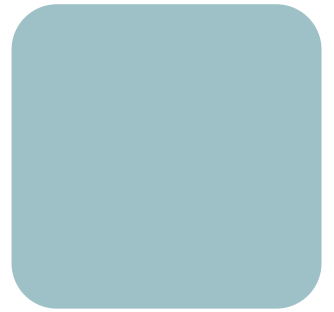
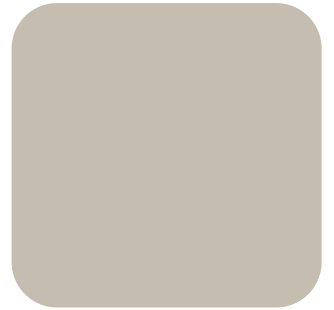


Volunteer Training for Future Participation and Events

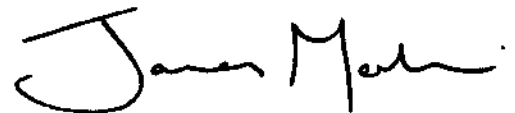
Outcomes from Yachting Victoria's Go Sailing and Boating Project



Investing in Volunteer Training for Future Participation and Events

“As a result of savings from the Volvo Ocean Race Melbourne Stopover, the Victorian Government is delighted to have supported Yachting Victoria’s Volunteer Training Program. Our investment has resulted in the training of 355 volunteers from 61 local sailing clubs, including 112 accredited coaches, instructors and race officers.

The increase in volunteers has given clubs the capacity to improve community participation in sporting activities, deliver local, regional, national and international events and develop career pathways for coaches, race officers and instructors.”



James Merlino

Minister for Sport, Recreation and Youth Affairs

New coaches receive their accreditation from Minister Merlino.



Photo from front cover: Minister Merlino at the 2007 Go for Gold Regatta with Jac Broise, member of the Victorian Youth Sailing Team (left) and John Bertrand, Patron of Sail Melbourne and 1983 America’s Cup Skipper (right).

Investing in Volunteer Training for Future Participation and Events

Background

In July 2003, the Victorian Government signed an agreement with Volvo Event Management to host the Melbourne Stopover of the 2005/06 Volvo Ocean Race. Events Yachting Victoria managed the staging of the Melbourne Stopover on behalf of the Victorian Government.

The Volvo Ocean Race Melbourne Stopover was successful in renewing interest in sailing in the local communities. At the conclusion of the Volvo Ocean Race, \$402,000 legacy funding was allocated to Yachting Victoria to reinvest into the community for water race management and sport development purposes. Sport and Recreation Victoria approved funding for the *Go Sailing and Boating* project.

This report describes participation in the project, the impact on local sailing communities and lessons learned from the *Go Sailing and Boating* project.

Introduction

Aim

The purpose of the *Go Sailing and Boating* project was to build the capacity of local sailing clubs by providing a range of accredited courses to train instructors, coaches and race officers. The increased capacity was designed to enable local sailing clubs to deliver water race management at events and offer new participation programs in the future.

Project Approach

The project was implemented in three phases (Refer Appendix A). It included preliminary research from a survey of clubs (Refer Appendix B), followed by training activities. The training was developed using the research findings from the club survey.

Project Targets

At the beginning of the project, Yachting Victoria identified the need to train a minimum of **40** instructors, **30** race officers and **20** coaches based on previous research and budget analysis. The local sailing community fully embraced the opportunity to undertake training and the participation rate was much higher than expected. The targets were well exceeded.

Who was Involved in the Club Survey?

The first phase of the project involved a club survey to enable Yachting Victoria to clarify who would be involved, what training was needed and the capacity of clubs to participate. (Refer Appendix B).

Participation in the club survey entitled local clubs to nominate volunteers for the training courses. In addition to the accreditation courses for coaches, instructors and race officials, clubs participating in the survey were able to nominate volunteers for additional training opportunities. All of the training and courses provided were conducted by accredited organisations and Registered Training Organisations (RTO). Yachting Australia and Yachting Victoria are both recognised RTOs (Refer Table 1 overleaf).

Yachting Victoria's **90** local sailing clubs were invited to participate and **52** accepted the offer. Most of the clubs were located along the Victorian coastline and this included:

- **43** clubs in an area of priority (i.e. high growth, disadvantage or rural isolation);
- **nine** clubs in the Mornington Peninsula Shire Council;
- **five** clubs in regional and rural (inland) areas; and
- **three** clubs with a statewide membership base (e.g. Ocean Racing Club of Victoria).

Investing in Volunteer Training for Future Participation and Events

The club survey was an extremely useful tool for ensuring the success of this project. Making participation in the club survey a prerequisite for clubs to nominate volunteers for targeted training and accreditation courses was an effective method to gain support for the *Go Sailing and Boating* project. The club survey also encouraged local sailing clubs to analyse and reflect upon their current strategies, policies and participation programs and how they lead to stronger local communities.

“Our yacht club has a good tradition with good quality race officials. The *Go Sailing and Boating* program has meant that we can keep this going.”
(Black Rock Yacht Club)

Table 1 – Details of training providers

Name of Training Course	Training Accreditation Details
Certificate IV in Training and Assessment	RTO and part of the Victorian Education Curriculum (VET)
First aid course (Senior Level 2)	Life Saving Victoria accredited
Power boat handling course	Yachting Australia accredited
Risk management program	Yachting Victoria program
Inclusion program	Yachting Victoria program
Member protection policy	Yachting Victoria program with Australian Sports Commission requirements
Race officer accreditation	Yachting Australia accredited
Coach accreditation	Yachting Australia accredited
Instructor accreditation	Yachting Australia accredited

Investing in Volunteer Training for Future Participation and Events

Participation in the Go Sailing and Boating Project

The following sections describe the participation fostered by the project in terms of increases in both general participation in sailing and in decision-making aspects of the sport (and therefore building governance networks). General participation has been shown to deliver a range of benefits for individuals including improving their contacts, skills and opportunities.

General participation also helps create positive attitudes, social integration and innovation in the sailing community. Participation in decision-making activities has further benefits in terms of community strengthening by improving the capacity of clubs to plan and run activities that are suited to the populations in which they are located. These benefits of participation are explained in more detail in the report *Indicators of Community Strength: a framework and evidence* (DVC 2006).

Trained Race Officers, Coaches and Instructors

To date, **355** volunteers have participated in training opportunities, **112** volunteers have completed their courses, **80** volunteers are awaiting assessment and the remaining volunteers are still undergoing training. Furthermore, the club survey revealed that Yachting Victoria had underestimated the demand for training of race officers, coaches and instructors. More than three times the anticipated number of people enrolled in accreditation courses (Refer Table 2).

Overall, of the volunteers that attended training **32 per cent** successfully completed their courses. Of the volunteers that attended the **coach training 45 per cent** have gained accreditation to date, and of those participating in **assistant instructors training 100 per cent** gained accreditation.

Table 2 – Participants undertaking accredited courses for race officers, coaches and instructors

	Project Target	Total Increase (ie. Training completed)	Awaiting Assessment (To be completed in 2008)	Training In Progress (To be completed in 2008)	Total Attendance	Current Club Demand
Race Officers	30	36	32	116	167	267
Coach	20	10	11	0	22	71
Instructors	40	66	37	47	166	179
TOTAL	90	112	80	163	355	517

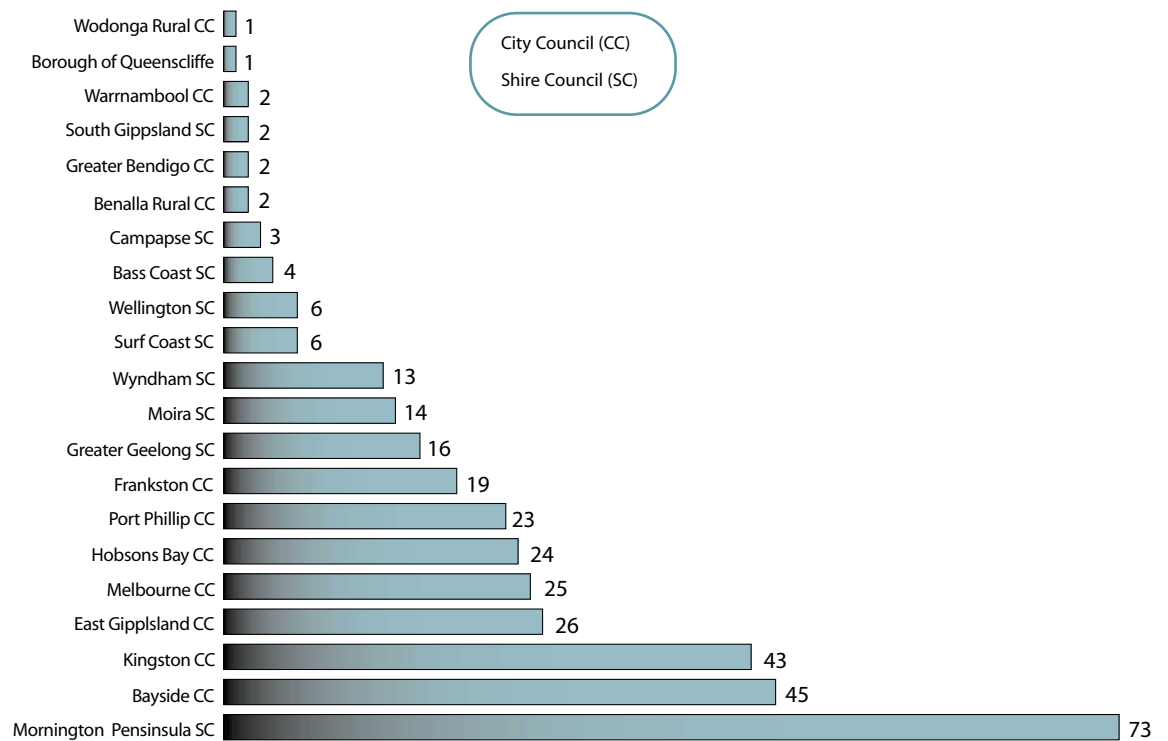
Investing in Volunteer Training for Future Participation and Events

Geographical Spread of Volunteers

Go Sailing and Boating project has reached local sailing clubs in **27 per cent** of Victoria's local government authorities. The geographical spread of volunteers participating in coach, race officer and instructor training courses are represented in Figure 1 based on the local government area their sailing club is located.

“Two of our young sailors had the chance to complete qualifications for no cost. They are both now running the coaching program at our club.”
(South Gippsland Yacht Club)

Figure 1 – Participating Volunteers



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Pathways and Under-represented Groups

The *Go Sailing and Boating* project allowed a range of community members to undertake training at no cost to them or their sailing club. The high demand for accreditation courses by people of all age groups and varied sailing experience prompted Yachting Victoria to offer additional courses and training.

The development of Club Race Officers, and the addition of the Assistant Instructor courses to the training program, resulted in the participation of a number of youth and juniors (<25 years). Of the **355** volunteers that have participated in Race Officer, Coach and Instructor courses to date **14 per cent** were **youth and juniors** (< 25 years) and at least **13 per cent** were **women and girls**.

“The Assistant Instructor course was great, as we needed something to help retain the teenagers a little longer. They are now putting back into the club with learn to sail.”
(Royal Geelong Yacht Club)

Yachting Victoria took the opportunity to introduce a structured pathway from grassroots to elite level for race officers, coaches and instructors. For example, the International Race Officer course has enabled further development opportunities for experienced volunteers to progress to the elite level. This initiative will enable clubs to continue to build their capacity and is a noteworthy outcome from this process.

Participation in Governance and Decision Making Activities

Aside from identifying opportunities for general training, the club survey assisted in identifying the needs of sailing clubs and barriers to participation at a local level. Members of committees and boards of local sailing clubs embraced the opportunity to participate in strategic planning and decision making activities in their community. Club members worked with Yachting Victoria to develop a plan and strategies to address the needs and inadequacies of existing policies and develop new leadership.

Club Development and Planning

Through the club survey process, Yachting Victoria and club representatives identified gaps in resources, volunteers and policies. Yachting Victoria identified a number of priority areas including the development of strategic plans and policy development. A model developed by Cricket Victoria will be adapted by Yachting Victoria, and implemented under separate government funding, (i.e. 2008-10 *State Sporting Association Support Grants*). This will enable local clubs and affiliates to identify and achieve their strategic objectives.

“Just another good thing that Yachting Victoria is doing for us. We needed more qualified instructors so this helped out a lot.”
(Albert Sailing Club)

Investing in Volunteer Training for Future Participation and Events

Increased Club Capacity

The diversity of training opportunities offered has resulted in local sailing clubs being able to plan for, and deliver, high quality water race management events using recently trained race officers.

New assistant instructors and instructors have improved the ability of local sailing clubs to deliver new participation programs at grassroots level. Local clubs are now able to offer a wide range of participation programs to the local community including:

- Sailability (for people with a disability)
- Tackers (for youth and juniors)
- Schools Teams Racing (for people attending secondary school)
- Women in Sailing (for girls and women)

‘We have an emphasis on Sailability of our yacht club, now we can ask for more competitions to be held.’
(Docklands Yacht Club/Accessible Sailing Club)

The Impact on Local Sailing Clubs

The impact of the *Go Sailing and Boating* project on local communities and sailing clubs has been substantial. The local clubs reported the training of coaches, race officers and instructors has enabled them to:

- Deliver quality event management at local, regional, national and international standard events;
- Identify ways to retain existing volunteers and attract new ones;
- Connect more community members to local clubs and engage in sporting activities in a non-participatory role;
- Meet the demand for new participation programs with qualified personnel; and
- Development career pathways for coaches, race officers and instructors.

For example, having quality, trained race officers and coaches enabled local clubs to **stage sailing events** in metropolitan and regional locations and develop emerging athletes. The sailing events delivered within Victoria in the 2007/08 season, included a range of regional, state, national and international standard events such as *2008 Sail Melbourne* and *Geelong Skandia Week* and the *2007 Go for Gold Regatta*.

“We successfully ran the 2008 49 and 29er world championships with the assistance of the *Go Sailing and Boating* program, in particular, the up skilling of our race officers.”
(Sorrento Sailing Couta Boat Club)

Investing in Volunteer Training for Future Participation and Events

The **recognition of volunteers**, and their hard work, is important in retaining their services. Additional sponsorship by Helly Hansen has enabled Yachting Victoria to provide sailing apparel to recently accredited volunteers. This initiative greatly assisted in developing positive attitudes, self esteem and pride in volunteers as well as promoting the *Go Sailing and Boating* project.

“Port Melbourne Yacht Club has been able to add to it already strong volunteer program. The *Go Sailing and Boating* program has been good to be able to give recognition to these people.”
(Port Melbourne Yacht Club)

When local sailing clubs were asked to describe the impact of the *Go Sailing and Boating* project they identified the following impacts:

- Giving clubs more qualified instructors;
- Allowing clubs to continue training quality race officials;
- Educating large number of volunteers;
- Giving recognition to volunteers;
- Retaining youth and juniors in local clubs;
- Staging world championship events; and
- Allowing club members to complete qualifications at no cost.

Success Factors

Two success factors have been identified:

1. The investment in a quality project manager was an essential component of the *Go Sailing and Boating* project's success.
2. The completion of a face-to-face survey with local sailing clubs as this allowed for:
 - a. Collection of accurate data and high quality information;
 - b. Strengthening of relationships between the State Sporting Association and local clubs;
 - c. Identification of barriers and local issues impacting rural, regional and metropolitan clubs;
 - d. Participation by community and local club members in the planning and decision making process;
 - e. Development of links and/or partnerships between local clubs and other community organisations; and
 - f. Development of realistic and achievable strategies and action plans.

“The *Go Sailing and Boating* has allowed the Gippsland Lakes Yacht Club to educate a great number of volunteers. We can now lobby to run more events, and grow our ‘learn to sail’ program over the summer.”
(Gippsland Lakes Yacht Club)

Investing in Volunteer Training for Future Participation and Events

Conclusion

The success of the *Go Sailing and Boating* project provides very strong evidence for the continued investment in the development of coaches, instructors and race officers. Without trained and accredited volunteers the delivery of quality participation programs is severely limited.

The impact of training and education of volunteer extends beyond the personal development of individuals and positively impacts the development of community partnerships, social cohesion, resource capacity and linking community members to local sporting clubs. In addition, providing free training greatly assisted in overcoming the barrier of finding volunteers willing to undertake training as a coach, instructor and race officer.

A summary of some of the impressive outcomes from the *Go Sailing and Boating* project are listed below:

- Quality data and evidence is now available to Yachting Victoria to make accurate and feasible decisions about the future of sailing and its affiliated clubs in Victoria;
- New qualified race officers allow Yachting Victoria and local sailing clubs to deliver a much higher quality of water race management at local, regional, national and international standard events;
- New trained instructors and coaches allow local sailing clubs to deliver sustainable participation programs, develop emerging athletes and address the demand for community sailing opportunities.

- The creation of additional accreditation courses for club race officers, instructors and assistant instructors provides a clear career pathway for volunteers wishing to progress from grassroots to elite competition level;
- A clear and well defined plan by Yachting Victoria will allow for the implementation of strategic planning and club development for local clubs.

Appendix A – Implementation Phases

The *Go Sailing and Boating* project consisted of three phases, with the results from phase one used to determine, and align, the objectives of phase two and three:

- **Phase One** – Research and data collection, including a club survey, and involving up to 90 member clubs and affiliates. Data gathered in phase one assisted the development of a feasible and measurable plan to be implemented in phase two and three. Race official training for use at events such as *Sail Melbourne 2008* and *Skandia Geelong Week*.
- **Phase Two** – Training and education of coaches and instructors. Development and preparation of clubs statewide included consultation and planning activities with local clubs representatives.
- **Phase Three** – Delivery of sustainable events and capacity building of local clubs to allow increased participation programs (e.g. Tackers and Sailability). Training and education of coaches and instructors continues and will include further ongoing reporting on future achievements.

Investing in Volunteer Training for Future Participation and Events

Appendix B – Club Survey

The club survey was a significant component of the *Go Sailing and Boating* project. It also proved to be a valuable investment in developing community relations and building social capital.

The club survey covered a range of topics relating to the operation, administration and management of local sailing clubs. A series of detailed questions were asked relating to types of boats, facilities, economics, club storage, planning, policies, governance, club employment, club ownership, lease payments, club events, membership, participation, officiating, volunteers, training offered, training needed, impact of the drought, impact of the *Go Sailing and Boating* project, government support, community involvement and communication with members.

Yachting Victoria invited all of its **90** local sailing clubs to participate in the club survey and **52** accepted the offer. The number of participating clubs was higher than anticipated, and resulted in an accurate portrayal of local sailing issues.

The *Go Sailing and Boating* project manager visited each club that volunteered to participate in the club survey.

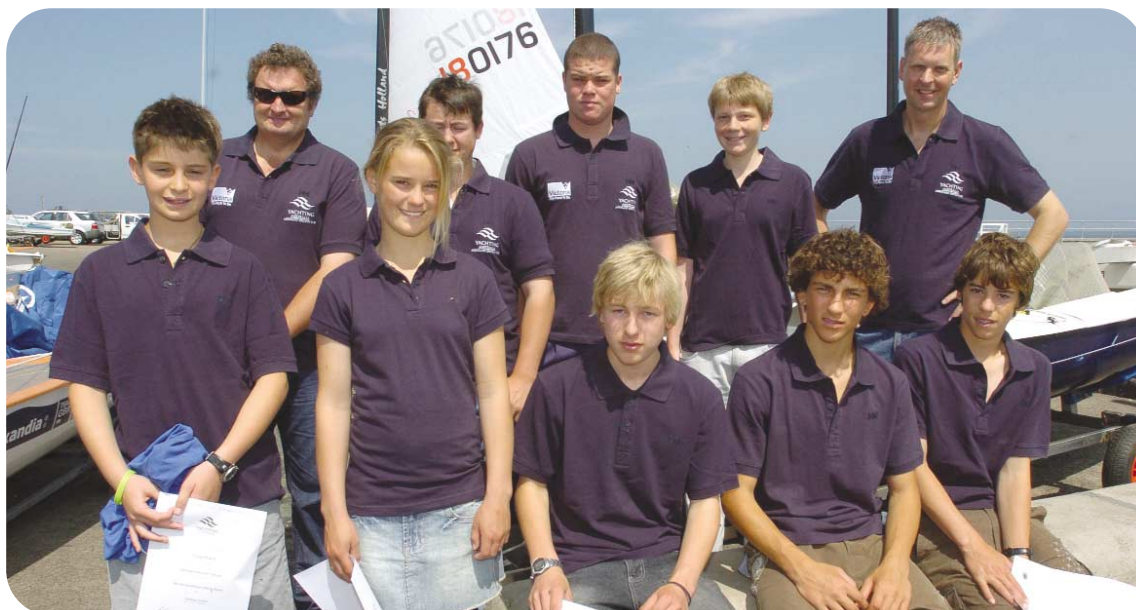
The face-to-face meetings with club representatives provided an opportunity for local clubs to raise concerns and discuss the impact of local issues. This process provided extremely high quality and relevant information, as well as enhancing the relationship between Yachting Victoria and local sailing clubs. A comprehensive report containing a detailed analysis of the data was provided by Yachting Victoria to Sport and Recreation Victoria.

Data from the club survey provided evidence to support the forecasted training requirements of volunteers, and the ability of clubs to deliver future participation programs. The research undertaken in phase one allowed for the development of a targeted and feasible action plan for phase two and three.

As part of their project reporting requirements Yachting Victoria submitted a comprehensive document that presented the research findings and an analysis of the data gathered during the club survey process.

“This has been a fantastic thing to offer our club members in times of drought; it has been very timely.”
(Yarrawonga Yacht Club)

Assistant instructors trained and accredited through *Go Sailing and Boating*





Published by Sport and Recreation Victoria
Department of Planning and Community Development
1 Spring Street
Melbourne Victoria 3000

Telephone (03) 9208 3333

December 2008

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