



Yachting Queensland Club Membership Guide

A guide to assist clubs in understanding the
Affiliation and Capitation System and how to get
the most out of your membership offerings.

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Table of Contents

Introduction:	4
Why the Guide:	4
Yachting Queensland Constitution:	4
Membership Confusion:	6
YQ Affiliation & Capitation:.....	6
Membership Trends:.....	8
Recommendations:	10
Membership and Affiliation Benefits:.....	11
Links:	15
Appendix	16
Introductory Membership:	16



Introduction:

Yachting Queensland is the peak body for all forms of sailing in Queensland. It is a diverse organisation with key responsibilities that in partnership with Australian Sailing, facilitate the management and development of Sailing in Queensland. The existence of Yachting Queensland is pivotal to the health and development of Sailing as a sport and recreational activity in Queensland.

Why the Guide:

The staff and Board of Yachting Queensland are consistently asked about:

- Club affiliation and membership fees
- Why the system exists
- How fee structure works
- Arrangements for payments
- Benefits of membership/affiliation

Through this guide Yachting Queensland hopes to provide clarity to the process currently in place for Queensland Clubs and sailors.

Yachting Queensland Constitution:

YQ Constitution states:

- Clause 1.1 Definitions
 - (g) "Club" means a body which is interested in the control, conduct, promotion or management of sailing;
- Clause 3. Objects
 - The objects for which YQ LTD is established are:
 - (a) to promote and encourage the knowledge and education of people participating in sailing;
 - (b) to initiate, organise, administer, arrange, control and promote Australian Sailing National Proficiency Scheme, AS Approved Training Centres, schools, facilities, curriculums or programs for the education and/or accreditation of people participating in sailing;
 - (c) to liaise with Australian Sailing Inc. and Queensland Clubs and Class Associations for the purposes of advancing knowledge, education and skills in sailing;
 - (d) to promote the development and adherence to national competency standards adopted by the Board;
 - (e) to encourage and promote sailing for educational purposes; as a means of personal development; as a sport; and for recreation;
 - (f) to do all such things as are incidental or conducive to the attainment of the above objects.
- Clause 11.1 Recognition of YQ LTD
 - YQ LTD is:
 - (a) recognised as being the peak body and controlling authority of sailing; and
 - (b) responsible for the administration of sailing; in Queensland.
- Clause 11.2 Operation of these rules
 - YQ LTD and members acknowledge that:

- (a) they are bound by these rules; and
 - (b) these rules are intended to operate to create uniformity in the way in which the purposes of YQ LTD and sailing in Queensland are to be controlled, conducted, promoted and managed.
- Clause 11.3 Compliance by Affiliated Associations
 - (iii) recognise YQ LTD as the authority for Queensland sailing; and
 - (iv) have regard to the purposes of YQ LTD and, in particular, its purpose to create a single, uniform entity for the control, conduct, promotion and management of sailing in Queensland.
- Clause 12.6 Affiliate members
 - An incorporated body which is either a Club or Class Association shall be eligible for Affiliate membership of YQ LTD if:
 - (a) it agrees to be bound by and to comply with the rules and by-laws or rules of YQ LTD from time to time and to accept and enforce all decisions of YQ LTD made in conformity with such documents;
 - (b) it supplies to the Board for approval a copy of its constitution, certified as being a true and correct copy by its Secretary or other principal administrative officer and such other particulars as may from time to time be prescribed by the Board;
 - (c) it's constitution contains such provisions (if any) as may from time to time be required by YQ as a qualification for Affiliate membership.
- Clause 12.10 Membership fees
 - (a) YQ LTD in general meeting may impose such membership fees, levies and requirements for payment as it may determine from time to time.
 - (b) In determining membership fees:
 - (i) an Affiliate member which is a Club shall pay membership fees comprising an affiliation fee and a capitation fee;



Membership Confusion:

Membership hierarchy



The flow of membership is often confused with affiliation to the sport. It needs to be clear that individuals are members of clubs, clubs are members of Yachting Queensland and Yachting Queensland is a member of Australian Sailing.

Through an individual's membership of a club they gain recognition as being affiliated to the sport of sailing at both the State and National level. Likewise a club, through its membership to Yachting Queensland, gains recognition as being affiliated to the sport of sailing both within the State and Nationally.

It is important this is clearly communicated to ensure a clear understanding of the relationships in play and to whom certain responsibilities belong.

YQ Affiliation & Capitation:

As per the YQ Constitution Membership fees are set at a General Meeting, this means that the Members (Clubs) have elected and voted to use the current fee system. The fee system in place is not something YQ has dictated to members.

Also as prescribed by the Constitution, Clubs Membership Fees will be made up of two parts;

1) Affiliation Fee

2) Capitation Fee

Club Affiliation - This is a fee (\$318.00) per 50 Adult Members of the Club (not including Social Members). This fee is capped once the Club membership exceeds 500 (at \$3,180.00 per club).

Capitation Fee – This is a fee (\$77/Adult & \$41/Youth) applied to all members entered into MyClub. There is a minimum capitation fee set at the equivalent of 10 members. No Capitation fee is charged for Life Members or Social Members.

- Club Membership numbers are obtained from the Membership Database (MyClub) each year.
- All fees are subject to a CPI increase annually.
- The rollover date for the membership year will be the 1st October, however, from the 1st July club Members registered in MyClub will be allocated in the following season.
- All club members associated with sailing **must** be entered into the system under the Adult (AS Number) or Youth (AS Number) parent membership category.
- It is encouraged that all 'other' members such as, Social Members also be entered into the system under an appropriate category, Adult (Social) or Youth (Social). This further

strengthens the data in the system and shows a more holistic view of the size of your club. This information is then used for a number of reasons, including showing Government our size and reach amongst the community.

Fee calculation:

Yachting Queensland invoice the clubs for a set fee to cover the preceding season. The invoiced amount is calculated using the recorded members in MyClub from the prior season. Payment of the invoice covers all financial members of a club to be recorded in the national register (MyClub) for the Affiliation year (October – September).

In essence, clubs are being invoiced in arrears to cover the future season. During the preceding season, clubs should be collecting fees from every member who joins. This sum of money will then cover the YQ Fees for the following season. For this reason, should a Club exceed the invoiced number, no extra charge will be applied and a reduction in registered members will not result in a credit being issued. It will be rectified in the invoice for the following season. YQ does not invoice nor does it collect fees per member, as they join. One annual invoice is submitted to a club, so how that club collects the fees they charge individuals is completely up to them.

Clubs use of the system:

1. Clubs should set a membership fee based on their requirements
2. The YQ Affiliation and Capitation fee should be considered in the calculation of club membership fees.
 - a. The YQ Capitation fee should not be optional and should not be separated on club membership fees. The Capitation fee is not a cost to the individual it is a cost to the club. i.e. Club fees are calculated on club membership numbers for the club not for individuals.
 - b. The benefit of becoming a club member includes affiliation to the sport!
3. All club members associated with sailing should contribute and receive an adequate sailing membership linked to the correct "Parent Member Record Type" (discussed below)
4. All club members should be entered into the clubs membership data base MyClub.
5. The membership fees collected should be retained to pay the YQ Fees in the following year, not the current year, as YQ Fees are invoiced in arrears.

Member Record Types:

Clubs currently have the right to set and use whatever club membership names and classifications they like. These are normally set out in the clubs constitution. However, all club membership categories must match correctly to a Parent Member Record Type which is set by Yachting Queensland. These are:

1. Adult (AS Number)
2. Youth (AS Number)
3. Life Member (AS Number)
4. Introductory Member (AS Number)
5. Adult Social
6. Youth Social

For use of the MyClub system for event registrations and online entry the club is also required to have the following Membership (Participant) Categories set up:

7. Discover Sailing Participant
8. Event Participant

Membership Trends:

Much research has been done recently about the trends affecting sport (such as the Australian Sports Commission, Mega Trends, and Market Segmentation, links below) and even global sailing trends. These provide an insight into the future for your club so that you can consider early, decide what changes are required and act ahead of the curve. Obviously, there are local factors which may influence the timing of these trends in your community, however, they are deemed appropriate for all clubs around Australia and we urge you to consider.

ASC Market Segmentation research deemed that Adults fall into 10 basic types of participants.

Club Members:

1. The Loyalists
2. The Sport Driven
3. The Socially Engaged
4. The Apathetic Clubbers

40% of non-club members aged 14-65 belonged as a club member at some point.

Chance to re-engage.

Non Club members:

5. The Sidelined Sportsters
6. The Club Wary
7. The Ponders
8. The Self-Focused
9. The Sport Indifferent
10. The Sport Atheists

25% of non-club members aged 14-65 have expressed an interest in joining a club = 3.8 million people.

Concerns identified by non-club members:

1. Inflexible scheduling
2. Too “clicky” – leaving people excluded
3. Cost
4. Limited opportunities for beginners



For children the research identified 6 basic types of participants:

Club members:

1. The Social Loyalists
2. The Sports driven
3. The Apathetic Clubbers

Non Club Members:

4. The Thrifty Enthusiasts
5. The Ponderers
6. The Sport Resistant

Research determined the following topics to attract and retain children to your sport:

1. Create an environment based around fun and enjoyment and being with friends
2. Value each and every participant
3. Give everyone a chance to join in, regardless of ability
4. Offer flexible membership options for the children and their parents

Over 50% of children who are not club members now, were once part of an organised sport.

46% of non-club members would think about joining a club if activities were better suited to what they wanted.

1.1 million potential new members

Think outside the box to improve how your club operates.

Be flexible, cater to different groups, develop new ways to get people involved, create alternative forms of your game with focus on fun and enjoyment, schedule different times, celebrate volunteers and participation as much as success.



Recommendations:

1. Embrace the sport and the need for a strong State and National Body
2. As club decision makers, advocate on behalf of the sport and set in place a method for all members to be recognised as a part of the sport.
3. Review your club membership offerings and consider the following:
 - a. Is the data being recorded accurately
 - b. Could you make collection and maintenance of the member records easier for your administrator – online membership renewal, use of MyClub
 - c. Flexible payment options
 - d. Flexible membership options – 1 day, 1 month, 3 months, 6 months, 24 months...?
 - e. New membership packages – include sailing opportunities
4. Review level of fees and include affiliation to the sport for all sailing members.
5. Study the links provided, particularly the research items performed by the Australian Sports Commission.



Membership and Affiliation Benefits:

For Members of a Club (an Individual):

As a sailing member of a club affiliated to Yachting Queensland and Australian Sailing, members receive the following benefits:

1. Online digital profile - MySailor
2. Personal Accident Insurance
3. Compliance with Racing Rules of Sailing
4. Communication via website, e-newsletters and social media
5. A say on the strategic direction of your club, Yachting Queensland and Australian Sailing
6. Discount with AVIS car rental
7. Discount with Yaffa Publishing for Australian Sailing and Yachting and Cruising Helmsman magazine
8. Discount with Toga Hospitality – Adina apartment hotels, Medina, Vibe Hotels, Travelodge Hotels
9. Discount on Bausele watches
10. Discount on accommodation at the Yachting Queensland building
11. Discount on Nautilus Marine Boat Insurance
12. Discount on officials and instructor courses

For a Club:

Yachting Queensland and Australian Sailing provide the following benefits to affiliated clubs.

1. Strategic Planning

By collaborating with the States and federal government agencies, Australian Sailing sets objectives, plans and priorities to deliver a successful and growing future for sailing and recreational boating at Clubs.

All Clubs, State Associations and Australian Sailing are governed by elected volunteer Boards or Committees who determine club and, ultimately, peak body plans and priorities.

Every Club member has a say in this via their own Committee, who, in turn, elect State Boards and Australian Sailing's Board. Staff at Clubs and peak bodies work in accordance with the plans and priorities determined by their relevant Boards.

2. Develops Plans, Programs and Policies

Australian Sailing's Strategic Plan, based on the input of member State Associations, determines the priority, programs and policies. Australian Sailing staff then support the Clubs in implementing them.

3. Represents sailing to the Government

Government policy and regulations can positively and negatively impact the sport.

On behalf of the sailing and recreational boating club community, Australian Sailing advocates for the interests of its member States and their member Clubs on a range of issues including; those affecting the sport, safety, communication and the environment.

4. Represents sailing internationally

As a member of World Sailing, Australian Sailing, actively works to influence international sailing policy and regulations.

Australian Sailing also helps strengthen the sport globally by supporting key World Sailing programs and communicating international sailing policies within Australia.

5. Supports Club based competitive sailing

Australian Sailing supports Club based competitive sailing by:

- a. Providing input to, reviewing, and adopting for Australia, the World Sailing Racing Rules of Sailing.
- b. Providing the framework for managing the Rules including the training and development of Club Race Officials, and providing the associated protest and appeals systems.
- c. Formulating and providing Safety Regulations in line with world's best practice.
- d. Managing international ratings systems in Australia, including issuing boat rating certificates for IRC and ORC.
- e. Providing Clubs with safety policies, templates and training to manage safety and minimise incidents.

6. Help Clubs Increase Participation in Sailing

The Discover Sailing Program helps Clubs promote sailing through:

- a. Discover Sailing Days and Experiences to provide the initial taste of sailing.
- b. Courses, a series of practical Learn to Sail classes for windsurfers, dinghies, powerboats and keelboats, offered at one of the over 200 Accredited Discover Sailing Centres throughout Australia.
- c. Crewing, by matching people looking for crewing opportunities with boat owners.
- d. Tackers, a fun based junior program for 7-12 year olds.
- e. Sailability for the inclusion of people of all abilities in sailing at Clubs.

7. Provides Pathways

Australian Sailing supports the long-term sustainability of the sport by providing pathways for sailors and officials, and providing relevant training and development opportunities for people to progress on these pathways.

8. Educates and Trains

Australian Sailing offers programs for Club officials and members including:

- a. Training, qualifying and developing Instructors.
- b. Training, qualifying and developing Club and High Performance Coaches.
- c. Training, qualifying and developing Race Officials including Race Officers, Judges, Umpires and Measurers.
- d. Providing Powerboat courses for both the public, and Club members, to increase marine safety and up skill Club Safety boat drivers.

9. Supports clubs and their members

Clubs have access to a range of services which support them in meeting the expectations of their members. These include:

- a. A wide range of tailored insurance services for Clubs, Class Associations and individuals.
- b. An IT platform (Sailing Information and Management Systems) providing management tools to support organisations and volunteers at all levels. This includes; myClub, myCentre, myClass, myWebite, and mySailor for Club members.
- c. A structure of National and State Committees that provide input to and implementation of, major plans, policies and programs.

10. Provides information and advice

There are a series of websites that are sources of information on the organisation of sailing and boating in Australia that interested participants can utilise to keep up to date with developments.

- a. Key websites include:
 - i. www.yachting.org.au for State Associations, Club Officials and Club members
 - ii. www.discoversailing.org.au for people new to sailing
 - iii. www.australiansailing.org for people interested in the Australian Sailing Team and high performance sailing
- b. In addition, receive our regular monthly e-newsletter, Nautical News, which is sent to all Club registered members, who have provided an email address in myClub.

11. Develops policies

Australian Sailing seeks to ensure the proper governance and management of the Federation. National policies are available to Clubs to be able to protect the interests of members, such as: member protection, safety and risk management and anti-doping.

12. Sanctions National Events

Australian Sailing sanctions a range of national events such as, the annual Australian IRC Championships and Australian Youth Championships.

13. Provides access to Funding Opportunities

Clubs affiliated with the peak bodies can access a range of grant funding opportunities at national, state and local government levels for volunteer or program development, running events, and participation programs through to major facilities improvement. The Australian Sports Foundation enables affiliated Clubs to register appropriate projects such as, safety boat or facilities renewal, to allow financial contributions to be tax deductible. The peak bodies play a key role in influencing government on grant funding programs, promoting their availability to Clubs and assisting Clubs' successful applications.

14. Reinforces Clubs' Status as a Not for Profit Organisation

Affiliated Clubs with not for profit status, generally are not required to pay income tax and

enjoy some other tax benefits, including land tax and local rates because Clubs promote sport and community well-being. This status provides recognition by government and the community, often resulting in potential access to additional services.

15. Develops world class athletes

Using a series of state and national initiatives, talented athletes are identified, supported and nurtured, receiving expert coaching, sport science support and financial assistance. Programs include State Development Squads right up to the level of the Australia Sailing Team (Levels 7-10 on the Sailing Pathway).



Links:

YQ Constitution –

http://www.foxsportspulse.com/assoc_page.cgi?c=1-10096-0-0-0&SID=311976

AS Introduction, Membership & Funding –

<http://www.sailing.org.au/about-us/introduction/#membership-and-funding>

AS Insurance Programs Information –

<http://www.sailing.org.au/insurance/>

Australian Sports Commission - Sports Mega Trends –

https://www.ausport.gov.au/_data/assets/pdf_file/0019/523450/The_Future_of_Australian_Sport_-_Full_Report.pdf

Australian Sports Commission – The Future of Australian Sport –

Text - http://www.ausport.gov.au/information/nsr/the_future_of_australian_sport/reports

Video - http://www.ausport.gov.au/information/nsr/the_future_of_australian_sport/video

Australian Sports Commission Market Segmentation –

Video - <https://www.youtube.com/watch?v=V0v92-JfpW8>

Text -

http://www.ausport.gov.au/_data/assets/pdf_file/0006/531537/Market_Segmentation_for_sport_participation_-_Children.pdf

Volunteer Video -

https://www.clearinghouseforsport.gov.au/research/national_sport_research/market_segmentation_-_volunteers

Appendix

Introductory Membership:

Introductory Member	Any person who has not previously been a member of a club affiliated with a State Yachting Association.
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Introductory Membership Scope:

- Must be for new participants only
- Only valid at one club and that club's events – can be monitored by other clubs when going to enter the member again, myClub will not allow the entry of duplicate members.
- Must be constrained by the time frame of twelve (12) days of activity within 12 months of becoming an Introductory Member – provides 12 months for the club to convince the member to become a Full Member (Adult (AS Number)).
- A fee should be associated with the membership. It is recommended the fee be charged per day of activity, but could be sold upfront.

Some practical considerations

Recommendations to clubs

- That Introductory Membership be formally introduced into their club constitution as a Membership Category or aligned with a suitable existing Club Membership Category.
- The membership category be called Introductory Member – the inference being the first step towards full membership.
- Introductory Membership should not be available to anyone who is an existing or previous member of a club affiliated with any State Association i.e. someone who is, or has been a member of a club, as recorded in MyClub and therefore having a AS Number. (*Note gamba identifies annual membership as a barrier to entry not the cause of attrition of existing members*).
- Clubs enter the person's details in myClub (only once, so no duplicates are created) against the Category of Introductory Member.
- Clubs keep a record of Introductory Members number of sessions, dates of participation, for what events and any other relevant information (*sample spreadsheet attached*)

The Introductory Membership provides:

- Personal accident insurance, for any person recorded in myClub as an Introductory Member of your Club.
 - *Note Personal Accident Insurance is already provided to Learn to Sail Experience and Course participants who are registered in myCentre for up to three months after the completion of their course.*
- An AS Number. The AS number of this person will not be valid for event entry or regatta entry at any other club. Clubs when conducting events must check the validity of an individual's AS Number.

Rationale for the Recommendation

The gemba Report clearly identified one of the major challenges facing sailing clubs as the societal trend away from fixed annual club membership to casual participation. It is reflected in the growth of casual sports' participation at the expense of organised sport, across all sports. Within sailing, it is evident in the growth of occasional and social sailing such as twilights, whilst competitive racing numbers are stagnant.

Introductory membership provides a stepping stone to ongoing participation. It is entirely consistent with the sailing pathway and the Discover Sailing Program. It eliminates the upfront barrier and shock of club membership.

Australian Sailing's sailor registration system, however, only provides for fixed annual membership. Australian Sailing should provide leadership to Clubs in addressing this challenge by creating an Introductory Membership category.

An Australian Sailing Board Paper was presented in 2012 on this subject. Since then Australian Sailing has

- Received numerous sports research reports that reinforce the trend to casual participation. The ASC/CSIRO Megatrends was one of them.
- Observed other sports such as Bowls and Golf introduce and pilot alternatives to fixed annual membership.
- Collaborated with the State Associations who all pay their fees to Australian Sailing on a fixed annual basis, and some of whom have moved their clubs to a similar basis, irrespective of the number of their members they register. (This helps explain the increase in registered numbers from 51k to 65k over the last three years).
- Removed all references to membership of Australian Sailing in its documentation, to reinforce that personal membership is of a club.
- Developed an on line Sailor Profile to remove the cost of production and mailing of a physical card.
- Committed to a major overhaul of its Sailing Information Management Systems, which provides the opportunity to establish a new membership / database structure.
- Observed the piloting at Sandringham Yacht Club of an Introductory Member category that saw over 500 participants registered last year.

The 2012 Board paper argued there is a large number of participants in sailing who are not full members of Yacht Clubs. Australian Sailing has over 65,000 registered club members in MyClub, but ABS data suggests participation of nearly double that. Currently, there is no alternative for a Yacht Club to register introductory members on the Australian Sailing database.

Therefore these "non-member" individuals do not appear on the Australian Sailing database. It could be that:

- a. The Yacht Clubs do not tightly manage membership requirements or registration of participants who are not members.

- b. The Yacht Clubs have other arrangements such as introductory or day membership to accommodate these people, but they are not recorded in MyClub.
- c. The participation of these individuals is introductory, irregular or occasional and is not recorded by the clubs.

This number of participants, who are not full members, is likely to increase as the community becomes increasingly attracted to shorter forms of participation and resistant to the commitment of annual membership. The gemba Report substantiates this and, in particular, emphasises the need for fewer and smaller barriers to entry for new participants – especially with regard to annual Yacht Club membership fees. The gemba report is consistent with other significant market research reports into sports participation such as; ASC/CSIRO Future of Sport and the ASC Sports Market Segmentation study.

Australian Sailing, States and Yacht Clubs need to recognise this and address the issue of a category of club-based membership to accommodate participants who are not full members. It is emphasised the intent is to accommodate introductory members as recognised by the Yacht Club, not for Australian Sailing or the State Associations to have a category of introductory membership that provides membership of the peak bodies.

There are a number of benefits as to why Australian Sailing, State Associations and Clubs should consider the concept of “Introductory Membership” and promote it.

- Australian Sailing will provide leadership to Yacht Clubs to think about changes in society and appropriate club membership structures.
- The individual will enjoy recognition and a sense of welcome and belonging to the Yacht Club community. It can be the first step on the pathway to membership.
- Personal Accident Insurance will be provided and be a benefit to the individual.
- Communicating pathways and developing incentives for these participants to increase their involvement, perhaps even to the level of full membership, will be more feasible if contact details are captured.
- There is a future cost recovery/revenue opportunity for Yacht Clubs and State Associations/ Australian Sailing. The overhead cost of administering sailing at all levels can fairly be recouped across all participants, rather than just full time members.
- The numbers are important for our measurement of our performance including our reporting to government. We do not want to dilute our current membership measures in MyClub, but we do want to record the number of participants.
- It is consistent with the Discover Sailing Program and the sailing pathways in particular.

The potential groups of people who participate but are not full club members and could be treated as Introductory Members include: *(This would be a decision of your club as long as it sits within the Guidelines provided by Yachting QLD)*

- Social and Twilight Race participants –who may sail in more than the three races stipulated in Rule 56, but are not regular club members, including a sub group who only participate on weekdays. Currently many clubs turn a “blind eye” to these sailors with regard to compliance with RRS Rule 56.
- Customers undertaking Australian Sailing Learn to Sail Courses at Discover Sailing Centres (who are members of the public and not club members). We already register this group in

myCentre, but provide limited ongoing communication. It would include people doing the new Discover Sailing “Experience”. Tackers already have a requirement for the child to be a club member. This inclusion could extend to all learn to sail participants if we really want to involve them in the sailing community.

- Program participants, such as Sailability sailors.
- Schools group participants, including those undertaking schools teams racing who are not regular club members.
- Kiteboarders who participate irregularly at clubs but are members of their national body – Kiteboarding Australia.

Compliance

There are a large number of participants in sailing who are not full members of Yacht Clubs. Currently, there is no alternative but for a Yacht Club to register introductory or casual members with Australian Sailing in myClub, other than the full member category. In order for those members to comply with the Racing Rules of Sailing, and/or benefit from the Personal Accident Insurance policy and other benefits offered to club members they need to be registered.

Victorian Pilot in 2012-13 & 2013-14.

Provided by Yachting Victoria

Sandringham Yacht Club in Victoria ran a pilot in 2012-13 and with its success repeated it in 2013-14. Sandringham Yacht Club created a constitutional “temporary” membership category to enable compliance with the club membership requirement of Rule 56.

It created a Day Pass membership, enabling up to 12 races per annum.

No exemption to Rules 46 and 56 was provided by Yachting Victoria.

SYC entered such participants as normal club members in myClub, so enabling the temporary participants to comply with Rule 56. However, the individuals were not issued with an AS Silver Card, as it was mailed to the club and held there.

SYC has indicated a significant conversion from Introductory to annual membership. In 2013-14 there were 1632 day passes issued and 146 conversions for full membership. (Almost 10%)

For further information please contact:

Australian Sailing Regional Manager – Queensland

Ben Callard

ben.callard@sailing.org.au

P: (07) 3393 6788

