

# WHITE PAPER

# ONE KARTING

## The case for a new governance model for Australian Karting.

*“As custodians of karting, our duty is undeniable - not only to protect its proud legacy but to build its future. One Karting is our call to unite, to grow with integrity, and to create a sport that will thrive for generations to come.”*

Kevin Davis - Karting Australia Chair



PART 1 - JANUARY 2026



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# WHAT IS A WHITE PAPER?

**Definition:** *An authoritative report on a particular subject, giving information and proposals for future policy.*

In the context of Karting Australia's One Karting proposal, this White Paper is a formal document that explains a proposed plan for improving the way our sport is governed. It outlines the current challenges facing karting in Australia, presents a clear case for change, and details a new model - **One Karting**, that aims to unify and streamline how the sport is managed nationally.

The White Paper is designed to inform, engage, and start conversations with State Associations, Affiliated Clubs, drivers, volunteers, officials, the karting industry and other stakeholders. It provides background information, explores potential benefits, addresses concerns, and recommends a path forward. In short, it's a roadmap for how Australian karting can grow stronger, become more efficient, and better supported for the decades ahead through modern governance.





# THE OVERVIEW

## The Case For A New Governance Model For Australian Karting - ONE KARTING

This WHITE PAPER presents a compelling case for transitioning Australian karting from a traditional federated governance model to a unified national structure known as One Karting.

To be developed as a collaboration with clubs and Member States, with guidance and assistance from the Australian Sports Commission (**ASC**), and other national sporting organisations, this paper makes the case that karting must modernise to remain relevant, efficient, and sustainable.

The current fragmented Federated system is plagued by duplication, inconsistency, and inefficiencies that hinder growth and burden states, clubs and volunteers.

**One Karting** proposes a streamlined governance model based on centralised operations, strategic state leadership, and improved service delivery to clubs and participants.

Key benefits include stronger club support – employing a proactive targeted approach to the Clubs to establish and fulfill their needs, reduced administrative overheads, consistency across the country, improved commercial appeal, and enhanced volunteer development pathways.

Drawing on the success of sports like golf, cycling, sailing, triathlon, swimming and netball, Karting Australia (**KA**) recommends a phased and consultative transition process, ensuring stakeholder input and continuity of local identity.

Ultimately, **One Karting** is a bold, forward-looking blueprint designed to unify the sport, boost participation, and secure a vibrant future for Australian karting beyond the midway point of the century.



# INTRODUCTION

## A Time for Progress – Strengthening the Future of Australian Karting.

Karting has a proud and successful history in Australia. For generations, it has been the gateway to the thrill of motorsport - introducing Australians to racing while remaining the lifelong motorsport home for most of our members. Today, it also stands as the cornerstone of the nation's racing pathway.

Like all successful businesses and sports, karting must continue to meet the changing expectations of the modern world, its participants, volunteers, clubs, and stakeholders.

**Our vision for the future is clear and it is simple – we want karting to always be moving forward, always evolving and always improving.**

As custodians of karting, our duty is undeniable - not only to protect its proud legacy but to build its future. One Karting is our call to unite, to grow with integrity, and to create a sport that will thrive for generations. We aim to work smarter at all levels so that:

- Our Clubs are thriving - not just existing.
- Our competitions at all levels constantly get better.
- We boost membership across the country.
- We get more people driving karts more often – for recreation and competition!

We are now at a critical juncture. If karting is to thrive long into the future, we must start with modernising the way it is governed.

This white paper sets out the case for change. It proposes the transition from our traditional federated governance structure to an optimised governance model – a future-focused approach known as **One Karting**.

**One Karting is about building a governance framework designed to support and deliver stronger clubs, better service delivery, and a long-term sustainable future.**

It is important to note that this will be the first time most stakeholders are hearing about the One Karting concept. This white paper aims to explain not just what One Karting is, but why it is essential, how it will work, what it will deliver, and what it means for everyone involved.

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# THE STARTING POINT

**Fifteen years ago, AKA embarked on a transformative journey to modernise our sport.**

To remain relevant, inclusive, and sustainable, we must be prepared to challenge the way the sport is currently run. We must look critically at the structure that has served us in the past and ask whether it is still the right model to take us forward.

The first major step in modernising the sport's governance was taken in **2012**, when AKA Inc. voted to incorporate the sport's national governing body as a Company Limited by Guarantee. That decision created a stronger legal and administrative foundation for the national body.

In **2019**, the evolution continued when all Member States of **KA** unanimously voted to adopt the ASC's Template Constitution as our Constitution – aligning the sport more closely with national governance standards and improving transparency and accountability.

In **2024**, the KA Board resolved to undertake a detailed review of the sport's existing Federated Structure – the governance model under which karting, like many Australian sports, has operated for decades.

Following the Board's decision, KA's management began a consultative process with the ASC, including CEO Kieren Perkins and the ASC's governance advisers, to gain expert insights on contemporary best-practice sports governance. We consulted with senior executives from National Sporting Organisations that have pursued similar reform initiatives – including *Australian Sailing*, *AusCycling*, and *Motorcycling Australia* – to learn from their experiences and uncover proven, practical pathways to effective change.

In February 2025, at the Building Better Kart Clubs conference, we began discussions with Member State Presidents and Vice Presidents, gathering insights on what was working and where improvements were needed.

In May 2025, we presented our analysis of that consultation's findings to the State Presidents (the **Executive Commission**.) We explored the key themes raised, compared our current governance model, shared insights from ASC governance experts, and highlighted the experiences of other sports that have successfully transitioned to a more unified "One Sport" approach. We also outlined the Board's vision for a modern, streamlined governance structure to strengthen and future-proof karting.

A Steering Committee comprising the Karting Australia Chair, Deputy Chair, Director Ryan, State Presidents Lane and Motbey, and the CEO and COO was established to co-design and guide the development of a detailed transition strategy and proposed unified governance model for Australian karting.

**Throughout our ongoing discussions, it has become increasingly evident that KA must strengthen its direct engagement with our Clubs, enhance the delivery of services and programs, and improve direct communication across all levels of the sport.**

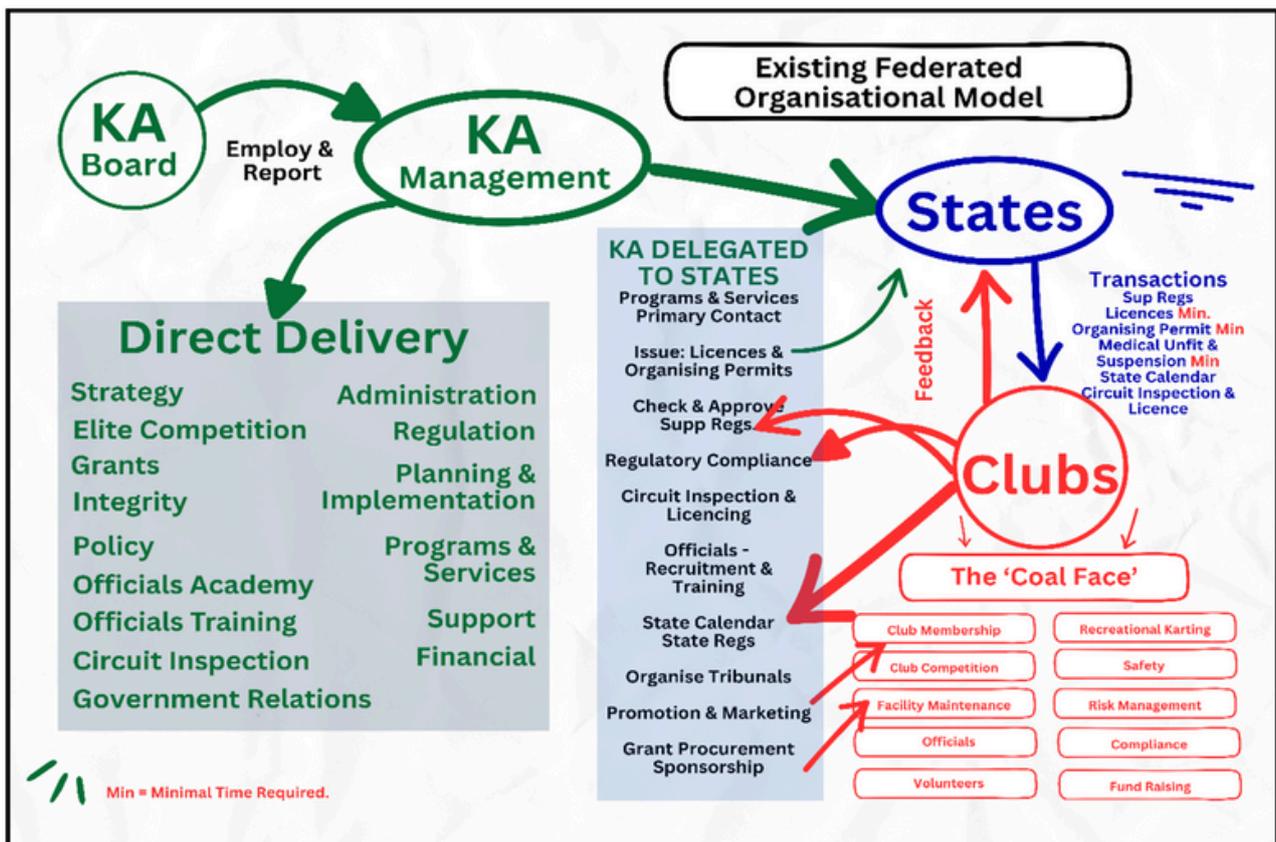
To achieve this, we need to consider a restructured governance framework - one that optimises and realigns the use of both national and state capabilities, supports long-term sustainability, and ensures karting remains strong, connected, and competitive in the sports ecosystem long into the future.

# PROBLEMS WITH THE FEDERATED MODEL

The Federated Model divides resources and weakens karting’s collective potential.

The current federated model – with separate Member State associations operating independently of the national body – has served karting in the past. But today, it presents increasing and well-documented challenges:

- **Duplication of effort:** Repetition of administrative and operational tasks across states leads to wasted resources, inconsistent delivery, which lead to redundant administrative processes and inefficiencies.
- **Inconsistent implementation:** Policies, rules, fees and standards are applied differently across states, creating confusion and undermining fairness. The variability in rule interpretation, policies, safety standards, and event management across Member States, leading to confusion and fragmentation.
- **Administrative burden:** Clubs and volunteers are overwhelmed by regulatory and governance responsibilities. Many of our volunteers are stretched to the limit, leading to burnout and turnover.
- **Fragmented resource allocation:** Financial management and investments are fractured across the country, making it difficult to fund national priorities such as infrastructure, training, or grassroots growth.



## PROBLEMS WITH THE FEDERATED MODEL - Con't.

- **Communication Gaps:** Inefficiencies and multiple stages in communication channels, causes delays and misaligned priorities, often leading to minimal results being achieved.
- **Limited commercial potential:** Without a unified national presence, karting struggles to attract large-scale sponsors and commercial partnerships due to its fragmented nature.
- **Inconsistent participant experience:** Drivers, officials, and volunteers face vastly different systems, costs, and levels of service depending on which State they participate in. The disparity in pricing for licenses and organising permits, undermines the unity of the sport.

These structural weaknesses make the sport harder to manage, harder to grow, and harder to sustain.

**Put simply - the structure that helped build our sport is now holding it back.**





## THE TWO BIG QUESTIONS

In our discussion with the Executive Commission, we tackled the two biggest, most important questions about how karting is run - and what we need to do to secure its future.

### Question 1:

**Why are we still operating under a 100-year-old Federated Model of running sport?**

#### Answer:

There's no good reason. The federated system was built over a century ago. It worked "okay" for a long time, but times have changed. Sport has changed. Society has changed. Expectations have changed. What worked for our grandparents and parents doesn't cut it for today's clubs, volunteers, and young drivers.

Karting deserves something better - a structure that's simple, modern, and designed for the world we live in now.

### Question 2:

**Why wouldn't we come together and build a stronger, smarter model for the future of karting?**

#### Answer:

That's exactly what we should do. Karting deserves a governance model that's forward-thinking, united, and built to last.

By working together, we can back our clubs, empower our volunteers, and create real opportunities for everyone who races today - and everyone who'll discover karting tomorrow.



# ONE KARTING - THE CASE FOR CHANGE

**One Karting is our united vision and collective aspiration to modernise, strengthen, and build a unified, high-performing future for Australian karting.**

Through a period of consultation and collaboration we have now reached a key milestone in the review, evaluation and development process. KA, together with the Presidents of our Member States, is committed to developing a best practice governance model for Australian karting. If implemented as intended, this model will provide a strong legal, governance and management framework designed to support the long-term growth and success of karting nationwide.

**Critically, One Karting does not mean losing local identity or autonomy. State based leadership will continue, with a shift in focus from operations and administration to strategy, development, and club support.**

## THE ONE KARTING PRINCIPLES

This governance reform is anchored in four key guiding principles:

1. A strong national governance mechanism – to provide unified leadership, consistent rules, and delivery of a single national strategic plan.
2. Efficient management of resources – by centralising operations, removing duplication, reducing overheads, and freeing up resources to reinvest in grassroots growth.
3. A more strategic role for Member States – dedicated to providing oversight and leadership to their Clubs through the implementation of a nationally developed and agreed strategy.
4. Improved service delivery – ensuring consistency, quality, and alignment with the needs of states, clubs, volunteers, officials, licence holders and stakeholders.

**This is not about discarding the past. It is about building on the work already done, embracing the future with a shared vision, and creating a structure that helps everyone involved in karting thrive.**

**One Karting** is not just a concept – it is an opportunity to simplify, unify and strengthen the way our sport is managed and delivered across the country. It is a professionally led, strategically aligned, nationally integrated approach to running our sport. It seeks to:

- Strengthen national governance and simplify decision-making
- Centralise and streamline common operations to reduce duplication
- Empower State leaders in more strategic roles
- Deliver more consistent, relevant, and professional support to clubs, and participants
- Align financial resources and effort in a shared vision and plan.



# ONE KARTING - THE CASE FOR CHANGE

It's about:

- Putting our Clubs, Drivers and Officials first.
- Reducing duplication and inefficiencies within the sport.
- Supporting volunteers and officials with clearer structures and better communication.
- Creating a stronger, more attractive sport that is easier to promote, manage and grow.

One Karting means all stakeholders – states, clubs, volunteers, officials, the karting industry, licence holders and KA – working together under a single structure with shared purpose and clearer accountability.

Change is challenging, but essential. This is our chance to unite the karting community, simplify governance, and set a strong path forward. It begins with a conversation - and with One Karting!

## WHY CHANGE NOW?

The push for reform is not unique to karting. Many national sports – including Golf, Cycling, Sailing, Triathlon, Swimming and Netball, to name a few – have already transitioned to unified governance structures. The ASC has made it clear that the federated model is outdated, inefficient, and unsustainable for most sports.

In the words of ASC CEO Kieren Perkins

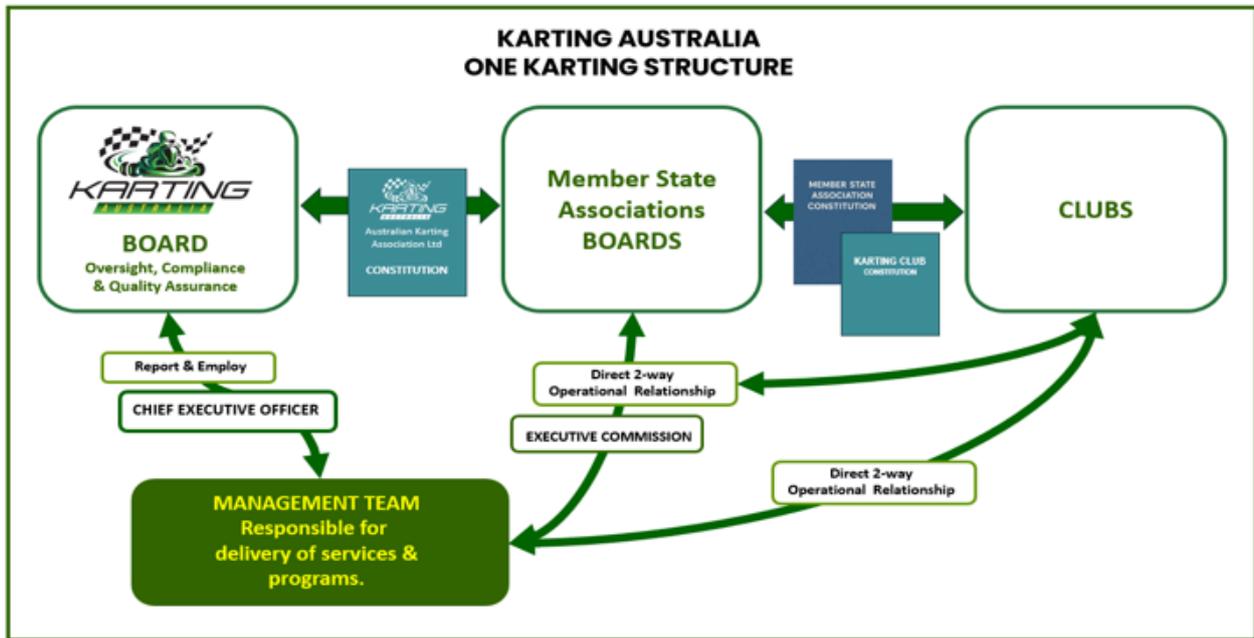
***"Leadership choices are key for sport... The Federated Model guarantees obstruction and oblivion. Each sport must choose the structure that best secures its future."***

If karting does not seize this opportunity, we risk falling behind – losing members, clubs, volunteers, and credibility. We also risk missing out on access to commercial and government funding increasingly directed at sports with modern, aligned governance.

The question is not whether change is needed. It is whether we will lead the change ourselves - or wait until declining participation, rising costs, and volunteer burnout force change upon us.

Importantly, all Member State Associations remain as they are now – independent Incorporated Associations, preserving their governance frameworks and existing legal responsibilities.

# ONE KARTING'S STRUCTURE



## WHAT ONE KARTING WILL DELIVER

A transition to the One Karting model will result in:

### Stronger Clubs

More support, less paperwork, and access to high-quality national resources and training.

### Operational Efficiencies

Streamlined operations and centralised administration will eliminate duplication, reduce costs, and allow resource reallocation to essential areas.

### Resource Optimisation

Better allocation of resources for sport development, promotion, and Club support.

### Professional Service Delivery

Tailored support programs delivered consistently across Australia, regardless of location.

### Consistency and Standardisation

Uniform application of rules, regulations, policies, and safety standards, improving participant experience.

### Improved Governance

Centralised governance supports proactive leadership, effective risk management, and enhanced decision-making.

### A Single Strategic Vision

One national plan, collaboratively delivered with clear roles and shared accountability.

### Enhanced Strategic Investment Focus

Centralised management enables strategic investments in growth areas.

### Reduced Administrative Burden

Fewer duplicated systems and fewer volunteer hours spent on paperwork.

### Volunteer and Official Development

Clear, competency-based training and development programs across the country.

### Greater Membership Growth

A modern, well-managed sport is more attractive to newcomers and easier to retain participants in.



## RISKS AND SAFEGUARDS

Every major change has risks – but in this case, the risks of doing nothing are far greater than accepting the challenge of creating real improvements to our governance model.

The experience of other sports shows that these risks can be managed – and the benefits are significant. Other sports have overcome these challenges and seen significant gains.

Karting can do the same. It is our view that the “One Sailing” model and transitional structure that was implemented in 2016, and the ensuing years provides an appropriate blueprint for us to follow.

## THE PATH FORWARD

From the point of the commitment of the Board and the Executive Commission to proceed towards One Karting, KA proposes a managed, staged approach from commencement to full implementation:

### **STAGE 1: Signed Statement Of Intent Agreeing the Principles and Objectives:**

The State Presidents are unanimous in their confirmation of support of One Karting and for the principles and goals in the White Paper and Q & A and agree that a staged rollout of One Karting is best for Australian karting.

### **STAGE 2: Engagement and Consultation**

Inform, consult and collaborate with our broader Australian karting community by way of workshops, forums, Q & A's and surveys with Clubs, State/Territory representatives, and key stakeholders. Gather input, answer questions, and ensure transparency.

### **STAGE 3: Commencement, Transition and Full Implementation:**

Make commencement a priority by aligning the core elements of One Karting through revised operational responsibilities delegated to Member States. This enables the parties, through the Executive Commission, to collaboratively refine the operating model, agree on guiding principles, and progress a clear, staged national integration roadmap that protects local assets, retains key people, and maintains service continuity.

### **STAGE 4: Cultural Alignment and Strategy Delivery:**

Build a united culture through a single harmonised plan to create consistency, reduce complexity, and achieve our shared objectives, and values.



## CONCLUSION: A CALL TO ACTION

We all want the same outcome – a strong, vibrant sport that thrives into the future.

We are the custodians of this sport. It is our responsibility to protect it now and to leave it stronger for the next generation.

One Karting is not just a change in structure. It is a commitment to modernise, to streamline, and to lead karting with greater purpose and clarity.

The benefits are clear. The risks are low and can be managed - the need for action is urgent.

The opportunity is here; the time is now. Let’s take this step – together. Let’s build One Karting!



### Kevin Davis

Board Chair  
Karting Australia

### Kelvin O’Reilly

Chief Executive Officer  
Karting Australia



### Robert Motbey

President  
KA New South Wales



### Kristan Butler

President  
Karting Northern Territory



### Michelle Rowe

President  
Karting Queensland



### Ian Watson

President  
Karting South Australia

### Anthony McCulloch

President  
Karting Tasmania



### Phil Lane

President  
Karting Victoria



### Alan Waddingham

President  
Karting Western Australia

16 January 2026



## APPENDIX 1 - Key Terms

This appendix explains important terms used in the white paper. It is designed as a quick reference guide for readers.

### **Accountability**

The responsibility to make decisions, take action, and accept the outcomes. In karting, it means leaders, clubs, and officials are clear about who is responsible for what.

### **Affiliated Club**

A karting club that is affiliated with KA in accordance with KA's Constitution, Bylaws and Rules. Affiliation gives the club access to, amongst other things, insurance, rules, training, and national support. Club or Clubs has the same meaning. Clubs are the backbone of the sport, providing places to race, drive, volunteer, socialise and participate in karting.

### **Constitution**

A legal document that sets out the rules, powers, and structure of an organisation.

### **Executive Commission**

A working committee that comprises the KA CEO (the convenor and Commission Chair) one (1) representative of each Member State Association – the State President.

If a Member State decides to unincorporate, their Commissioner will be a person appointed by the representative body for the Clubs in that State to advocate on behalf of Clubs in their region, provide structured feedback and insights to KA and to participate in the development and promotion of the national strategy, initiatives and programs.

### **Federated Model / Structure**

A governance structure where KA is the national body for the sport. Member States are independent incorporated associations that are members of KA and are recognised by its Constitution. Affiliated Clubs are direct members of their State association and affiliate with KA annually. Both Member States and Clubs are required to comply with KA's Constitution, bylaws, policies, and rules, while still managing their own local affairs.

### **Governance**

The way a sport is organised and run at every level. It sets out who makes decisions, how they are made, and how responsibility is shared. It covers rules, roles, responsibilities, policies, and accountability that ensure the sport is conducted with integrity and is fair, safe, efficient, and sustainable.

### **KAC**

A person who holds a Karting Activity Controller's Licence or a Senior Race Official's Licence of issued by KA and who is in control of a Karting Activity in accordance with Appendix 1 of the NCR.

### **Karting Industry**

The businesses that support the sport, including but not limited to importers, wholesalers, retailers, teams, service providers, and engine builders.

### **Licence Holder**

A person who holds a KA licence, including a driver, parent or guardian, official, a KAC, or volunteer, who has permission to take part in karting activities.

### **Member State**

A state or territory body that represents clubs in its region and is a member of KA. Member States link local clubs with the national body.

### **National Sporting Organisation (NSO)**

The recognised national body that leads and manages a sport in Australia. For karting, this is KA.

### **Officials**

Accredited people who run karting events such as stewards, clerks of the course, race directors, and scrutineers. They ensure events are fair, safe, and conducted within the rules.

### **One Karting**

KA's proposed national model to unify or optimise governance and management. It aims to reduce duplication, strengthen clubs, and make the sport easier to run and grow.



### **Regional Advisory Committee**

If at any time in the future a State Association decides to “unincorporate” their State Association, a Regional Advisory Committee will be established for that State to serve as the representative body for the Clubs in that State to ensure that local voices continued to be heard and respected under the One Karting structure.

### **Risk Management**

Identifying, assessing, mitigating, managing and reducing organisational risks.

### **Stakeholders**

People and groups with an interest in karting. This includes drivers, clubs, volunteers, officials, sponsors, the karting industry, and Motorsport Australia.

### **Strategy**

A long-term plan that sets goals and explains how to achieve them. In karting, strategy helps focus resources on growth and sustainability. KA’s current Strategic Plan runs from 2023 to 2030.

### **Transparency**

Being open, honest, and clear in decisions and actions, so others can understand and trust the process.

### **Unified or Optimised Governance**

A model where the sport is guided by one national vision, shared systems, and clearly defined roles, with structures and operations designed to work efficiently and effectively to deliver the best outcomes for members, clubs, and stakeholders.

### **Volunteer**

A person who gives their time to support the sport without pay. Volunteers are essential to running the sport at all levels - clubs, race meetings, and events.



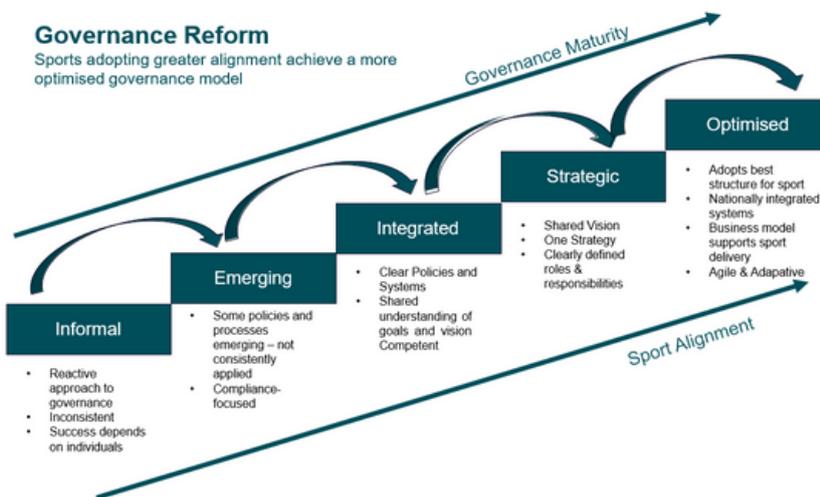
# APPENDIX 2 - Australian Sports Commission Optimising Governance for a Sustainable Future in Australian Karting

ASC CEO Kieren Perkins:

*"The federated model guarantees obstruction and oblivion. Each sport must choose the structure that best secures its future."*



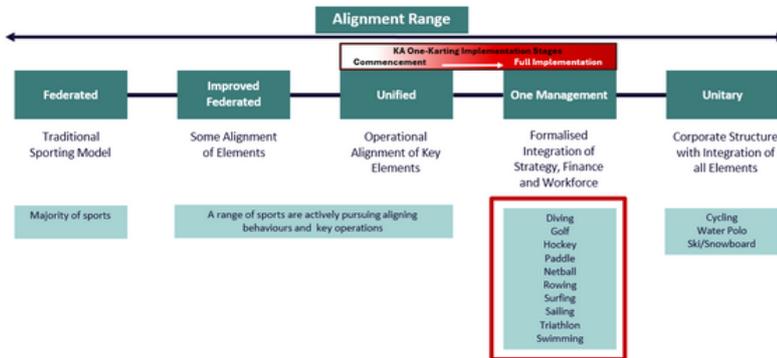
In the evolving landscape of Australian sport, a modern and aligned governance model is no longer a luxury - it is a necessity. The “One Karting” initiative aligns closely with the ASC’s vision for sport optimisation through structural reform. This shift aims to help karting transition from a fragmented federated structure to an integrated and strategic national model that enables efficiency, agility, and long-term sustainability.



Sports that have embraced governance reform have moved through a continuum - from informal, inconsistent models reliant on individuals to fully optimised systems characterised by shared goals, national strategies, clearly defined roles, and integrated operations. Karting now has an opportunity to follow this path, joining the likes of cycling, sailing, netball, and golf, which have successfully implemented national alignment and reaped the benefits.

# APPENDIX 2 - Australian Sports Commission Optimising Governance for a Sustainable Future in Australian Karting

**The Sports Model Continuum**  
There is a range on which sport organisations sit, from the traditional federated model through to a corporate model (AFL)



A well-aligned operating model integrates all key components: governance, strategy, finance, workforce, technology, and programs. These elements are no longer siloed but work in unison to drive consistency, cost efficiency, and strategic growth. The benefits of this approach extend across every level of the sport.

For **participants**, the result is a more consistent and rewarding experience - nationally standardised services, better coaching and officiating, and enhanced volunteer support. For **clubs**, it promises reduced administrative burdens, more shared tools and resources, and coordinated calendars that avoid competition clashes.

**Partners and sponsors** gain access to a unified national brand and broader membership reach, making karting a more commercially attractive investment. For governments at all levels, a single strategic voice improves the ability to negotiate funding, tourism development, and infrastructure upgrades.

### Current Operating Models Characteristics

Model	Systems & Processes	Attributes	Issues
<b>One Management</b> (Federated or Hybrid)	<ul style="list-style-type: none"> <li>All key unified systems and processes in place underpinned by national management</li> </ul>	<ul style="list-style-type: none"> <li>Whole of sport operating model</li> <li>Does not require structure or constitutional change</li> <li>Efficient use of existing resources</li> <li>Enhanced value proposition</li> <li>Greater capability and capacity</li> </ul>	<ul style="list-style-type: none"> <li>Requires detailed planning and investment to implement</li> <li>Workforce realignment</li> <li>Perception</li> <li>Adaptability to local context</li> </ul>

An optimised model also brings significant gains for employees and volunteers, offering clearer career development pathways and the opportunity to contribute to nationally coordinated outcomes.

Executive committees, Boards and administrators, in turn, are freed from administrative inefficiencies, allowing them to focus on strategic leadership and community engagement.

the governance reform process is intentionally inclusive and tailored - built around co-design, sport-specific needs, and participant-centred thinking. Anchored in national strategy, it moves progressively through discovery, design, implementation, and continuous evaluation.

The model envisions **one culture, one strategy, and one system of working, underpinned by shared values and measurable performance outcomes.**

**Now is the time to lead. Now is the time to unify. Now is the time for One Karting. [1]**

[1] ASC - Karting – Sport Optimisation Governance Reform. pptx

## Appendix 3 - Blueprint For Unified Sport Governance

### Yachting Australia – The Journey to One Sailing



Yachting Australia's transition to the **One Sailing** structure provides a compelling precedent for KA's pursuit of governance reform through its own **One Karting** initiative. Like karting, sailing in Australia is a technically demanding, relatively expensive, and non-mainstream sport, characterised by layered structures across Clubs, State/Territory Associations, and a national body. Faced with performance, financial, and governance challenges, Yachting Australia (now Australian Sailing) in about 2014, initiated a bold, restructuring effort to unify their sport under a centralised management model.

#### The Drivers for Change

The One Sailing initiative emerged from a collective realisation: the **federated governance model** was no longer fit for purpose. A 2014 agreement signed by Yachting Australia and all State and Territory Associations (**States**) laid the foundation for reform. Collaboratively, they developed their One Sailing – Case for Change.

Key findings included:

- Up to 30% of staff time was consumed by duplicated administrative tasks, undermining service delivery.
- Clubs expressed frustration at inconsistent policies and service quality across jurisdictions.
- The federated model limited the ability to leverage commercial and government funding opportunities.

#### The One Sailing Model: A Club-Centric, Unified Approach

The resulting One Sailing structure was designed to streamline operations, enhance club engagement, and optimise resources under a **One Management / One Company** model.

Core features included:

- A **single national management team** responsible for all service delivery, reporting to the Australian Sailing Board.
- Establishment of a **Club Services Unit** and Club Services Officers to build “one-on-one” relationships with Clubs.
- Integration of administration, corporate services, marketing, communications, and performance programs.
- Centralised **financial and quality assurance complaints systems**, ensuring transparency and uniform service standards.
- Retention of local assets and government grant management by State bodies, preserving regional relevance and trust.

This structure maintained the legal independence of States while effectively shifting operational execution to a centralised entity.



## Legal Structure and Club Representation Under One Sailing

At the commencement of the One Sailing transition, Australian Sailing and its State and Territory Member Associations agreed to retain their respective legal statuses. This decision ensured continuity and minimised disruption during the initial phases of structural change.

- **All State and Territory Associations remained as Incorporated Associations**, preserving their governance frameworks and existing legal responsibilities.
- This approach provided flexibility and allowed each Member Association to adopt the One Sailing model at a pace suited to their circumstances.

### Provision for Future Unincorporating

Australian Sailing proactively built into its governance framework the ability for Member Associations to voluntarily unincorporate, should they choose to do so in the future.

- **Australian Sailing's Constitution was amended** to allow Clubs within an unincorporated State to become direct voting members of the national body.
- This ensured that representation and decision-making power were preserved and **transitioned from the former State Association to the Clubs themselves.**

## Regional Advisory Committees – Replacing State Boards

To ensure that local voices continued to be heard and respected under the unified structure, Australian Sailing created a mechanism to replace the governance role of former State Boards:

- **Regional Advisory Committees (RACs)** were established in unincorporated States to serve as the representative body for the Clubs in that State.
- Composed of elected or nominated Club representatives, RACs:
  - o Advocate on behalf of Clubs in their region;
  - o Provide structured feedback and insights to Australian Sailing;
  - o Participate in the development and promotion of national initiatives and programs.

## Evolving Participation Across the States

The flexibility of the One Sailing model has enabled each State to evaluate its own readiness and capacity for full integration.

- **Most, but not all States have chosen to unincorporate**, allowing their Clubs to directly participate in national governance and benefit from the streamlined structure.
- This mixed model demonstrates the adaptability of the One Sailing framework and its ability to:
  - o Deliver consistent national services and standards;
  - o Retain local relevance and influence through RACs;
  - o Foster greater collaboration and alignment across all levels of the sport.

## Outcomes and Successes

The reform journey was phased and consultative, progressing through:

- Phase 1: Constitutional reforms (YA became a Company Limited by Guarantee).
- Phase 2: National consultation and development of the business case.
- Phase 3: Full-scale implementation, staff transitions, and service realignment.



### Key outcomes included:

- **Efficiency gains of 10–15%**, enabling reinvestment into core participation and development programs.
- **A unified strategic plan** and consistent delivery across the country.
- Enhanced **commercial capability**, with national event coordination and sponsorship strategies.
- A robust **performance pathway**, connecting grassroots to elite sailing, supported by aligned Club and Class structures.
- Stronger relationships between clubs and the national body, underpinned by quality assurance and regular consultation.

### Parallels with Karting

Sailing and karting share several characteristics that make the One Sailing transformation highly relevant:

- Both are **equipment-based, niche sports** with comparatively high participation costs.
- They rely on a **small but passionate community** and extensive volunteer networks.
- Each offers a **full athlete development pathway** from cadet to Senior and Club to elite competition level, often feeding into Olympic or professional motorsport, but always ensuring that local grassroots sport and recreational activities are paramount.
- Governance in both sports has historically suffered from fragmentation, inefficiencies, and difficulty aligning strategy and service delivery.

### Lessons for One Karting

Yachting Australia's experience demonstrates that governance reform is not only achievable but essential for long-term sustainability and growth in specialised sports. The success of One Sailing was grounded in:

- **Broad-based consultation** and shared ownership of the vision.
- **A club-first philosophy**, ensuring reforms are seen as enabling rather than centralising.
- **Clear business rationale** and performance metrics to justify the transition.
- A phased, trust-driven approach that balanced **national oversight with local relevance**.
- **Ensuring that the right legal structure** - State and Club representation under the new structure is able to accommodate the current Incorporated Associations while providing future structure that enables States to unincorporate if and when they desire to do so and protecting the Clubs legal statuses to become voting members of the Australian association.
- Establishment of a **Club Services Unit** and **Club Services Officers** to build "one-on-one" relationships with Clubs.

KA can draw upon these lessons to advocate for a streamlined, modern governance model, positioning the sport to better serve its participants, attract investment, and thrive in a highly competitive sporting landscape.

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