

ISA

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Strategic Plan 2015-2020



Irish Sailing Association

An organisation focussed on facilitating access to the sport of sailing,
developing participation and sailing skills and promoting safety awareness



Introduction

The ISA Board tasked a Strategic Review Group (SRG) to assess the role and perception of the Irish Sailing Association in 2013. After consulting extensively with Clubs, Classes, Training Centres and other stakeholders the Group submitted their Report to the Board in 2014. That Report summarised the views given to them and suggested areas of ISA activity that should be reconsidered. The Board accepted the SRG Report and commissioned a Planning Group to prepare a Strategic Plan to chart the priorities of the Association for the period 2015 - 2020.

The Planning Group members are Neil Murphy (Chairman), ISA President David Lovegrove, ISA Director Brian Craig, Ruth Ennis, Peter Redden, Sean Craig, ISA Chief Executive Harry Hermon and administrative support provided by Ciara Dowling. Their draft Plan was submitted to the Board in December 2014 and the Board has decided that the document should be made available to members to allow them consider it and give their views in advance of the 2015 AGM. Regional meetings will be held early in 2015 to allow discussion of the Plan.

The Plan proposes that the 'Mission for the years 2015 – 2020' is to **'Develop the sport of Sailing in union with Clubs, Training Centres and Associated Organisations'**. The core philosophy is that the success of the sport is dependent on strong Clubs managing their own affairs well.

The Plan divides the ISA role into a number of 'Pillars' – namely Clubs, Access and Participation, Training, Competition and High Performance with the ISA's internal functioning dealt with in a self contained section to the rear. It includes the Strategies proposed for the various Pillars, the metrics by which the success of the Strategies will be measured and, where available, what the current position is. No implementation measures are included, on the basis that the Board has to determine how best to decide what they should be and how they are managed

There are a number of significant changes proposed, which include:

- A greater emphasis on successful and well managed Clubs being the key to a successful and growing sport
- A rationalisation and re-assessment of the ISA Training Schemes - the courses available, the training of instructors, course delivery and also to how trainees' achievements are recorded
- A new focus on the development of competition at local level, with Regional and National competition managed to encourage increased levels of participation and more efficient organisation of events
- Concentration on increasing participation levels by those already involved and facilitating access by newcomers
- An emphasis on upgrading the support structures for sailors not involved in the ISA High Performance arena, particularly through greater availability of coaching at Club and Class level

We hope that you find the contents of the draft to be relevant and progressive and look forward to receipt of your comments and suggestions.

ISA Strategic Planning Group

Mission

2015 to 2020

Develop the sport of Sailing in union with Clubs, Training Centres and Associated Organisations

Purpose

Support and promote the sport of Sailing in Ireland

Values

Provide

Responsible leadership and stewardship of resources

Strive to

Attain high standards of governance and support the Sport in a transparent manner

Foster

The trust of the sailing community and stakeholders

Inclusivity and access for all

Respect for the traditions of the Sport and for the marine environment

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Overview

Support and promote Sailing in Ireland by...

Clubs

...working in union with Member Clubs

Access & Participation

...supporting access routes and participation initiatives

Training

...developing a range of schemes and a network of training centres

Competition

...supporting a range of competition structures and activities

High Performance

...identifying, supporting and coaching sailors who can succeed in Olympic competition

ISA Principles underpinning the Mission

Efficient Management

Effective Representation

Good Communication & Sponsor Support

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Clubs

Mission: Build trust & partnership with Clubs and facilitate them in growing membership

Strategies

- Provide effective support to Clubs through a network of Regional Development Officers (RDO's)
- Agree individual activity programmes with Clubs annually, establish contact at Board/CEO/RDO levels and agree communication channels
- Develop communication between Clubs and the relevant Policy Groups
- Foster local partnerships between Clubs & ISA Training Centres and facilitate co-operation between Clubs
- Improve membership retention by encouraging integration of a range of training schemes with Club activities
- Facilitate the promotion of Clubs to schools, the community and other watersports enthusiasts local to them
- Facilitate development of co-ordinated responses to issues shared by Clubs in local areas
- Organise regional Club meetings to discuss common issues, such as co-operation and event co-ordination, instructors and dinghy class selection
- Encourage sailors to be members of a Club
- Encourage Clubs to get youths and juniors afloat regularly for fun outside of training courses and organised racing

Measuring Delivery

- No. of Clubs and Training Centres supported by RDO's
- No. of Clubs engaging with ISA regarding their annual activity programme
- Results of Annual Satisfaction Survey - to be published annually
- Annual Club & direct membership figures & trends
- Trend for those participating in Club training schemes continuing as members and increasing involvement in Club activities
- No. of Clubs with formal links with schools /local organisations
- No. of Clubs represented on Policy Groups

Current Position - 2014

- 17,077** Cat 1 Club members
- 649** ISA direct members
- 59** Member Clubs
- 80** ISA Training Centres
- 24** Clubs with links to primary/secondary schools
- 23** Clubs represented on Policy Groups

Access & Participation

Strategies

- Promote the services of ISA Training Centres as 'try sailing' route and provide introductory programmes to appeal to newcomers
- Encourage Clubs to offer introductory memberships for newcomers and to provide boat rental for members to increase participation
- Identify access gaps regionally and help develop opportunities to improve access for new participants and encourage inclusivity
- Brief all Clubs and ISA Training Centres on range of programmes for disabled groups and provide guidance on their delivery
- Develop participation initiatives with Clubs and ISA Training Centres at high visibility locations to facilitate public attendance
- Develop initiatives to attract and retain sailors, particularly younger ones
- Develop crewing in keelboats and volunteer activities as attractive options for participation
- Encourage pathways for ISA Training Centre graduates in local areas to transition to Clubs and Classes
- Provide information and services to support cruising sailors
- Support initiatives from Clubs and leisure cruising groups to increase participation outside the competition arena
- Promote use of ISA Sailfleet dinghies to allow newcomers experience Sailing

Mission: To promote Sailing as a 'Sport for All' recreation and facilitate access for newcomers

Measuring Delivery

- No. of newcomers joining Clubs
- No. of ISA Training Centre participants
- No. of Clubs offering boat rental schemes - the extent and success of same
- No. of ISA Training Clubs and ISA Training Centres taking on the 'Sailability programme'
- No. of Clubs with membership incentive schemes aimed at ISA Training Centre graduates
- Level of news media exposure/coverage and benefit to Clubs and ISA Training Centres
- No. of new participants graduating to Club membership from ISA Training Centres
- No. of cruising initiatives supported by ISA
- No. of charter days for ISA Sailfleet dinghies

Current Position - 2014

- 80** ISA Training Centres
- 1,509** Women participating in 18 WOW events
- 13** ISA Organisations offering disabled sailing
- 2,331** Boat charter days for ISA Sailfleet dinghies



Supporting
access routes
and participation
initiatives

Training

Strategies

- Provide a range of training courses to develop the skill levels of those involved in both recreational and competitive activity in the sport
- Change emphasis from certificate acquisition to recording of trainee's time afloat and skills development through the use of the Sailing Passport system
- Provide delivery mechanisms tailored to meet differing needs of ISA Training Clubs and ISA Training Centres
- Develop racing instructors to upskill, motivate and retain sailors not involved in the High Performance programme
- Introduce a trainer-led process to develop training schemes, improve consistency of instructor training and provide mentoring of instructors
- Promote and facilitate the progression of instructors to advanced levels
- ISA Training Clubs to provide a progression route for novices from initial training through to Club activities
- Improve data capture for training schemes to monitor trends in participation and retention levels
- Maintain the awareness of all participants of the need to 'sail safely' and take responsibility for personal safety
- Promote safety awareness amongst event organisers

Mission: Facilitate the acquisition and development of skills needed for multiple competencies and safety afloat

Measuring Delivery

- No. of accredited ISA Training Centres in each region
- No. of training centres not accredited by ISA in each region
- Trends in numbers taking part in ISA training schemes
- No. of instructors, sorted by qualification held, and trends in same
- ISA Training Clubs & ISA Training Centres feedback on instructor availability and instructor standards
- Results of Annual Satisfaction Survey of ISA Training Clubs and ISA Training Centres

Current Position - 2014

- 80** ISA Training Centres
- 40** ISA Training Clubs
- 1,551** ISA Instructors
- 24** ISA Trainers
- 6,717** Small Boat Sailing Scheme certificates
- 1,629** Powerboat certificates
- 590** Cara Na Mara certificates

Developing
a range of
schemes and
a network
of Training
Centres

Competition

Strategies

- Increase participation in Club racing by promoting racing formats that appeal to the full spectrum of Club and Class interests
- Co-ordinate national event calendar to establish hierarchy of events, increase turnouts and avoid event conflicts
- Number of volunteers with the expertise needed to support competition at all levels to be increased
- Promote Classes through identification of pathway of one design Classes illustrating possible progression routes for Irish sailors
- Encourage participation of younger sailors in two-person boats
- Support and promote delivery of race coaching for all sailors within Clubs and Classes
- High Performance coaches to supplement existing duties (when their HP commitments permit) by delivering sessions to Clubs and Classes
- ISA events to be developed and promoted to provide a focus and enhance the image of the Sport
- Hosting of multi-class regional and national championships to be encouraged
- Facilitate the hosting of high level international competition in Ireland
- Influence Classes with High Performance sailors involved to create an acceptable balance between enjoyment and emphasis on success
- Encourage Clubs to choose and promote specific Classes they deem appropriate to create critical mass locally, with the assistance of an ISA database of Class distribution and characteristics
- Encourage third level college racing

Mission: Give leadership, develop structures and encourage Clubs and Classes to provide racing that retains and grows the numbers competing

Measuring Delivery

- Participation trends in Club racing
- No. of entries at national and regional championships
- No. of multi – class national and regional events organised in Ireland
- No. of qualified race officials active in the sport
- No. of international events hosted annually and participation levels
- No. of qualified Class / Club racing instructors
- No. of days Class coaching delivered by High Performance coaches for non-HP sailors
- No. of juniors and youths sailing two person and single handed dinghies at Club level

Current Position - 2014

- 918** Participating at 2014 National Championships
 - 5** National and regional events with multiple class attendance
 - 2** International events, and 52 nations, 306 competitors
- 314** Judges, umpires and race officers ISA registered in 2014

Supporting
a range of
competition
structures
and activities

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High Performance

Strategies

- Provide suitably resourced infrastructure to support the preparation of the Irish sailing team and their participation at Rio 2016 and Tokyo 2020
- Identify developing sailors with the potential to succeed on the world stage and support their transition
- Develop High Performance coaches and their skillsets to support the sailors
- Maintain and enhance relationships with the Irish Sports Council, the Olympic Council of Ireland, Irish Institute of Sport and Sports Institute Northern Ireland
- Ensure that existing commercial sponsors see value in their involvement with Irish sailing and pursue further funding opportunities from the commercial sector
- ISA High Performance sailors to be role models in developing the public image and awareness of Irish sailing
- Encourage the sharing of High Performance sailors' skills and experience for the benefit of the sport in Ireland
- High Performance system to be structured to develop those sailors with the required potential
- Review and update the management of the High Performance programmes as and when necessary

Mission: Support the system and culture to secure top 8 results for Irish sailors in the Olympic Classes at Worlds, Europeans and Olympics

Measuring Delivery

- Success in international competition with reference to annual pre-set targets
- Success in achieving annual pre-set targets for system objectives
- Achievement of annual preset targets for various programme objectives
- Annual investment in ISA High Performance by Irish Sports Council relative to other sports
- No. of commercial sponsors and support from them for High Performance programme

Current Position - 2014

- 4 Full time Olympic campaigns
- 3 Classes qualified for Rio 2016
- Third Best supported sport by Irish Sports Council
- Commercial sponsorship programme in place & professional fund-raising being developed

Identifying, supporting and coaching sailors who can succeed in Olympic competition



ISA Mission underpinned by efficient Management and effective Representation

Management

Maximise the benefit achieved for the sport from the resources available to the ISA

Strategies

- Provide strong corporate and financial governance
- Develop an organisation structure that harnesses the expertise and knowledge of volunteers through Working and Policy Groups
- Define staff roles to maximise efficiency and ensure knowledge transfer and co-ordination across ISA activities
- Maintain good HR practices with regard to job descriptions, performance objectives and appraisals
- Build a relationship of mutual trust with external stakeholders
- Provide effective data capture systems to monitor performance and activity

Measuring Delivery

- Governance policies complying with Irish Sports Council guidelines
- Auditor's Annual Report on 'good corporate governance' compliance
- Stakeholder feedback
- Annual review of Policy Group activity
- Clear terms of reference for Working and Policy Groups

Representation

Develop and maintain productive relationships with Irish Sports Council and with central and local government authorities and agencies

Strategies

- Develop joint strategies with Irish Sports Council to promote and develop the sport
- Represent Irish sailing effectively with ISAF and with other international sailing federations and associations and national governing bodies
- Maintain and develop productive relationship with Olympic Council of Ireland
- Develop relationships at presidential, Board and CEO levels with relevant government departments
- Develop relationship at RDO level with local agencies in their respective regions
- Identify key expertise and experience required in relevant Policy Group

Measuring Delivery

- Positive feedback from relevant State agencies and other relevant bodies
- Outcomes where ISA made representations
- Stakeholder feedback

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ISA Mission underpinned by good Communication and Sponsor support

Communication and Sponsorship

Provide effectively relevant information to members and stakeholder groups, promote the sport, raise awareness of the role of the ISA, promote the brand, and enlist the support of sponsors

Strategies

- Identify ISA communication policy – what and to whom
- Use appropriate channels to communicate with member Clubs, Associated Organisations and Stakeholders
- Maintain an overall balance in supporting the implementation of all areas of the Strategic Plan
- Build mutually beneficial relationships with sponsors
- Establish the ISA website and other IT platforms as a valued resource for Members, Stakeholders and the public

Measuring Delivery

- Website hits and usage patterns
- Sponsorship and fundraising income
- Annual Satisfaction Survey

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Glossary of Terms

Associated Organisations – These include ISA Training Centres and Class Associations.

Annual Satisfaction Survey – a survey conducted annually amongst ISA Member Clubs (including Classes) and ISA Training Centres to determine their perception of trends in their area of involvement in the sport, the ISA's effectiveness in delivering its services and the Association's compliance with its Strategic Plan. The responses will be aggregated to protect the confidentiality of responses and the results will be circulated to Members.

Board – the Board of Directors of the Irish Sailing Association.

Class/Classes – Classes affiliated to the ISA, being an association formed to represent and promote the interests of sailors competing in a particular type of boat, either of a specific one-design or of a more generic nature encompassing boats of a similar type.

High Performance (HP) – The section of the ISA organisation devoted to developing and supporting sailors either currently campaigning to compete in the Olympics or with the identified potential to do so in the future. The term is adopted to co-ordinate with the vernacular of the Irish Sports Council. Its attention to those with the aspiration for Olympic success is not a judgement of the relative performance and success of other Irish sailors competing internationally in other areas of the Sport.

HP Pathway – the development route that sailors with the potential to win Olympic medals are encouraged to follow whilst being supported by the ISA High Performance support structure.

ISAF – the International Sailing Federation, the international governing body for the sport of Sailing, to which the ISA is affiliated.

ISA Competition Events – the ISA branded championships, including ISA All Ireland Senior and Junior Championships and ISA Pathway Youth Nationals.

ISA Training Centres – organisations, other than Category 1 Clubs, that are accredited by the Association to run ISA training courses.

ISA Training Clubs – Category 1 Clubs that are accredited by the Association to run ISA training courses.

Member Clubs – Clubs, differentiated into Category 1, 2 and 3. Category 1 are Clubs whose members, through their Club's affiliation to the Association, are themselves entitled to ISA membership benefits. Category 2 Clubs are national organisations formed to promote sailing activities and Category 3 includes Class Associations, local organisations affiliated to the ISA and affiliated clubs based in Northern Ireland.

Policy Group – a number of people with relevant expertise tasked by the Board with reviewing, monitoring or advising on specific areas of ISA activity in accordance with terms of reference determined by the Board.

Regional Development Officers (RDO's) – ISA staff members based in the regions whose primary role is to support Clubs and Training Centres and to represent the Association in their region. The country is split into three regions – East, South and West.

Sailing – the term used to refer to the water borne recreational activity centred on harnessing the wind and also to the users of other powered watercraft where either those craft are fundamental to safe participation in the sport of Sailing or where the owners of the craft are members of ISA affiliated Clubs.

Sailability – the Sailability Programme is an international initiative focused on encouraging people with disabilities to experience sailing and other watersports and then empowering them to follow their pathway in the chosen sport.

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Glossary continued

Sailfleet – the ISA’s fleet of dinghies and windsurfers available for hire by Member Clubs and Associated Organisations to help them introduce newcomers to Sailing, increase participation and improve accessibility. The fleet in December 2014 comprises 24 Topaz Unos, 3 Topaz Argos and 3 Kona windsurf boards.

Sailing Passport – a detailed logbook in electronic format that records the step by step acquisition of skills and participation in racing and other activities afloat. The Passport is used by accredited ISA Training Clubs and Centres running the ISA Small Boat Sailing Scheme.

Stakeholders – The term ‘stakeholders’ is used in this document as a global one to encompass the range of parties with either an interest in, or a contribution to make, to the success of sailing in Ireland.

Women on the Water (WOW) – an initiative run in conjunction with Irish Sports Council to encourage more women actively participate in Sailing.

Working Group – a number of people with relevant expertise tasked by the Board with carrying out a specific task, normally either objective or time limited, in accordance with terms of reference determined by the Board.

Credits

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