guidance on the selection of appropriate targets may be sought from the Project Manager who may either assist directly or facilitate contacts with appropriate expertise.

9.3 Programme

It is recommended that a programme, or timeline, is prepared for all Connect to Sailing projects. This may be either a simple schedule or for more complex projects a Gantt⁵ chart or similar. A project programme will facilitate the breakdown of the project into manageable actions and will facilitate the identification of project priorities and the interaction of separate project activities.

An example project programme to establishment of NTF objectives and targets is enclosed at Appendix D. The master project programme taken from an existing Connect to Sailing project is also included for illustration.

It is noted that many project activities occur in parallel and are not all sequential. A fundamental objective of the project programme is to ensure that all elements of a community sailing scheme, as identified at Figure 5, come together at the correct time. Experience from an existing project has demonstrated that establishment of a community sailing environment requires greater effort than recruitment of young people. This element is therefore prioritised over recruitment for that particular scheme. It will be a matter however for the NTF to prioritise elements subject to their particular circumstance.

9.4 Project Scope

The scale and scope of projects within Connect to Sailing are entirely within the remit of NTFs and their MNA. Projects may be as little or large as finances, resource and facilities can realistically support.

No constraints on scope, format or development of projects is imposed by ISAF with the exception that all projects shall be confirmed by the relevant NTF and that all schemes carried out as part of Connect to Sailing shall comply fully with recognized best practice, all relevant national and nationally recognized international legislation and all other relevant practices commonly regarded as good practice within the member country.

Issues to be addressed should include but not be restricted to

- Health and safety
- Child protection
- Risk assessment
- Insurance and liability provision

The assistance of the Project Manager may be sought for advice on available sources of information and services where existing experience or national standards do not meet project needs. Where appropriate the Project Manager will facilitate contacts with existing schemes.

⁵ Examples included at Appendix E

10.0 CONNECT TO SAILING ELEMENTS

10.1 Sailing Administration

The national administration recommended for Connect to Sailing should comprise the NTF, MNA and any local task force, group or further representation considered appropriate by NTF, MNA or Ambassador. It is recommended that the relationship of the different members is agreed at the inaugural meeting of the NTF to be called by the Ambassador. A draft agenda for the inaugural meeting of the NTF is included for reference at Appendix F.

It is strongly recommended that membership of the Connect to Sailing administration be kept small and be limited to those with the abilities and expertise to contribute positively to projects either through their relevant knowledge or availability to regularly and actively promote and manage the implementation of projects. The NTF should specifically avoid “Political” or “Status” appointments unless they are required to deliver the NTF objectives. The NTF should positively seek “Sailing Industry” involvement.

Longer term development of Connect to Sailing schemes may require the development of local task forces (LTF) to support the NTF. Should this become necessary it is recommended that these follow the network delivery model established for Connect to Sailing as a whole. The NTF will thus adopt the role of a facilitative group to co-ordinate activity and share knowledge and experience arising from individual LTFs to the wider scheme as Figure 7.

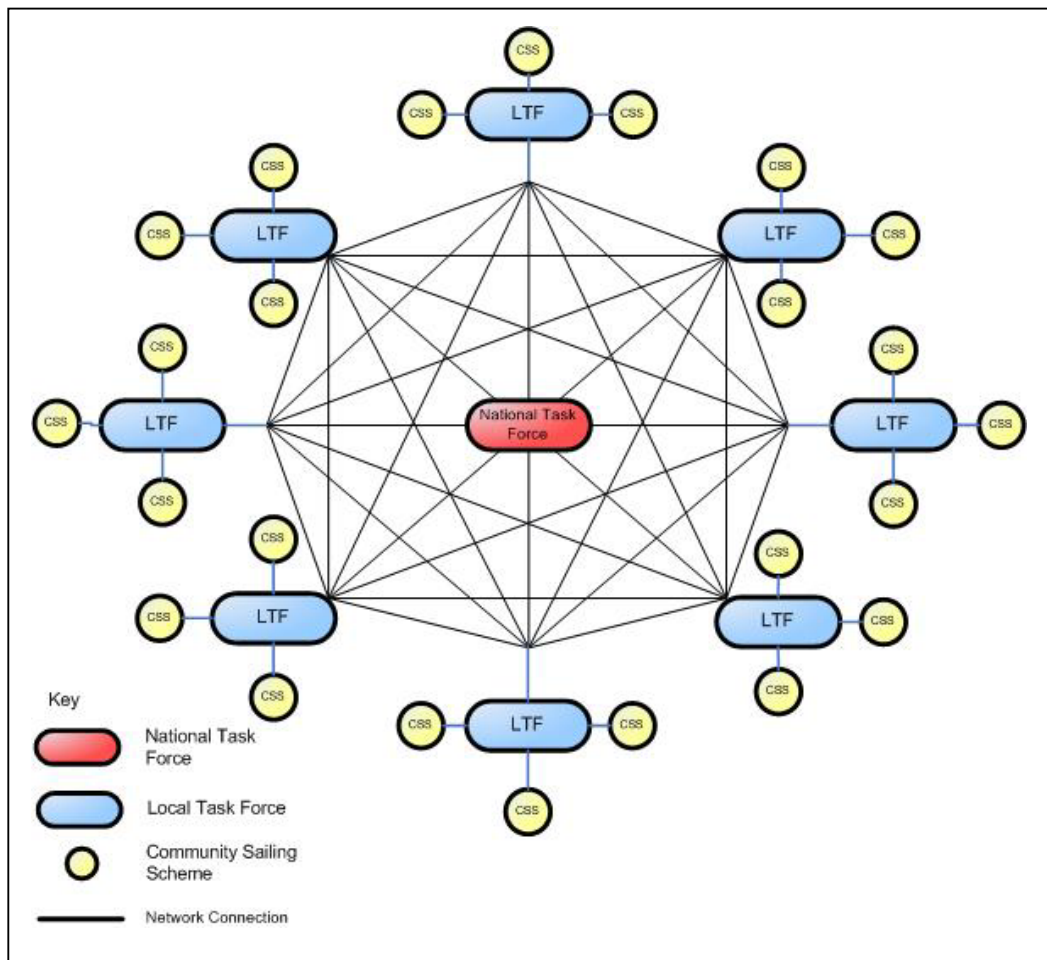


Figure 7 – Recommended National Connect to Sailing Network Delivery Model

10.2 Sailing Instructors

It is a requirement that all sailing be carried out within a safe environment and where applicable, under the supervision of qualified instructors.

The procurement of instructors and qualified people suitable to lead community sailing schemes is the responsibility of the NTF and MNA to manage within the resources available. Dependent upon the outcome of the initial sailing audit, external instructors may need to be sourced to create a pool of national sailing instructors able to subsequently train others. Alternatively, within a developed sailing nation, a volunteer programme may be used to draw on existing skills to pass knowledge and abilities onto new participants. Should a pool of existing sailing instructors not be available the Project Manager should be contacted for advice. It is important that proper quality standards are adopted and maintained in the management of all aspects of a programme. If none exist then ask for help and recommendations before proceeding.

10.3 Boats and Equipment

The provision of boats and equipment may either be standardized by country or left as an open scheme to reflect the availability of existing equipment and the ability of the NTF to arrange funding and/or obtain new equipment. The final decision shall be the responsibility of the NTF.

Equipment provided for and used within schemes shall comply with the minimum requirements of the MNA and applicable national legislation.

10.4 Sailing Facilities

Locations for sailing will be dependent upon the stage of development of sailing within the country. It is recommended that where possible community sailing schemes be carried out in established sailing facilities. Where this is not possible the NTF should consider locations able to provide safe sailing for all ages and abilities and that, in due course, may be suitable for development of a community environment in permanent facilities. Transport to potential sailing facilities should be considered.

10.5 Funding

Connect to Sailing projects will be independent of any ISAF funding and must therefore raise all required revenue through the efforts of the NTF. This may be obtained through governmental or non governmental funding, MNA, charitable donations or through commercial sponsorship, or social responsibility programmes. Dependent upon circumstance, the NTF may wish to consider self funding schemes through charges for membership. Assistance with identification of sources of funding may be sought from the Project Manager should the NTF encounter difficulties in addressing this key project element.

The chosen national format of Connect to Sailing will be dependent upon available funding. With no restrictions the NTF may chose a clearly defined and prescriptive approach, centrally managed with standardization of equipment and activities and centrally distributed marketing materials. Alternatively a lower budget may demand an open equipment and activity policy, locally produced marketing material and limited, if any, central funding.

It is recommended that to enable Connect to Sailing to be successfully rolled out and be responsive to potential changes in funding the chosen format should be developed to have a prioritised, modular format. This approach will provide sufficient flexibility to enable schemes to be commenced at a chosen level and rate of growth but to subsequently be

able to be developed and expanded or contracted to match any changes arising from variations in funding.

10.6 Connect to Sailing Materials and Merchandise

The success of Connect to Sailing will be dependent upon the communication of the project and community schemes to the sailing and wider audience. Promotional material and marketing materials will be required to support communication. It is recommended that Connect to Sailing be focused upon young people through links with education boards, teachers and youth groups.

Materials will need to communicate to teachers and potential participants the benefits of sailing (educational, health and personal development), the accessibility and safety of sailing and how the Connect to Sailing programme will work. The extent and scale of materials will be dependent upon the scale of project and available resource. For a major project some or all of the following may be considered.

- Brochure
- Interactive website
- Posters and postcards
- DVD and CDs
- Mobile phone texting

For smaller projects such material and merchandise may be considered unnecessary. Templates will be developed by ISAF such that, where appropriate and practical, a common format can be used across the project.

10.7 Young people

Whilst the goal of Connect to Sailing is broad revitalisation of grass roots participation in all categories of sailing outside elite activity, it is recommended that initial focus be on youth through the framework described at Figure 4.

To stimulate interest in sailing it will be necessary for the NTF to develop an appropriate communication strategy. It is recommended that this be achieved through links with education boards, teachers and youth groups alongside development of marketing materials as noted at section 10.6.

For maximum effect it is recommended that the NTF target specific segments of the available youth market and through selected adult contacts introduce young people to their first fun experience through the following 4 stage process.

1. Identify and define best target groups for introduction of young people to sailing.
2. Market Connect to Sailing to target group adult contacts.
3. Consolidate marketing to interested adult contacts with direct discussions.
4. Make arrangements and confirm date for group first fun experience.

Research from the United Kingdom⁶ indicates that “whilst advertising is important it is the quality of the ‘on water’ experience that is the priority”. The importance of ensuring the availability of a community environment after stimulation of initial interest and the first fun experience (section 7) is reiterated to prevent loss of potential recruits through lack of follow up opportunity.

⁶ Kids on Board (2002) – Maritime Leisure Research Group, Southampton Institute

For reference examples of suggestions for raising awareness of opportunities to young people are included at Appendix G.

ISAF is fully committed to safeguarding the welfare of all children and young people. It recognizes its responsibility to take all reasonable steps to promote safe practice and to protect children from harm, abuse and exploitation. All projects carried out as part of Connect to Sailing shall be implemented in full recognition of this policy. The NTF shall ensure that all projects within their jurisdiction are carried out within a clear policy on the protection of children and young people. The policy shall be compliant with national and international law and be in place prior to the commencement of any projects relating to children and young people.

Each Connect to Sailing Task Force, or any organization using this plan as a basis for a children's sailing programme, is responsible to ensure that they fully implement the relevant Child Protection legislation in force in that nation or territory and in the absence of any such legislation, to introduce policies and procedures that will satisfy the same requirements. Examples of existing policies and procedures can be provided on request.

10.8 Adult Support

Focus upon young people through links with education boards, teachers and youth groups will generate sailing participation with a substantial requirement for adult supervision and support. The manner in which this may be addressed will be dependent upon national circumstance and culture and therefore must remain within the remit of the NTF. A fully funded commercial model may, in the short term, be able to address this need through professional staff but it is unlikely that this will be sustainable. It is therefore recommended that the NTF develop models that stimulate the involvement of parents or other adults and responsible young people as volunteers. Parallel development of adult sailing within a community sailing scheme extending beyond the initial focus of young people may go some way to meet this need.

11.0 ISAF CONNECT TO SAILING SUPPORT

11.1 Introduction

The role of ISAF within the Connect to Sailing programme is that of initiator and of management at strategic level to facilitate a co-ordinated, self managed and sustainable development programme to promote worldwide sailing. ISAF will thus act primarily as a facilitating organization to Ambassadors, NTFs and MNAs.

ISAF propose to provide support to the Connect to Sailing network through:

- Connect to Sailing Project Manager.
- Connect to Sailing Website.
- Connect to Sailing Ambassadors.
- Connect to Sailing Seminars.
- Connect to Sailing Ambassador Forums.

11.2 Connect to Sailing Project Manager

The role of the Project Manager will be to promote and co-ordinate strategic Connect to Sailing activity and with Ambassadors facilitate the creation of a lively collaborative environment to share, use and transfer knowledge and experience arising from individual NTFs.

The Project Manager will act as the ISAF focus for Connect to Sailing and will be responsible for the promotion and initial development of Connect to Sailing models and policies.

Initially the Project Manager, in conjunction with the ISAF Development and Information department, will act as the central focus for arrangements for communication between Ambassadors and the collection and dissemination of relevant information and good practice between them. It is anticipated, however, that over time the the Ambassador network will become self-sustaining and self supporting.

The Project Manager will be responsible for reporting the progress of Connect to Sailing to ISAF.

11.3 Connect to Sailing Website

The ISAF resource of relevant information and good practice will be stored and made available to all through a central ISAF website.

Principal elements of the website will be a project notice board, key project documents and materials, examples of good practice and international lists of contacts to enable direct network communication.

11.4 Connect to Sailing Ambassadors

ISAF will appoint Connect to Sailing Ambassadors who will operate under the role as set out in the Ambassador Terms of Reference in Appendix B.

The Ambassadors will act as an enabler and bring together the stakeholders in the sport in a country.

11.5 Connect to Sailing Seminars

ISAF will hold Connect to Sailing seminars at least annually during the ISAF November Conference.

The seminars will provide a platform for the exchange of best practice and initiatives taking place globally alongside update reports on Connect to Sailing.

11.6 Connect to sailing Ambassador Forums

To facilitate the exchange of information and good practice and to support development of a sustainable, self supporting Ambassador network ISAF will arrange regular Ambassador forums. The format and frequency is to be determined but it is recommended that these be held at a maximum of yearly intervals.

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 them 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 ANALYSIS⁷

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?
- What are the interesting trends you are aware of?

Useful opportunities can come from such things as:

⁷ Taken from Mind Tools – Tools for Mastering Complexity www.mindtools.com ©James Manktelow, 2003
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- 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)

ID	Task Name	'04					'05					'06								
		O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A
36	Prepare Promotion & Communication Material																			
37	Establish Message(s)/Image(s)																			
38	Promotional & Programme Teacher Briefing Document																			
39	Club/Training Centre Pack																			
40	Prepare MNA Programme Manual																			
41	First Stage Website																			
42	Website Development																			
43	Prepare Partner Support/Brand Pack (Merchandising)																			
44	Prepare Junior Sailing Club Support/Brand Pack (Merchandising)																			
45	Volunteer Strategy																			
46	Complete appointment and training MNA Volunteer Manager																			
47	Appoint and train Regional Volunteer Co-ordinators																			
48	Launch Volunteer Support Programme																			
49	Volunteer Co-ordinator training commences																			
50	Development Programme Volunteer Training Plan																			
51	Train Junior Sailing Club Leaders																			
52	Establish Junior Sailing Club																			
53	Establish Volunteer Team (inc training)																			
54	Establish Facilities to MNA Standard																			
55	Establish Equipment to MNA Standard																			
56	Establish Activities to MNA Standard																			
57	MNA "Certification"																			
58	Programme Junior Sailing Club Established																			
59	YP Recruitment																			
60	Identify YP Target Groups & liase with Adult Contacts																			
61	Market to Target Young People (YP) Target Groups																			
62	Arrange initial First Fun Experiences (FFE)																			
63	Ongoing arrangements with Target Groups for FFE																			
64	Initial YPs have FFE																			
65	YPs join Junior Sailing Club																			
66	YP Attendance Monitoring																			
67	YPs become Regular Participant																			
68	Ongoing Participation																			

Example Master Programme (Page 2 of 3)

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 RYA⁸

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

⁸ 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.