
The Review and Evaluation of Existing Strategy and Activities

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The Review and Evaluation of Existing Strategy and Activities

Background

The terms of reference for an independent review of the Association by a specially constituted Strategic Review Group (SRG) were approved by the Board of the Irish Sailing Association (ISA) on 20th November 2013. Their decision was announced on 27th November 2013 and the terms of reference with respect to the High Performance area were subsequently extended at a subsequent Board meeting on 10th December 2013. (Press Release & Terms of Reference – Appendix 1 & 2).

The task assigned to the SRG was two-fold:

- To undertake an independent Review of the Strategy and Activities of the Association and report back to the Board on the issues and perceptions concerning the stakeholders.
- To formulate a new Strategic Plan to replace '2020 Vision', the Plan adopted by the Board in 2008. The new Plan is to address the issues arising from the Review.

The SRG Chairman was appointed by the Board and given authority to select the other members of the Group.

The members selected to carry out the first aspect (The Review) were people who were known to be concerned about the current direction of the association, would be seen as independent of the staff and were geographically spread across the country:

- Chairman – Brian Craig, who had no previous committee or Board involvement with the ISA.
- Roger Bannon – a former President and Treasurer with a good understanding of the financial aspects of the ISA.
- Neil Murphy – A former President under whose leadership the Association's first Strategic Development Plan was adopted.
- Bryan Armstrong – had tabled a motion of criticism at 2013 AGM and based in Sligo.
- Des McWilliam – has a deep knowledge of the sport and a respected international reputation and based in Cork.
- Jack Roy – joined Board in 2013 with view to bring about change and instrumental in setting up SRG.
- Ciara Dowling – an experienced administrator tasked with providing support to the Group.

The membership of the SRG were approved by the Board on 25th November 2013.

To facilitate direct communication, SRG email addresses were set up for each member of the Group.

SRG Meetings

The Group met for the first time on 3rd December 2013 and five times in total. Except for one occasion when a member was unavailable, all meetings were fully attended. They took place on:

- 3rd December 2013 – Dun Laoghaire – full attendance
- 26th December 2013 – Dublin – full attendance
- 22nd January 2014 – Dun Laoghaire – full attendance
- 5th February 2014 – Athlone – full attendance
- 14th March 2014 – Dun Laoghaire – one member unavailable

The Review

The Methodology

The initial phase of the project was to consult the main stakeholders and establish the level of satisfaction with the policies and activities of the Association. It was decided:

- As a first step, SRG members should get a general understanding of the structure and operation of the ISA and an overview of the financials by meeting with the senior members of staff and undertaking a Financial and Operational Review.
- The consultation would focus on meeting the Category 1 and Category 2 Members (Clubs and National Organisations), encouraging interested parties to make submissions and seeking meetings with representative groups and key stakeholders in the sport. An introductory letter was sent to all the Category 1 clubs and a Questionnaire was compiled to provide structure to these stakeholders meetings (Questionnaire & Letter – Appendix 3 & 4). News media announcements and advertising sought submissions from those not contacted directly.

The Chief Executive and ISA staff cooperated fully in all aspects of the Review and promptly responded to all requests for information and support.

A number of actions were undertaken by way of follow up:

- The senior members of the staff were met in the first week – typically two members of the SRG with an individual staff member. The purpose of the meetings were to explain the process, get a better understanding of the staff roles, provide the opportunity for staff to ask questions of the SRG and to get staff input into the consultation process.
These meetings involved Harry Herman, James O’Callaghan, Tony Wright, Ed Alcock, Ciaran Murphy, Gail McAllister, Rachel Solon and various members of SRG.
- The Financial and Operational review, led by Roger Bannon, was undertaken in December 2013.
- All the Category 1 Member Clubs were followed up by way of email and phone to seek a meeting with the senior officers of each Club.
- The SRG issued a Press Release (Appendix 1) to publicise the Review process and the independence of the Review Group, and sought the submissions from interested parties. An advertisement was placed in the Afloat 2014 Annual (copy of advertisement – Appendix 5). The ISA website and Afloat.ie also carried features encouraging input from interested parties.

The Consultation Process

The consultation process was focused on a number of key areas – Clubs (Category 1 Members), National Organisations (Category 2 Members), Commercial Training Centres, Submissions received, ISA Advisory Groups and other Key Stakeholders. The views of these stakeholder groups were collected through formal meetings and written submissions. The scope of this consultation process is summarised as follows

1. Category 1 Members – Clubs

The 2013 Joint Membership Scheme (JMS) affiliation schedule and the database of Club Officers provided by the ISA to the SRG was used as the base data for member Clubs.

The SRG contact with Category 1 Clubs can be summarised as follows:

- There are 62 clubs in total, with membership numbers ranging from 20 to 1500.
- Meetings were held with 36 clubs around the country, ranging in size from the largest to the smallest.
- Of the remaining Clubs not visited:
 - 9 are small summer clubs with membership of 60 or less.
 - 11 did not respond despite several requests.
 - 6 who elected to communicate by email have yet to return the questionnaire.

The meetings with these Clubs typically lasted a minimum of two hours and were, when possible, attended by two members of the SRG. The Clubs were well-prepared in advance of the meetings, had their senior officers present and welcomed the opportunity to contribute to the Review. It was made clear to the participants that the SRG personnel were there to listen, that anything said would not be attributed to the Clubs and that the SRG members were not there to defend or represent the ISA. The discussions - whilst open and frank - were always made with a view to being constructive and for the improvement of the Association. The SRG met a total of 114 Club officials during the course of these meetings.

The Clubs met by SRG covered the full spectrum in terms of membership size and regional location. The views represented in this Report cover a very high portion of the membership of the Association, whether based on the number of members or on the level of affiliation fees received through the Joint Membership Scheme (JMS).

Chart 1:

The proportion of clubs met by the SRG when comparing the total members in these clubs to the total membership of clubs affiliated to the ISA

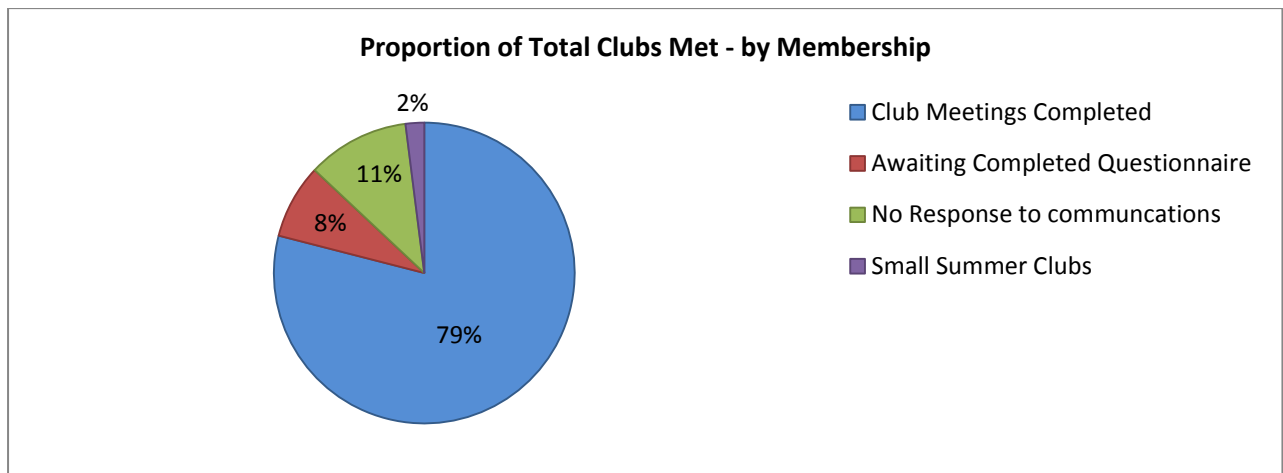


Chart 2:

The proportion of clubs met by SRG when comparing the total JMS fees from these clubs to the total JMS fees of clubs affiliated to the ISA

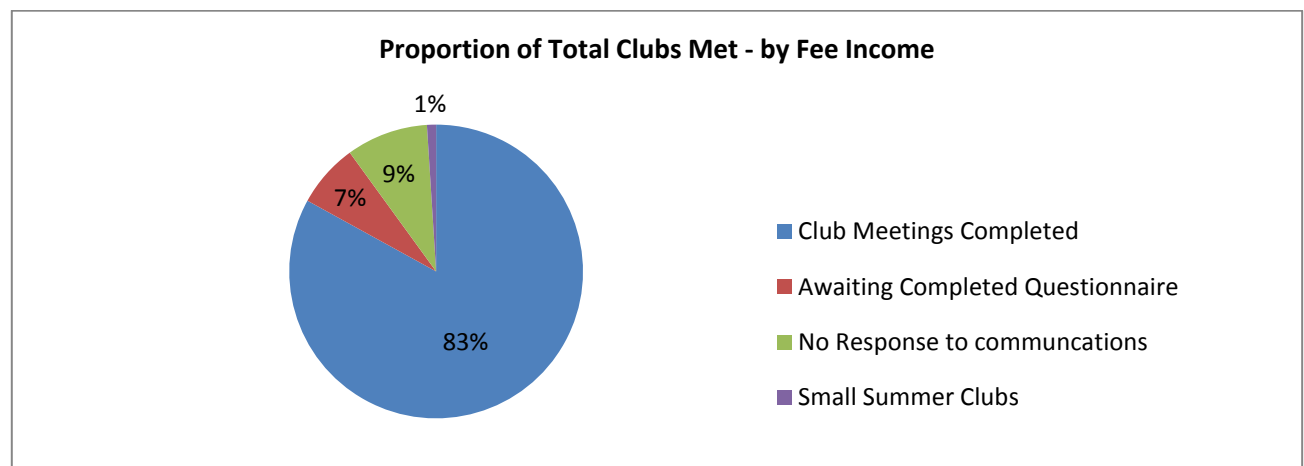


Chart 3:

The proportion of clubs met by SRG split between Dublin and the other Regions

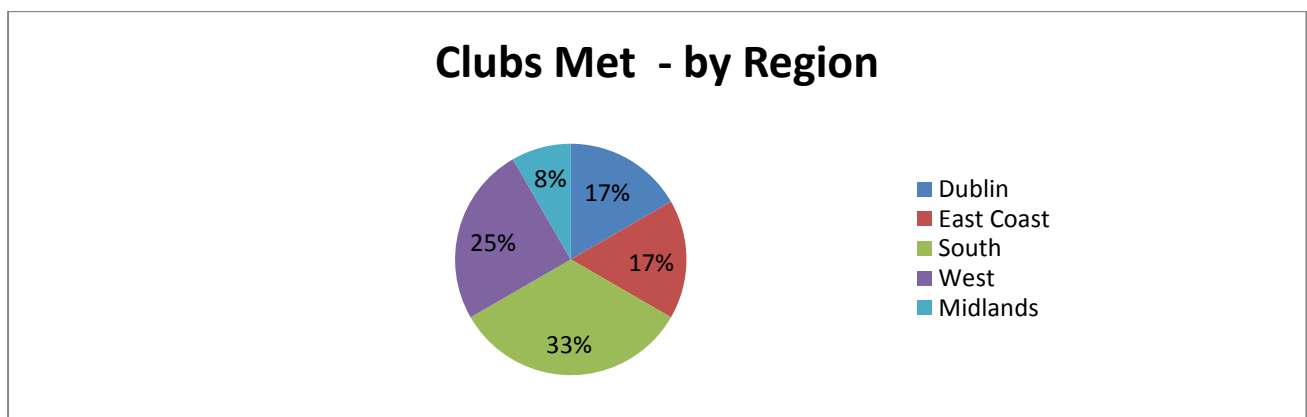


Chart 4:
The proportion of clubs met split across the ranges of JMS affiliation fees

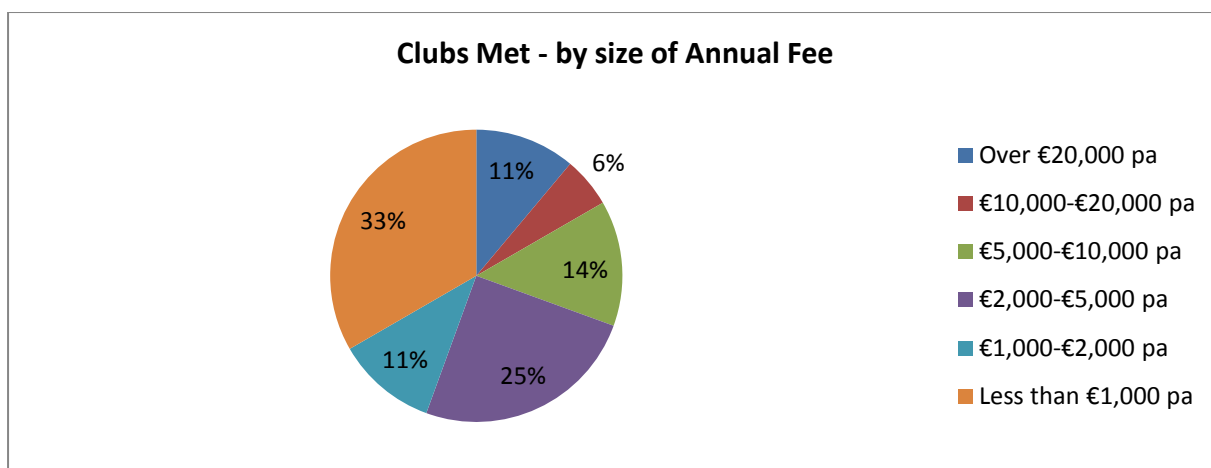
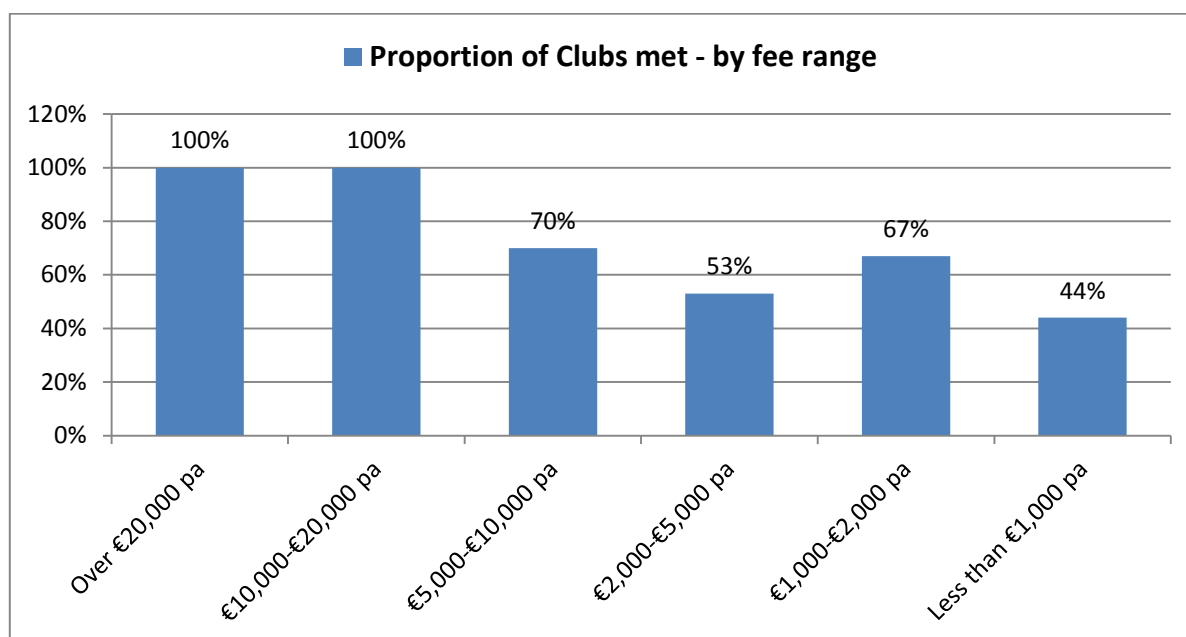


Chart 5:
The proportion of clubs met by SRG under each range of JMS affiliation fees



2. Category 2 Members - National Organisations

There are six Category 2 Organisations listed on the ISA website. SRG met with two of the main organisations – Irish Cruising Club and Dublin Bay Sailing Club.

3. Category 3 & 4 Members – Local Organisations and Class Associations

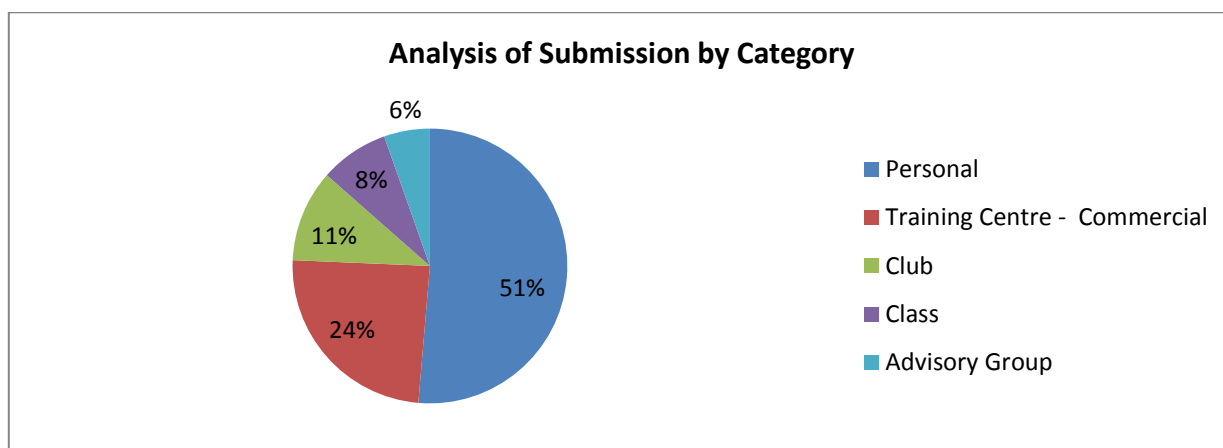
The SRG did not meet with Category 3 organisations and did not contact the Class Associations directly as this was being done by the ISA Dinghy & One Design Keelboat Advisory Group. However, submissions were received from three Class Associations.

4. Submissions

A total of thirty seven submissions were received from various sources. The SRG had follow up meetings with all but three, which are the most recently received submissions. It is planned to meet the remaining three before the end of March.

Chart 6:

The proportion of submissions received from each category



5. Commercial Training Centres

Members of the SRG met with nine Centre Principals from across the country

6. ISA Advisory Groups

Members of the SRG met with the Training, the Dinghy & One Design Keelboat and the Communications Advisory Groups.

7. Other Stakeholders and Individual Members

Members of the SRG met with a range of other stakeholders who we were interested in having contributions from. These included State Bodies, auditors, RYA, RYANI, past Presidents, sailing correspondents and sailors prominent in the Sport.

Summary of the Findings

Acknowledgement

The SRG thanks all those who contributed to the Review and acknowledges the tremendous commitment and enthusiasm found amongst the membership, despite the disenchantment and frustration with the current situation expressed by the majority.

The open and frank nature of the meetings generated considerable goodwill for the process and, in the opinion of the SRG, has created the opportunity for the Association to harness that goodwill for the benefit of the Sport if it moves promptly to address the concerns of the stakeholders.

The Findings

The findings set out hereafter are a summary of the recurring themes that arose during the consultation process. They have been compiled from the meeting notes and reports of the members of the SRG following the meetings.

It is not intended to publish these notes nor identify the source of the issues raised as these were put forward in confidence.

It must be made clear that these findings are not the individual opinions or perceptions of members of the SRG – **THESE ARE THE ISSUES RAISED BY THE MEMBERS AND STAKEHOLDERS OF THE ASSOCIATION** during the course of this three month consultation process and, as such, these are the views of **THE CUSTOMERS OF THE ASSOCIATION**.

The Executive Summary

There are a number of fundamental organisational issues at the root of the disconnection between the Association and the Membership. These need to be addressed if the more specific issues and perceptions raised in the following sections are to be followed up in a positive manner:

- The Board needs to assert its authority over how the Irish Sailing Association serves the sport.
- The Professional Staff need to be more responsive to the relationship between the ISA and those directly involved in the Sport - at various levels - in their dealings with members.
- The ISA needs to create a culture that encourages participation.
- The Board needs to harness the experience and energy of volunteers to supplement the resources of the professional staff to ensure the Association becomes more relevant to the membership.
- The Board needs to rebuild the relationship with member clubs and establish the support structures required to deliver a value for money proposition for the membership.
- The Board needs to review the resources and activities of the Association to ensure the cost structures and expenditures are appropriate to the current economic climate.
- The Board and Professional Staff need to build a feeling of mutual trust with the membership.

Overview of the Issues of Concern for the Sport

Overview of Sport	<i>Areas of concern for the sport :</i>
	<ul style="list-style-type: none"> • Role of ISA as Governing Body unclear and poorly communicated. • Public perception of sport – still with barriers to entry. • The age profile of participants and administrators (at Club, Class and ISA Board levels) has become heavily skewed towards older age groups. • Club membership has declined significantly – difficulty in retaining existing members and attracting new ones. • Organisation of the sport fragmented, leading to unnecessary duplication of resources. • The need for leadership from Clubs with ISA acting as a facilitator rather than a director. • Creeping professionalisation has increased costs & stifled volunteerism. • The conversion rate from ISA junior training schemes to participation as Club members and active sailors in the 'adult' classes is very low. • Membership perception of excessive focus on 'high performance' is unrepresentative of the sport.

The recommended Role of the ISA as Governing Body for the Sport

Role of ISA	<i>Recommended role of ISA as the Governing Body for the Sport is to:</i>
	<ul style="list-style-type: none"> • Serve the interests of its individual members and member clubs. • Represent the Sport with Government and State Bodies. • Foster Safety, Training and the Development of Skills by participants. • Manage the Olympic programme in conjunction with the ISC and OCI. • Concentrate resources on the core Sailing Activities and discontinue activities not considered strategically important to core activities. • Promote Participation and Access to the Sport. • Promote the Services and Activities of affiliated organisations. • Govern the Competition aspects of the Sport. • Be the umbrella organisation providing support and appropriate leadership to members, users and related organisations.

Recommended Changes to the Role and Operation of the Board

Operation of Board	<i>The role and operation of the Board to be changed to ensure:</i>
	<ul style="list-style-type: none"> Policy Groups (as set hereafter), under chairmanship of a Board member, are created to advise the Board, harness expertise from outside the Board and develop potential future Board members.
	<ul style="list-style-type: none"> 'ISA 2020 Vision' is replaced with a detailed 4 -Year Strategic Plan, complete with metrics to measure achievement that facilitates Board and Staff in focussing on the priorities agreed by the members.
	<ul style="list-style-type: none"> 'The Disconnect' from the Clubs is overcome – Board members to meet with Club Officers individually preferably annually but at least biennially to ensure open communication and effective relationships.
	<ul style="list-style-type: none"> Existing Advisory Groups are absorbed into Policy Groups or disbanded.
	<ul style="list-style-type: none"> Cultivation of appropriate and mutually beneficial relationships with the RYA and RYA NI.
	<ul style="list-style-type: none"> A Policy Review Group is established to provide a standing body that will maintain oversight on the implementation of the Strategic Plan.
	<ul style="list-style-type: none"> Operational recommendations: <ul style="list-style-type: none"> - Each Board member to be responsible for area of activity and chair the respective Policy Group - Board meetings held monthly to review reports from each Policy Group chairman on their areas of responsibility - Address the current lack of relevant metrics to facilitate performance measurement and monitor trends - Executive Committee to replace the existing Finance Sub-committee - The Governance matrix to be amended to strengthen the control and role of the Board in key decision making
	<ul style="list-style-type: none"> Revisions to ISA's Memorandum & Articles of Association as required, particularly with respect to: <ul style="list-style-type: none"> - Reducing the term of tenure of Directors - Reducing the notice period prior to AGM for nominations and motions to the Board to facilitate participation
	<ul style="list-style-type: none"> Appropriate authorisation procedures for the issue of Press Releases and co-ordination of content with overall ISA policy.
	<ul style="list-style-type: none"> The Board maintains oversight of all ISA activities and takes advantage of all opportunities to develop synergies between the different areas of ISA activities.

Issues and Perceptions with service delivery from ISA HQ to be resolved.

ISA Office	<i>Role of the Professional Staff is to:</i>
	<ul style="list-style-type: none"> • Assist the Board with the implementation of the Strategic Plan. • Promote the sport of sailing. • Deliver services, as decided by the Board, to the membership efficiently. • Advise the Board in a timely manner, of any material issues that may arise.
	<i>Issues Identified and Perceptions to be resolved:</i>
	<ul style="list-style-type: none"> • ISA not seen as providing value for money. • The lack of relevance to a large portion of the members. • The failure to reduce costs in changed economic environment. • The perception of staff responses as being overly bureaucratic. • The lack of metrics to measure activity and monitor trends. • The failure to formulate, implement & communicate support programmes for Clubs and Classes. • Elements of the Organisation operating in 'silos' with consequent loss of efficiency, lack of knowledge transfer & lack of co-ordination across different areas of activity. • The poor image of a Governing Body portrayed by Park Road premises - exterior appearance and lack of ISA identification.

SUMMARY OF FINDINGS BY POLICY AREAS

Advisory Groups and Committees

The current structure to be changed.

- An Executive Committee to replace the Finance Sub Committee – to comprise the President, Treasurer, Chief Executive and one other Board member
- The existing Advisory Groups to be discontinued and replaced by Policy Groups reporting directly to the Board through their respective chairmen, each of whom is a Board Member. The Advisory Groups it is proposed to discontinue are the Race Officials Advisory Group, Dinghy & One Design Keelboat Advisory Group, Communications Advisory Group, Training Advisory Group and the International Advisory Group.
- The existing Olympic Steering Group to remain the Policy Group responsible for Olympic & High Performance policy.
- On completion of the new Strategic Plan the SRG to be replaced by a Policy Review Group to maintain oversight over the implementation of the Strategic Plan.

The following schedules set out the main Roles and Responsibilities of the Executive Committee and the suggested Policy Groups. These schedules set out the specific issues raised during the review

Executive Committee	
Main areas of responsibility:	Main areas identified as requiring attention:
<ul style="list-style-type: none"> • Financial Reporting • Governance and Financial Control • Membership schemes/income capture • Data capture & information systems • Budgets & ISC Submissions • Capital Expenditure • Human Resources 	<ul style="list-style-type: none"> • Weaknesses in the budgetary process to be addressed.
	<ul style="list-style-type: none"> • Format of the published financial statements to provide greater transparency on financial data to the members.
	<ul style="list-style-type: none"> • Presentation of Financial Data to the Board to assist informed decision making.
	<ul style="list-style-type: none"> • Processes put in place to identify, document and manage potential risks to the organisation.
	<ul style="list-style-type: none"> • Monitoring and approval of all Capital Expenditure by the Board.
	<ul style="list-style-type: none"> • The evaluation and approval by the Board of all financial data, including Budgets, Strategic and Operational Plans.
	<ul style="list-style-type: none"> • Identification of data required to manage ISA activities, support policy decisions and the backup submissions to Government.
	<ul style="list-style-type: none"> • Degree to which ISA provides support to different areas & whether these should/should not be self-financing.
	<ul style="list-style-type: none"> • Equity and appropriateness of JMS rates and categories – pavilion/social members, DBSC, ICRA, Classes, etc.

Policy Groups:

Government, Regulation & State Bodies	
Main areas of responsibility:	Main areas identified as requiring attention:
<ul style="list-style-type: none"> • State Funding for Sport – across Government Departments • Relations with all State Agencies • Lobbying/Representing members interests • Local & Regional Bodies • Regulation–safety, registration & supervision • Garda Vetting • Partnership with other groups • Relationship with RYA & RYANI • Relationship with ISAF & related bodies 	<ul style="list-style-type: none"> • Change relations with Public Sector Bodies to place more emphasis on direct Board member involvement.
	<ul style="list-style-type: none"> • Involve specialists from ‘sailing community’ to bring understanding and experience to relationships with Government.
	<ul style="list-style-type: none"> • Develop relationships with RYA and RYANI & investigate benefits from closer cooperation.
	<ul style="list-style-type: none"> • Investigate possible linkages with Public Sector Bodies to provide services for them & revenue and strategic opportunities for ISA & member clubs.
	<ul style="list-style-type: none"> • Discuss with ISC and Regulatory authorities the correct role of the ISA in the supervision of Commercial Training Centres.
	<ul style="list-style-type: none"> • Investigate partnerships with IMF, IMERC and other such bodies.
	<ul style="list-style-type: none"> • Review International representation at ISAF and related bodies and rationalise the attendance at meetings and conferences.

Policy Groups:

Training	
Main areas of responsibility:	Main areas identified as requiring attention:
<ul style="list-style-type: none"> • Setting Safety Standards & Training Schemes • Providing Training Schemes for Clubs + Commercial Centres • Supervise Instructor Qualification process • Overseeing/regulating - Training Clubs & Commercial Centres • Provide Training and Education to Instructors and Club Volunteers • Help & support to Club Training Centres / instructors • Commercial Training Centres 	<p><u>General</u></p> <ul style="list-style-type: none"> • Develop separate structures, courses and supports for Clubs and Commercial Training Centres that recognise the different focuses of each. • Identify 'educational supports' for experienced club volunteers to endorse their teaching skills in the Club environment (<i>reference RYA Club Coach Scheme</i>). • Identify methods and structures for collecting robust information/data on participation. • Provide support and advice to clubs on set up/operation of Junior Schemes & and recruiting of Instructors. • Double handed starter boat – identify & support (preferably from range of existing classes) a preferred 'double handed' boat (for sailors under 14yrs) • Promote the training of beginners at junior level in a double handed starter boat as well as in single-handed classes. • Encourage skills transfer from older to younger sailors. • Emphasis on training as being means to the end of participating in the Sport at Club and Class levels, rather than an end in itself. • Graduation of younger sailors into 'adult' Classes to be promoted in order to facilitate ongoing involvement and reduce loss of trained sailors. • Coordinate & run regional Conferences (in conjunction with staff) for Trainers, Instructors & Junior Organisers to share ideas and awareness of pertinent issues. • Supervision of Commercial Training Centres – uniform standards, clear controls and enforcement. • Develop Clubs' awareness of the importance of the Junior Organiser role and of the transfer of knowledge from current JO to their successor. • Review recommendations from TAG (Training Advisory Group) not specifically included in this Report.
	<p><u>Courses</u></p> <ul style="list-style-type: none"> • Increase emphasis on seamanship skills, including boat handling and self-reliance. • Revise Club Training schemes – simpler, less compliance requirements, more skills orientated, slower progression and encouraging racing/participation/fun with requirement 'to log' experience. (<i>Investigate electronic log book using ISAF ID as means of data capture</i>). • New Club schemes to be introduced, that are geared to newcomers who are too old for junior courses - Adult Beginners, etc. – and can be delivered by 'Club instructors' (experienced 'older' Club members); both in sailing and power boating (RIBs).

Training – cont'd

	<ul style="list-style-type: none"> • Need to differentiate between adult and junior training schemes.
	<ul style="list-style-type: none"> • Establish the operational differences between the ISA and RYA Courses, the potential for a partnership approach with RYA and international recognition of ISA qualifications.
	<ul style="list-style-type: none"> • Lack of suitable training programmes for crews on cruiser racers.
	<p><u>Instructors, Trainers & Assessors</u></p>
	<ul style="list-style-type: none"> • Introduce alternative Instructor training structures for Clubs & Commercial Centres to include requirements for increased emphasis on recording/demonstrating relevant practical experience.
	<ul style="list-style-type: none"> • Change the Trainer Assessment and Revalidation processes to ensure desired standards are achieved consistently through the introduction of External Examiners and the tightening the pre-entry requirements. The Instructor Assessment & Revalidation processes to be similarly updated.
	<ul style="list-style-type: none"> • Overly bureaucratic approach to formal qualifications to be tempered with greater emphasis on experience gained.
	<ul style="list-style-type: none"> • Review Instructor qualification and revalidation processes to reduce the participation cost & ensure standards are consistent.
	<ul style="list-style-type: none"> • Lack of practical sailing skills by some instructors – ensure greater emphasis on practical than theoretical knowledge.

Policy Groups:

Racing	
Main areas of responsibility:	Main areas identified as requiring attention:
<ul style="list-style-type: none"> Classes ICRA and DOKB Race Management International Events Ratings & Handicaps Coaching ISA Events –All Irelands, Youth Nationals Regional & Club Racing ISAF Representation & Activity 	<ul style="list-style-type: none"> Possibility of ICRA being a specialist group within ISA structure and matched by a new Dinghy & Small Keelboat Group with similar objectives.
	<ul style="list-style-type: none"> The chairmen of ICRA (representing keelboat racing) and DOKB group (representing dinghy & one design keelboat racing) to represent the interests of their sailors on the Racing Policy Group.
	<ul style="list-style-type: none"> Connecting with youth sailors who are not part of, or drop out of, HP Academy & Performance pathway.
	<ul style="list-style-type: none"> The collection of accurate data on participation & class activity from Clubs & Classes to monitor trends.
	<ul style="list-style-type: none"> Include in submissions to ISC support for keelboat & dinghy campaigns outside the current High Performance arena.
	<ul style="list-style-type: none"> IRC & ECHO Certification Process and ICRA structure to be reviewed to determine if: the fees sustainable, the process could be simplified.
	<ul style="list-style-type: none"> Work proactively with Classes & Clubs to develop and manage a National & Regional Sailing Calendar in order to avoid clashes and to encourage classes to run events jointly where appropriate and share best practices. Publish National Fixture List.
	<ul style="list-style-type: none"> Support an annual regatta in each Club that meets set criteria - fun, local classes excluding HP, race organisation.
	<ul style="list-style-type: none"> Encourage greater participation in Race Officials Working Groups to assist in the greater take-up of qualifications.
	<ul style="list-style-type: none"> Structure to support 'medium performance' participants in keelboats & dinghies required. To provide support to non-High Performance participants through the availability of coaching and other supports.
	<ul style="list-style-type: none"> Support and develop participation in Third Level racing by students, particularly in Team Racing.
	<ul style="list-style-type: none"> International Events – ISA to seek support from Government for clubs hosting international championships and have a transparent approach with Clubs in dealing with this funding.
	<ul style="list-style-type: none"> Review recommendations from DOKRAG (Dinghy & One Design Keelboat Advisory Group) not specifically included in this report.

Policy Groups:

Participation & Access	
Main areas of responsibility:	Main areas identified as requiring attention:
<ul style="list-style-type: none"> • Support programmes to help access • Community & Schools Initiatives • Links between Clubs & Commercial Centres • Trends & Experiences in other Sports • Management & allocation of ISA keelboats, dinghies and ribs. • Disabled and Access Sailing 	<ul style="list-style-type: none"> • Investigate with Department of Education & Science the opportunities to get sailing recognised as Physical Education activity in new Junior Certificate to be introduced shortly.
	<ul style="list-style-type: none"> • Encourage endorsement by Department of Education & Science of courses that would encourage Transition Year students to undertake sailing courses as part of their Junior Cycle Student Aware Syllabus.
	<ul style="list-style-type: none"> • Work with Government agencies to ensure Sailing gets a fair allocation from Capital Grants Programmes.
	<ul style="list-style-type: none"> • Developing funding support programmes for community/schools projects for clubs.
	<ul style="list-style-type: none"> • Ensure Clubs are made aware of all funding opportunities and supported in applying for them.
	<ul style="list-style-type: none"> • Encourage cooperation between training centres and clubs.
	<ul style="list-style-type: none"> • Promote the Sport and the access points (Clubs and Training Centres) to General Public.
	<ul style="list-style-type: none"> • Facilitating Training Centres to get access and exposure to racing for their participants.
	<ul style="list-style-type: none"> • The Sailfleet represents a significant asset – the future use needs to be re-evaluated
	<ul style="list-style-type: none"> • Publicise and lobby Government to help increase participation on the basis that sailing is an inclusive sport-for-life activity which is fun.

Policy Groups:

Leisure Sailing & Cruising	
Main areas of responsibility:	Main areas identified as requiring attention:
<ul style="list-style-type: none"> • Cruising • Power Boating • Leisure Sailing • Support programmes to help access • Keeping the ISA Government Policy Group appraised of potential regulatory issues. 	<ul style="list-style-type: none"> • Recognise that a large constituency of the ISA membership are not involved in Racing.
	<ul style="list-style-type: none"> • To foster strong relationship with groups with shared aspirations including ICC, CAI etc.
	<ul style="list-style-type: none"> • How to support Clubs to develop interest and skills in non-competition aspects – Cruising & Powerboating.
	<ul style="list-style-type: none"> • Investigate re-badging the RYA Cruising Courses with co-logoed certificates for better international acceptance
	<ul style="list-style-type: none"> • ISA to act as a credible lobbying body for Irish Sailing and become the recognised consultative body for the sport.
	<ul style="list-style-type: none"> • Avoid duplication of information for cruiser sailors – cruising guides, marina information.
	<ul style="list-style-type: none"> • The requirement to revalidate ISA Yachtmaster every 3 years (compared to 5 years for the RYA).
	<ul style="list-style-type: none"> • Junior Training Schemes in Clubs with keelboats should include a logbook requirement for one evening race as crew on a keelboat.
	<ul style="list-style-type: none"> • Promote leisure sailing as well as competition.

Policy Groups:

Communication & Membership	
Main areas of responsibility:	Main areas identified as requiring attention:
<ul style="list-style-type: none"> Promotion of Sport Communication with members & Stakeholders PR and Media consultants Direct Communications Activities Website/Twitter/Facebook Promotion of access to the Sport Manage the use of ISA Brand 	<ul style="list-style-type: none"> Redesign of the website
	<ul style="list-style-type: none"> Enhance accessibility/visibility of Board/Policy Group members by providing individual ISA email addresses.
	<ul style="list-style-type: none"> Roles of Regional Development Officers to be better defined to ensure a positive interface with Clubs and Training Centres.
	<ul style="list-style-type: none"> Flexibility to be developed by ISA with respect to whom it communicates with in Clubs.
	<ul style="list-style-type: none"> Creating awareness of ISA services and resources available to its membership.
	<ul style="list-style-type: none"> Devise strategies to encourage engagement with sailors and interaction by them directly with services of ISA – increased awareness of what ISA provides for the Sport and the value provided for member subscriptions.
	<ul style="list-style-type: none"> Effectiveness of newsletters to be assessed to encourage interaction with ISA website, Facebook, Twitter and Club newsletters
	<ul style="list-style-type: none"> Encouragement of greater co-operation between Clubs in regional areas; facilitation of event and training course co-ordination, sharing of instructors and other resources.
	<ul style="list-style-type: none"> Investigate forming alliances with Journalism Colleges, and other media groups/organisations, including Afloat.
	<ul style="list-style-type: none"> Policies regarding sourcing of sponsorship by ISA to be reviewed to avoid conflicts of interests with Clubs.
	<ul style="list-style-type: none"> Review recommendations from Communications Advisory Group not specifically included in this Report.
	<ul style="list-style-type: none"> Publicise and lobby on the basis that sailing is an inclusive sport-for-life activity which is fun for adults too.
	<ul style="list-style-type: none"> Promote the Sport by Lifestyle rather than Sports specific features through the use of general rather than sailing consultants.

Policy Groups:

Olympic + High Performance (OSG)	
Main areas of responsibility:	Main areas identified as requiring attention:
<ul style="list-style-type: none"> • Manage Olympic and HP Programme • Funding Programme through ISC. • HP Coaching • Academy Sailors and Training 	<ul style="list-style-type: none"> • HP coaches to scout non- Pathway Class events to ensure all potential HP sailors are discovered and offered opportunity to participate.
	<ul style="list-style-type: none"> • Need to differentiate between sailing activity within each Pathway Class and Academy membership; Classes to manage events to promote racing for all competitors rather than tailor Class activity and events to meet requirements of Academy members; involvement in each Class to be encouraged on basis of the merits of the Class rather than potential membership of ISA Academy.
	<ul style="list-style-type: none"> • Academy Training sessions in Ireland to visit / base themselves in different venues.
	<ul style="list-style-type: none"> • Need for transparency in Pathway selection and de-selection of boat types
	<ul style="list-style-type: none"> • HP/Academy activities to be seen to benefit others in sport (trickledown effect) – funded athletes to ‘give back’ by way of pro-bono local coaching.
	<ul style="list-style-type: none"> • Lack of qualified coaches appropriate to requirements at sub-Academy level – current qualifications overly restrictive and inhibiting successful Class sailors passing on skills.
	<ul style="list-style-type: none"> • HP coach to hold regional briefings with Club/Class coaches to ensure key processes are being taught at an early stage to developing sailors and access provided to relevant coaching material / programme content
	<ul style="list-style-type: none"> • Academy access perceptions to be managed – avoidance of impression that all not involved have failed.
	<ul style="list-style-type: none"> • Extent and content of Press Releases to be managed by the ISA to avoid perception that the HP area is total ISA focus.

Appendices

Appendix 1 - Press Release

New Strategic Plan for Irish sailing

The Irish Sailing Association is to prepare a new Three Year Strategic Plan. The new Plan will establish the policies to be pursued and the actions required to deliver them successfully.

Announcing the initiative, ISA President Niamh McCutcheon explained that the ISA sees the new Plan as being critical to the ISA's ability to provide leadership in satisfying the aspirations of existing members and in attracting new participants to the sport. *'Earlier Plans gave us the tools to grow the Sport but our Current Plan was done in Celtic Tiger time. The Directors recognise that events have overtaken it and the ISA needs a new Plan.'*

The Board has asked Brian Craig to chair a Strategic Review Group (SRG) to undertake the task and select the Group's members. Brian is recognised as one the most committed and experienced Irish devotees of the sport and played a critical role in establishing the two-yearly Volvo Dun Laoghaire Regatta, the best attended sailing event on the island. Despite his status as a sailor and organiser, he will bring an outsider's view of the ISA to his new task. He has invited Roger Bannon, Neil Murphy, Jack Roy, Des McWilliam and Bryan Armstrong to join his Group, with the option to add others as the process continues.

The SRG will examine the ISA's current policies and activities before moving on to recommend future strategies. Olympic and High Performance activities, where it is believed that current international successes endorse the strategies in place, will not form part of the SRG brief.

Spring 2014 is scheduled as completion date for the Group's assessment of the current position. Brian knows that a major challenge awaits. *'This will be a major undertaking but I am confident that, with the support and engagement of all interested parties, we will chart a course for the Sport suited to this new environment. I feel that, as an independent group, we are ideally placed to seek suggestions. We want to hear from anyone with a view to offer and I assure you that we will listen.'*

The SRG can be contacted by email through secsrggroup@gmail.com

ISA Strategy Review Group

Review of ISA Strategy – 2014 to 2017

The ISA Board desires to have an up to date, clear and articulate strategy.

There is currently a 2020 Vision document which was prepared in 2008. It is the Board's view that this document should be amended and enhanced in order to provide greater and more appropriate strategic direction to the ISA and that it should also include associated metrics to measure and determine the effectiveness of the ISA's strategy.

The Board proposes to form a Strategy Review Group (SRG) to carry out a review of current strategic options and activities and to make recommendations to the Board for a revised ISA Strategic Plan to cover the period 2014 to 2017.

The operation of the Olympic / High Performance Section of the ISA will not be included in this strategic review, except to the extent to which this area relies on shared administrative resources and the impact it has on the development of mainstream sailing which may be examined and reviewed.

Objectives of the SRG

Phase 1

- To review and evaluate the existing strategy and activities of the ISA

Phase 2

- To prepare strategic recommendations to the Board to be incorporated into an ISA Strategic Plan for 2014 - 2017

Methodology

Phase 1

- Brian Craig will be appointed Chairman of the SRG and shall, subject to the approval of the Board, select the individuals who will be members of this Group
- It is envisaged the membership of the SRG may include an independent financial expert, a past and present ISA Board member and others deemed to have relevant experience
- Brian Craig will liaise with the CEO during the review process and the CEO will undertake to provide all information and documentation deemed necessary by the SRG to execute its role
- The SRG will have access to and will engage with all of the key stakeholders that engage with the ISA (to include, but not limited to; Directors, Staff, Clubs, Associations, Classes, Members, Industry bodies, and Irish Sports Council)
- The SRG will have unrestricted access (on a confidential basis) to all the files, data, Committee and Board minutes as well as all the financial records of the ISA
- On completion of its review, the SRG will present its report to the Board

Appendices - continued

- It may also present interim reports during the course of the review process if deemed appropriate by the SRG
- **Phase 2**
- When the report containing the recommendations of the SRG is approved by the Board, the intention will be that the SRG will immediately commence the preparation of a detailed Strategic and Operational Plan, in consultation with the Board and the CEO

Time frame

Phase 1

- The review process will commence as quickly as possible with the intent of furnishing its report to the ISA Board by the end of February 2014
- Following approval by the Board, the intention is that the Board will present new strategic recommendations in an ISA Strategic Plan for 2014 -2017 at the AGM in March 2014

Phase 2

- As soon as the report containing the recommendations of the SRG is approved by the Board, the intention will be that the SRG will immediately commence the preparation of a detailed Strategic and Operational Plan, in consultation with the Board

General

These Terms and References may be amended from time to time by the SRG subject to the approval of the ISA Board.

Appendices - continued

Appendix 3 - Club Questionnaire/Survey Form

Club Survey Form

Club: _____

ISA INVOLVEMENT WITH YOUR CLUB

1. How relevant is the ISA to activities in your club?
2. What services does the ISA provide which you value?
 - a) Racing administration ☐
 - b) Training Courses ☐
 - c) Cruiser sailing ☐
 - d) Certification ☐
 - e) Boat registration ☐
 - f) Financial support for major events ☐
 - g) Interfacing with government and local authorities ☐
3. Has the ISA been of assistance in resolving any issues which have arisen for your club with government departments or legislation?
4. What are the key challenges you see for your club in the future?
5. Would you be prepared to nominate experienced people with specialist skills to become involved in ISA advisory committees?
6. Do you see the ISA as having a leadership role to fulfil in developing sailing or should its role be purely to provide an administrative infrastructure to facilitate leisure boating?
7. Has the ISA been of tangible assistance when hosting events, either domestic or international? Yes/No

ACCESS & PARTICIPATION

1. What do you see as the most significant impediments to growing the sport in your club?
2. Are you considering revising your operations models in response to the current economic environment?
3. Would you ever contemplate a pay as you use model for attracting newcomers?
4. Can you envisage a time when your club would own boats which it would rent to members and visitors?
5. Are there specific issues on which the ISA could contribute to enhance participation in club activities?
6. What infrastructural constraints, if any, do you believe are a hindrance to growing activities in your club?
7. Are there particular local problems you are encountering which hinder your activities?
8. Do you have Professional Sailing Schools in your area?
9. Do Professional Sailing Schools have a role in developing sailing in your club?

Appendices - continued

Appendix 3 - Club Questionnaire/Survey Form (Continued)

RACING & CLASSES

1. Do you think it would be beneficial to set up a separate body to represent the interests of small boat sailing along the lines of ICRA?
2. Do have a view as to whether ISA policies on pathway classes are beneficial or otherwise?
3. Do those completing Training Courses in your club, go on to racing?
4. Are there too many classes? Should Clubs or ISA try to influence the number of classes?
5. Any suggestions for getting more participation in Club racing?
6. Does your Club have active relationships with Classes?
7. What could be done to improve class organisations?

TRAINING & SAFETY

1. Do you believe the training schemes are structured to deliver what you require?
2. Are you satisfied with the quality of support you receive from the ISA for training schemes and accreditation of instructors?
3. Would you like to see changes to these schemes?
4. Do you believe the ISA efforts in academy youth sailing are beneficial and have generated positive trickle down effects?
5. Are ISA Training Schemes suitable for adult training as well as youth/junior?
6. Are there an adequate number of trained Instructors available?
7. Does your Club use the Logbook requirements?

COMMUNICATION & PROMOTION

1. Are you aware of what the ISA does for grass roots sailing?
2. How good a job do you think the ISA does in maintaining and enhancing the profile of sailing?
3. What is your experience of interacting with ISA staff?
4. Have you found your ISA Regional Development Officer to be useful?
5. Do you think the ISA communicates effectively with;
 - a) Your club Yes/No
 - b) The sailing community Yes/No
 - c) The general public Yes/No
6. What improvements could be made to encourage participation?
7. What changes could be made to encourage Club Membership?

Appendix 3 - Club Questionnaire/Survey Form (Continued)

GENERAL

1. Do you believe that the current individual membership model should be maintained for the ISA or would you prefer to see it become an organisation comprised of affiliated clubs and classes only?
2. Are there specific issues on which you would like the ISA to be proactively involved?
3. Would you prefer the ISA to be more or less involved generally?
4. Do you believe the ISA should become a broadly based representative organisation for all water sports or would you prefer to see it concentrate exclusively on sailing related activities?
5. Is the ISA a value for money resource essential to facilitate leisure sailing in Ireland?
6. Are you concerned about the impact legislation and other compliance requirements on sailing?
7. If compulsory boat registration is introduced would you prefer that the ISA administer it or leave it to government?

OTHER

8. Are there any other issues which we have not covered you would like to comment on?

Appendix 4 – Introductory Letter

SRG

STRATEGIC REVIEW GROUP



APPOINTED BY IRISH SAILING ASSOCIATION

Commodore
XXXXX club

Date XXXXXXXXX

Strategic Review – Consultation with Clubs

Dear XXXXX

The Directors of the Irish Sailing Association have instigated a review of ISA activities and operations. This follows a period of debate about what the ISA should be doing to serve the sport, what areas it should be particularly focussing on and how it should be managed. The Review is being done as a precursor to the preparation of a new strategic plan, which will set out the Association's objectives and targets for the next three years and ensure that the ISA focuses on the areas that the sailing community in Ireland believe to be the most important to the sport.

The Strategic Review Group comes to their task with an open mind about whether and how the ISA should develop or change. The Review Group wants to gather the views of the stakeholder clubs and those active - or interested - in the sport on what you see as the critical issues to be addressed if the sport we all enjoy is to survive and prosper.

We are working to a short timeframe and are hoping to meet your club over the next few weeks. Could you please let Ciara Dowling (E:xxxxx M:xxxxxxxx) know what dates/times might work for you or your colleague/s so that we can arrange a meeting with a member of the group who are listed below?

If it is not possible to meet then perhaps you could email us a submission or we would be happy to provide a questionnaire if you would rather contribute in that way.

We will appreciate your input,

Yours sincerely,

Brian Craig

Chairman
Strategic Review Group

AFLOAT IRISH SAILING ANNUAL 2014

NEWS

NEWS IN BRIEF

Sandycove funding boost

Sandycove Harbour will receive more than €50,000 from a €295,000 package for repairs and upgrades to piers, quays and harbours around the Irish coast. The funding – covering 75% of remedial works costs – forms part of the €1.0 million allocation in the most recent Budget to maintain the State's fishery harbours.

Squib licence cancelled

The Royal Yachting Association has cancelled BP Sailboats' licence to build the Squib keelboat as it emerged the company has ceased to trade in the UK – leaving the popular class without a builder. The whereabouts of the design's moulds are also currently unknown. The Squib has a strong following in Ireland.

Irish Ferries history

New book Irish Ferries – An Ambitious Voyage charts the story of the company's ferry services from Ireland to the UK and Europe, from early days plying the Irish Sea route under the B&I Line flag to the merger with the Irish Continental Line to today's super-ferries like Ulysses.

Flying Fifteen fixtures

The Flying Fifteen Association of Ireland has published its provisional fixtures calendar for 2014. Events run from 17-18 May with the Northern Championships at Cushendall SC to 4-5 October with the East Coast Championship scheduled for the National in Dun Laoghaire. Carlingford and Portlerry will also see action over the summer.

New hoist for Greystones



The new 25-ton hoist on the south pier

County Wicklow boaters have the benefit of a new boat hoist at Greystones Harbour this month. The 25-ton hoist has been installed by Greystones Harbour Marina for use on the south pier boat yard where

a range of services will be available next season.

In 2013, boaters in Greystones have been able to use their boats all year round for the first time because of the safety of the marina basin that opened last April.

The new 200-berth marina has been the locus of a new boating scene in the town. Berths are available at Greystones Harbour Marina with annual or six-month contracts. More on info@greystonesharbourmarina.ie

Celtic Link for Chernobyl

Celtic Link Ferries has committed its support to Chernobyl Ireland Humanitarian Aid as the charity continues to help the children of Grozovo School in Minsk, Belarus with food and water and other needed supplies transported to the continent via the ferry operator's thrice-weekly Rosslare-Cherbourg ro-pax route.

NOTICE

IRISH SAILING ASSOCIATION STRATEGY REVIEW GROUP

A Strategic Review Group (SRG) was formally approved by the Board of the Irish Sailing Association (ISA) in November 2013 to prepare a three year Strategic Plan.

The SRG is an independent group. Its initial members have been appointed and terms of reference have been agreed.

The SRG will examine the ISA's current policies and activities before moving on to recommend future strategies.

The plan is critical to the ISA's ability to satisfying the aspirations of existing members and in attracting new participants to the sport.

The plan will establish the policies to be pursued and the actions required to deliver them successfully.

The SRG wishes to hear from anyone with a view to offer on the future direction for Irish sailing.

The SRG can be contacted by email through
seesrggroup@gmail.com