

Irish Sailing Association

Strategic Plan

2004 - 2008

Irish Sailing Association

Sailing and Boating

"A recreation involving either a sail or engine powered boat, irrespective of size, used in a variety of activities ranging from high performance Olympic competition to cruising at a leisurely pace."

The Irish Sailing Association is the national governing body for sailing in Ireland. As national governing body, the ISA promotes high standards and co-ordinates activities in competitive and leisure sailing in Ireland. The ISA constantly monitors and reviews developments in sailing and boating and represents the interests of its members and other sailing and boating enthusiasts with government and international agencies.

The ISA also develops and administers a range of training and other services to support both members and all those involved in sailing and boating of all types, which currently includes:

- Dinghy sailing
- Cruiser sailing
- Motor cruising (Coastal and Inland Waterways)
- Powerboating
- Windsurfing
- Personal watercraft

Irish Sailing Association Mission and Vision

Our Vision is:

that sailing and boating is recognised as a lifelong activity of choice for Irish people and one of Ireland's leading international sports.

Our Mission is:

to lead the promotion and development of -

"Sailing and Boating – The Lifelong Sport"

President's Foreword

Here are the plans and objectives for the continuing development of your sport

You are probably reading this Strategic Plan as a member of the ISA, a person who teaches in one of our numerous Recognised Teaching Establishments (RTEs), or as one of the other Stakeholders with whom the ISA interacts. Whichever is the case this Plan contains information that should be of special interest to you. The Plan sets out the vision, goals and objectives of your Association for the future.

Our first Plan (1999 – 2003) moved the ISA from an organisation that responded reactively to one with clear aims and objectives. The initial goals and strategies were underpinned by a new structure for both governance and management.

The fruits of this initial process are there for all to see. The ISA membership through Category 1 Clubs has grown from 16,000 to 22,000. The number of Category 1 Clubs has grown from 45 to 53, while the number of RTEs has grown from 60 to 76. Almost 10,000 certificates are now issued annually through our various recognised instructional courses. Our professional support staff now number 10 and our income stream is stronger than ever. These mutually dependent factors enable the ISA to strongly support the ISA membership and Irish sailing.

The ISA is a very broadly based organisation. Therefore, when undertaking a further step in the planning process we understand the importance of consultation with all of our Stakeholders. As part of the groundwork in preparing this second Strategic Plan, we held 12 country-wide meetings with significant Stakeholders, such as Clubs, Classes, special interest groups, Race Officials, etc. These meetings focused on generating strategic ideas and aspirations. The feedback gave us a very significant input to the Plan that we are now presenting to you.

The primary focus points for this next planning period are: -

- Strengthening the Network of Clubs and Recognised Teaching Establishments
- Delivering World Class Training Schemes
- Developing Recreational Boating and Non-Competitive Sailing
- Supporting and promoting the development and implementation of excellent racing at national and international level
- Raising Awareness of the ISA and its Activities
- Widening Sources of ISA Revenues
- Delivering Excellent Services and Administration
- Promoting an ethos of safe and responsible participation in all ISA activities.
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In presenting this second Strategic Plan to you I would like to emphasise that strategic planning is a dynamic process. We will be continuing to monitor trends and your aspirations. Therefore, this is not a 'tablet of stone', but rather a firm guide to the continuation of a voyage. It provides a chart whereby we can pass predictable waypoints while adjusting the ISA's course to allow for unpredictable conditions, and maintaining the overall objective of achieving steady onward progress.

Our strategies will be evaluated on a rolling basis. Most importantly the current strategies will be converted into yearly Operational Plans. These Operational Plans will be administered by the professional staff of the ISA.

The governance of the ISA is vested in the Board of Directors. Each Director continues to oversee the implementation of strategies in particular strategic areas. The overall implementation of strategy and the ongoing review of the strategic process are discussed regularly with the ISA Policy review Group (PRG). Both the ISA President and the Chairperson of the PRG report on progress to the ISA AGM.

In 1999 ISA President, Neil Murphy commented on the ISA's commitment to responding to the initiatives of the Department of Tourism Sport and Recreation, the Irish Sports Council and the National Coaching and Training Centre. The ISA has continued to build very strong links with these bodies. Further development of these links will be an important part of the ISA's strategy. The recent initiative of setting up a dedicated Marine Safety Division within the Department of Communications, Marine and Natural Resources is also welcome. We look forward to working with that Division with particular emphasis on ensuring that we maintain high standards through the ISA's extensive marine training schemes.

This second ISA Strategic Plan would not have been delivered without the dedicated effort of our professional staff at the ISA. Led by Paddy Boyd, Secretary General and with the management of the planning process being under the care of Harry Hermon, Club Development Officer, they and all the ISA staff deserve our warm thanks. They have contributed greatly to the final result. At all stages the Board of Directors have contributed very significantly to guiding the Strategic planning process. The main burden of guiding this effort has fallen on our Director of Boating, J J O'Dwyer. His professional help has been both essential and unstinting. Our warm thanks are due to him and all the Directors who have given so much of their time as volunteers.

Sailing in all its varieties truly continues to give opportunities for many people to adopt it as their lifelong sport.

Fair sailing.

JOHN F CREBBIN
President

1. Developing a New Strategic Plan for Irish Sailing

In our first strategic plan “**Sailing: the Lifelong Sport**” we set out to strengthen the foundations of the Association in order to promote the growth and development of the sport. In this plan we work to build on these foundations, increase involvement in organised sailing and boating, enhance our competitive sailing and expand our horizons. This plan sets out our vision, goals and strategies for the five-year period 2004-2008.

Planning Process

Development of the strategic plan 2004-2008 commenced in July 2002 assisted by ASMT Limited and involved four key elements:

1. Analysis of the outcomes achieved by the ISA in the last planning period (see paragraph 1.1)
2. Consultation with the members and key stakeholders in Irish sailing. A summary of the outcome is set out in Appendix 3.
3. Identification of the key challenges facing the ISA (see paragraph 1.2)
4. Development of the new vision, goals and plan for the ISA (see paragraph 2)

1.1 Highlights of Outcomes and Achievements

The organisation has grown dramatically since the inception of its first strategic plan in 1998 and the following are highlights of the outcomes and achievements.

ISA membership, affiliated organisations, and Recognised Teaching Establishments:

	ISA Membership	Category 1 Clubs	Category 2 Clubs	Category 3 Clubs	Affiliated Classes	Recognised Teaching Establishments
1999	16,000	45	3	44	30	60
2003	22,000	53	4	44	36	77

Highlights of Outcomes and Achievements (contd.)

- The ISA has been selected by the Irish Sports Council as one of 5 sports deserving of special assistance in preparation for the 2004 Olympic Games in Athens.
- Significant progress has been made in developing safety awareness and a culture of safety throughout affiliated clubs and classes.
- Organisational structures and processes have been significantly improved through the development of strategic planning in a large number of category 1 clubs.
- The ISA has developed a comprehensive range of training courses to support the development of members and participants in the sport at all levels.
- The core income of the ISA (incl. Sports Council Administration Grant) in 1998 was €299,000 (IR£235,500), in 2002 it was €550,044.
- In addition in 2002 the Irish Sports Council allocated €209,898 for administered funds on behalf of international competition, events, coaching, disabled sailors, etc, and a further €719,602 to the ISA for the Olympic Programme.

1.2 Key Challenges

A review of progress to date and the outcomes of the consultative process and an analysis of the changing environment in which we operate indicates that ISA is facing the following key challenges over the next five years:

- Building on the momentum of the initial plan in order to further develop the Clubs, Classes & Recognised Teaching Establishments, and increase membership (3 .1)
- To promote world class training schemes to a wider audience, and use them as the primary vehicle from which to promote safety awareness (3.2)
- Responding to the general growth and profile of the sport, in particular in the area of recreational boating (3.3)
- Developing the organisational and infrastructural capability at national and local levels to allow the sport achieve its full potential (3.3)
- Meeting the challenge of remaining one of the Irish Sports Council's initial 5 high performance sports and addressing the implications for the sport (3.4)
- Encouraging performance improvement at international competition (3.4)
- Attracting and co-ordinating appropriate international events (3.4)
- Communicating more effectively to those with an interest in the sport (3.5)
- Prioritising and adapting our strategies and services in the context of the changing economic climate (3.5)
- Funding the increasing costs of providing an effective organisation (3.5)

2. Vision, Mission and Goals of the ISA

In order to successfully address the key challenges outlined in 1.2, the ISA has identified the following vision, mission and goals for the next five years.

Our Vision is:

that sailing and boating is recognised as a lifelong activity of choice for Irish people and one of Ireland's leading international sports.

Our Mission is:

To lead the promotion and development of – "Sailing and Boating – The Lifelong Sport"

In order to achieve the Vision and deliver on the Mission Statement, the function of the ISA is to provide the framework for the promotion, development and effective organisation of Irish sailing through:

- The development and implementation of clear and effective policies, guidelines and structures for the organisation of sailing/boating in Ireland
- The provision of excellent services delivered in partnership with affiliated Clubs, Classes and Recognised Teaching Establishments.
- Provision of a structured pathway and framework for competitive sailing at all levels
- Effectively representing our members with government and other national and international regulatory agencies
- The promotion of safe sailing and boating for all as an integrated part of all ISA activities.

2.1 ISA GOALS

The strategic plan 1999 – 2003 identified four strategic areas. The review process identified that these are still critical to the achievement of our vision. For the purposes of this plan, the ISA has retained the broad thrust and expanded or re-defined them to meet our changing needs as follows:

- 1. Strengthening the Network of Clubs and Recognised Teaching Establishments (3.1)**
- 2. Delivering World Class Training Schemes (3.2)**
- 3. Developing Recreational Boating and Non- Competitive Sailing(3.3)**
- 4. Supporting and promoting the development and implementation of excellent racing at national and international level (3.4)**
- 5. Raising Awareness of the ISA and its Activities (3.5)**
- 6. Widening Sources of ISA Revenues (3.6)**
- 7. Delivering Excellent Services and Administration (3.6)**
- 8. Promoting an ethos of safe and responsible participation in all ISA activities.**

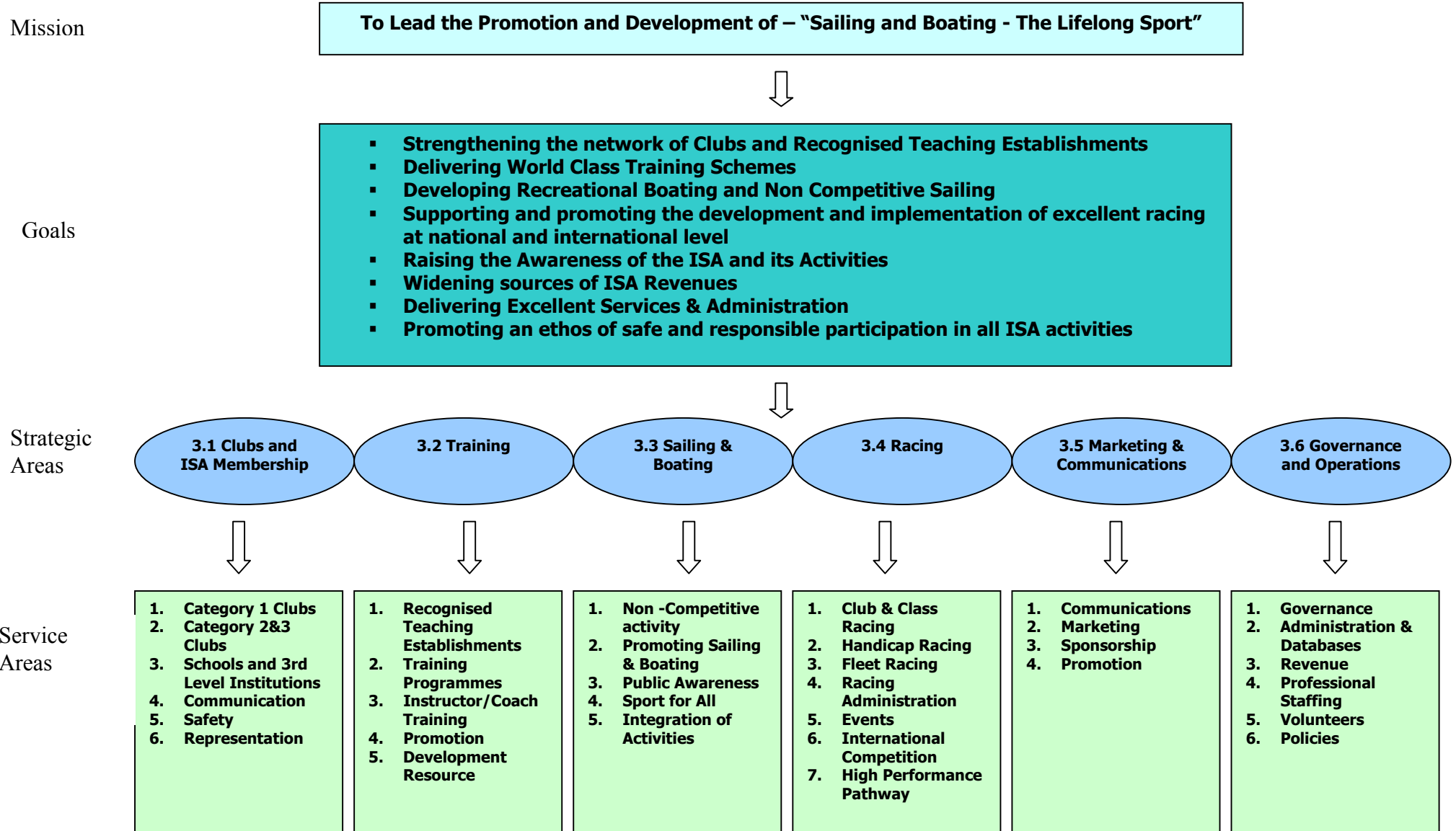
Achieving our Goals

The ISA will seek to achieve these goals through the provision of high quality programmes and strategies organised in 6 main strategic areas:

- Clubs and ISA Membership
- Training
- Sailing and Boating
- Racing
- Marketing and Communications
- Governance and Operations

Performance against these goals will be monitored by the Board by reference to the performance indicators set out in paragraph 2.3.

2.2 ISA Strategic Model



3 ISA Strategic Areas

3.1 Clubs and ISA Membership

Over the last 5 years the ISA has focused on strengthening the foundations of Irish sailing in partnership with clubs, classes and RTEs. The next 5 years will see the ISA continue to develop these areas, which are critical to the development of the sport in the future. There are three categories of ISA affiliated organisation (see appendix 1). This plan focuses on identifying and addressing the individual needs of these organisations.

Communications

The issue of poor communications between the ISA, clubs and classes, was raised consistently during the consultation process as something that needed to be addressed in this plan. A priority therefore will be to facilitate better networking between clubs, classes and recognised teaching establishments, and to connect more meaningfully with individual members and stakeholders.

Safety

Safe sailing has been a major theme underpinning the work of the ISA over the past years. This will be even more important in the future as participation grows and as increased government emphasis on regulation is taken into account. The ISA will ensure that safety in sailing/boating is an integrated part of all development and training initiatives with the aim of maintaining a strong culture of safety in all aspects of the sport.

Representing Members

The ISA is committed to strengthening its relationship with national and international agencies, to allow us a stronger voice to represent the views of our members on matters of strategic and economic importance. There is likely to be ever increasing regulatory pressure on the Irish boating community from government and EU agencies, which could potentially restrict existing freedoms and rights. The ISA is committed to maintaining high standards and working to ensure that members who abide by these standards are not seriously disadvantaged by those who don't. The ISA, as custodian of these standards, will continue to work with members, regulatory authorities and international agencies to ensure that the Irish sailors continue to enjoy their sport with minimum restriction.

Schools and 3rd Level Institutions

The education sector was identified in the last plan as a key area for potential development, however progress has proved challenging. This plan will explore new avenues to address these challenges in consultation with sports partnerships and other appropriate statutory authorities.

The programmes, objectives, and strategies in this area are:

Service Areas	Objectives	Strategies	Outcomes
1. Category 1 Clubs	To support and assist with the development of ISA Category 1 Clubs	Identify services and provide tailored support to affiliated Category 1 Clubs and encourage them to use best practice in all their activities.	Satisfaction with ISA support
2. Category 2 & 3 Clubs	To support the development of ISA Category 2 and 3 Clubs	Review ISA relationships and services offered to Category 2 & 3 Clubs and improve links between Category 1 clubs and Category 2 & 3 clubs.	Better service to Category 2 & 3 clubs
3. Communications between Clubs and Classes	To improve communications between clubs and classes	Build a stronger relationship and improve communications with club, class and Recognised Teaching Establishment officials and management, as well as ISA members.	Better networking between clubs, classes & ISA Members
4. Safety	To promote a focus on safety within all aspects of sailing and boating	Build on relationships with other organisations that have an interest in the promotion of safety. Continued development of ISA Safety Awareness Programmes. Promote participation in ISA Training Schemes. Promote participation within ISA affiliated organisations.	Higher Safety Awareness
5. Representation	To represent and protect the interests of our members	Identify, anticipate and respond to regulations and legislations that may impact on the ISA and its members.	Interests of Irish Sailors protected
6. Schools and Third Level Institutions	To increase recruitment and participation within the education sector	Develop and implement programmes that will encourage participation by school and college students.	Easier access for school and third level students.

3.2 Training

Training Schemes

During the period of the last plan the ISA has done considerable work in developing the six training schemes made available through its network of accredited course providers or "Recognised Teaching Establishments" (see appendix 5). This work has ensured that we now have training schemes that reflect the needs of the Irish boating community and which are on par with any in the world, and which in some cases, may be considered a leader. Over the course of this plan the ISA intends to enhance, promote and deliver these training schemes to a wider sailing/boating community. The ISA wants these schemes to be recognised by providers and trainees and accreditation agencies as world class and essential to a participant's ongoing development in their sport, pastime or profession.

Instructor/Coaching & Course Providers

Success in the implementation of our training schemes is dependent to a large extent on competent and professional delivery of the courses by the instructors (teaching basic skills), coaches (teaching competition skills) and course providers. For this reason it is crucial for the ISA to run excellent instructor and coach training programmes as well as an effective and consistent system of accreditation for course providers. Significant progress has been made in developing an ISA coach training programme in conjunction with the National Coaching & Training Centre. Now that the basic programme is in place the challenge in this plan is to ensure that all competitive sailors will have access to an appropriately qualified ISA coach.

Promotion and Development

It is important the training schemes are perceived by novices as the most obvious, easiest and best way to get started in the sport. The ISA will also promote its training schemes to existing participants as a means of improving their personal skills and safety awareness. The expertise within the Training Division that now exists as a result of the development work done during the last plan, will be applied to other core areas and activities eg club development, race management, boating and safety.

Safety

The ISA's training schemes are the most effective means of educating sailors and boaters in safe practices. Training will continue to be a key element in the development and delivery of all training, and safety modules will be integrated into all ISA Training Courses.

Code of Ethics

The ISA is committed to ensuring the safety and wellbeing of anyone participating in any of the sports under its jurisdiction. All the ISA's training programmes will conform to the Irish Sports Council's Published Code of Ethics, to ensure that children and young people participating can enjoy their chosen sport in an environment that is happy, free from physical or emotional harm, and that is centred around their needs.

The objectives, programmes and strategies to achieve this goal are:

Programmes	Objectives	Strategies	Outcomes
1. Recognised Teaching Establishments	To develop and promote the network of ISA training course providers.	Enhance and promote the system for ISA accreditation of course providers within new or existing statutory regimes. Increase the use of ISA accredited training programmes by existing and new course providers.	Increased number of course providers, delivering training programmes to more participants
2. Training Schemes	To develop and enhance ISA training & certification programmes	Continue to develop existing and new ISA training schemes to world-class standards. Ensure that where appropriate ISA training schemes meet certification requirements of national, international and statutory agencies. Link ISA training schemes to the relevant high performance competition and wider sailing pathways.	ISA training schemes recognised and respected as 'world class'. Clearly defined pathway for sailors from beginner to Olympics sailor and from beginner to "committed, long term participant".
3. Instructor/Coach Training	To have sufficient quality, qualified instructors and coaches to deliver the training & coaching programmes.	Continue to develop high quality instructor and coach training programmes. Train and accredit sufficient, appropriately trained instructors / coaches to meet the demand for all the ISA's training schemes and competition coaching programmes. Maintain database of qualified, active instructors and coaches.	Sufficient number of appropriately trained and qualified coaches and instructors
4. Promotion	To encourage greater participation in, and awareness of, ISA training schemes	Develop and implement a marketing and branding strategy to promote ISA training schemes. Promote participation in ISA training & certification programmes to a wider audience. Promote recognition of an ISA training brand that is associated with safety, accessibility and quality both nationally and internationally.	ISA Training brand and values recognised within & outside of boating community. Increased participation in ISA Training Schemes

Programmes	Objectives	Strategies	Outcomes
5. Training Programme Development Resource	Ensure that all training programmes offered by the ISA meet or exceed current national & international standards of best practice whether or not they are run by the ISA Training Division.	Utilise the resources and expertise within ISA Training for the development of all ISA programmes and services.	Higher standards of ISA services and development programmes

3.3 Sailing & Boating

Developing the sport within existing structures.

Traditionally the core activity of ISA affiliated clubs and affiliated organisations has centred around racing activities. There is a growing focus on recreational and non-competitive sailing, within the clubs and affiliated organisations. This plan addresses the shift in this direction and outlines a commitment by the ISA to work in partnership with relevant groups.

Promoting sailing and boating

Traditionally the ISA has had a limited role in the marketing and promotion of sailing. Increasing participation in the sport has been the main responsibility of the affiliated clubs and organisations. Over the next 5 years the ISA will play a stronger role in promoting the sport and encouraging participation through the recognised structures. The ISA will seek to develop a strong branding and promotional campaign in conjunction with its affiliated clubs and organisations.

Sailing and Boating – The Lifelong Activity for All

Sailing is a unique sport insofar as everyone is able to participate and compete on equal terms, regardless of age, size, gender, ability or physical fitness. In 2001 the winner of the "ISA Champion of Champions" event was a wheelchair member of the Irish Disabled Sailing Association, competing against the best able-bodied sailors in the country. In the past there has been a perception that sailing is a difficult sport to access. In this plan the ISA will seek to promote sailing to all.

The ISA actively supports women involvement in sailing at both participative and administrative levels and many clubs now have active programmes to encourage more women to become involved in sailing.

Exploring how to grow ISA membership within the broader sailing and boating community

Various research studies indicate a growing participation in sailing and boating outside the existing club and RTE structures. Growth in the sales of marine craft, the increased profile of the Boat Show and the development of new marinas and shore-based facilities provide further evidence of this trend of casual participation in sailing and boating activities. This growth provides opportunities and challenges not just for the ISA but for clubs and affiliated organisations. As outlined in the achievements and challenges (appendix 3), there is concern that this growth develops in a progressive and safe fashion in the wider interest of all involved in sailing and boating activities. Reaching out to this growing area needs careful consideration and debate. In this plan the ISA seeks to explore how it should respond to these developments.

The programmes, objectives and strategies are:

Programmes	Objectives	Strategies	Outcomes
1. Non -competitive activity	To promote non-competitive participation in sailing and boating in Ireland within existing structures	Identify the demand for non-competitive activities and recreational boating within clubs and develop strategies to support and grow this type of participation.	Increased participation in a wider range of club activities
2. Promoting Sailing & Boating	To encourage and develop links with those participating outside ISA structures	Work with Marine Institute, Irish Marine Federation and other agencies to research accessibility and participation outside ISA structures, and explore how ISA might support/organise and provide services to the broader community of boaters and sailors.	New and existing services developed and promoted as appropriate
3. Public Awareness	To encourage more people to take up the sport	Raise awareness of the sport in the public domain and make the sport more accessible at entry level.	Increased participation
4. Sport for all	To promote sailing as a sport for everyone to enjoy	Make sailing more accessible to a wider audience regardless of age, gender, ability or social standing.	Increased participation
5. Integration of activities	Ensure good working relationships established amongst organisations with an interest in marine leisure	Promote integration of activities between Category 1 clubs and Category 2&3 Clubs and explore potential for mutual co-operation between ISA and other sectors of the Marine Industry.	Better links and communication among interested organisations

3.4 Racing

Domestic Racing

The ISA is committed to building better links between clubs and classes so that growing numbers of participants can realise their full potential and maximise their enjoyment of the sport. Research indicates that attendance in club dinghy racing over the last five years in many clubs has declined, whilst club cruiser racing generally is going from strength to strength. Attendance at class events generally has remained fairly static although there has been a significant turnover of personnel and cross over between the classes. The ISA will work with the Clubs and Classes during the next five years to encourage better links and increased participation, higher standards and enjoyment for all club and class competition. Although cruiser racing has enjoyed prosperity in recent years there are some issues particularly around communication and handicapping that will need to be addressed if progress is to be maintained.

Handicap and Fleet Racing

Participation in handicap and fleet racing in cruisers has increased significantly in recent years, and may be a factor in the club dinghy racing trends. The ISA will monitor these trends carefully and respond accordingly.

Racing Administration

Quality standards in race management and administration are key elements in successful and enjoyable racing. Over the period of this plan the ISA will seek to provide improved training and support for the organisation of domestic and international competition.

Domestic and International Events

Ireland has hosted a number of European and World championships in recent years providing the opportunity for more Irish sailors to experience international competition, whilst at the same time promoting Irish sailing abroad. There are significant economic and social benefits in hosting such events and the ISA will work in close co-operation with the Irish Sports Council and Fáilte Ireland in continuing to bring appropriate events to Ireland.

Increasing the numbers participating in domestic competition will depend on a co-ordinated programme of well organised events. The Branches have played a significant role in co-ordinating local calendars and the ISA will continue to encourage co-operation between clubs locally and classes to maximise participation.

High Performance Sailing

The ISA has undertaken a great deal of work over the past 5 years to establish the framework and structures for competitive sailing from entry level to Olympic sailing. This work has been recognised by the Irish Sports Council and significant additional investment has been allocated by the Irish Sports Council specifically to support this work. The ISA has produced a detailed High Performance Pathway in conjunction with the Irish Sports Council in order to provide the Irish team with a real chance of performing and winning in Olympic games. There is an urgent need to build greater awareness of this Pathway, and the opportunities to progress among all those interested in competitive sailing. The High Performance Pathway is detailed in Appendix 4.

International Racing

In addition to the commitment to support the High Performance Pathway, the ISA will encourage participation and top class performance at international level.

The objectives, programmes and strategies to achieve this goal are:

Programmes	Objectives	Strategies	Outcomes
1. Handicap Racing	To encourage excellent handicap racing in clubs	Promote inter-club and national events, and support the development of the Irish Cruiser Racing Association. Obtain regular feedback from local handicap co-ordinators and monitor the operation of the ECHO system on an ongoing basis.	Increased satisfaction with handicap racing events and with the operation of the ECHO system
2. Fleet Racing	To encourage greater participation in fleet racing locally, regionally and nationally	Work with the clubs and classes to facilitate a strong calendar and increase participation in fleet racing at all levels.	Higher levels of participation in fleet racing and increased satisfaction with events
3. Racing Administration	To promote and support racing administration	Promote the use of appropriate ISA qualified race officials for club, class and international events, including race officers, judges, umpires and support personnel. Strengthen support for racing administration.	Higher standards of race management and administration
4. Club & Class Racing	To increase participation in Club and Class racing	Encourage more localized inter club racing and strengthen links between clubs and also between classes.	More localised inter club events and more enjoyable racing
5. Events	To provide a co-ordinated and varied race programme	In partnership with the clubs and classes, co-ordinate the domestic calendar at local and national level and promote Ireland as a venue for international events.	A well structured calendar of events and a co-ordinated approach to the promotion of international events in Ireland
6. International Competition	Encourage talented Irish sailors to compete successfully at international level	Identify the needs of top competitive sailors competing internationally outside the 'Performance Pathway', and support campaigns and recognise achievements.	Successful Irish participation at International events
7. High Performance Pathway	Improve performance of top Irish Sailors	Work with the Irish Sports Council to implement the High Performance Pathway and raise awareness of the Pathway amongst all members of the ISA. Provide the coaching, structures and support necessary to improve standards and rankings of sailors at all levels.	Irish Sailors in the 'Medal Zone'

3.5 Marketing & Communications

Communications

Although considerable progress has been made in a wide range of areas, it is clear from the research that the majority of members and relevant stakeholders have low awareness of the breadth and range of ISA activities. It is important that a gap between what the ISA is trying to do and how it is perceived does not continue to develop. The ISA needs to be more focused and proactive in communicating its services and activities to its growing membership base and the wider boating community. The ISA website- www.sailing.ie, in particular, has potential to offer new means of improving communications.

Marketing of the ISA

The ISA will seek to improve its image and develop a coherent shape to its services and products and the way they are perceived by members. The ISA has potential to offer services to the wider boating community and will seek to proactively identify these opportunities and raise its profile. The ISA will seek to use all forms of media and communication vehicles to raise awareness on sailing and the opportunities to participate in the sport.

Profile & Branding

The ISA provides a range of services and products for its members, and those with an interest in becoming involved in the sport. Over the next 5 years these services and products will be further developed and fine- tuned. The challenge facing the ISA is to ensure they are relevant and have credibility amongst all the stakeholders. There is a need for a strong branding and marketing of these services to raise the profile of the ISA with National and International Agencies and to create a strong awareness amongst the members and those who sail.

The objectives, programmes and strategies to achieve this goal are:

Programmes	Objectives	Strategies	Outcomes
1. Communications	Improve communications with all stakeholders	Develop and implement a detailed communications plan covering all areas of ISA activity, and links with relevant stakeholders.	Better communication with all stakeholders
2. Marketing of ISA and Products and Services	Raise awareness and utilisation of ISA products and services	Develop a marketing plan to improve awareness and maximise the return from sales and branding of ISA products and services.	Higher value on ISA products and services
3. Sponsorship	Increase revenue through sponsorship	Identify potential areas for sponsorship, source sponsors and develop more value for sponsors.	Increased revenue and high profile for our sponsors
4. Promotion	Raise public awareness of sailing in Ireland	Work with media and other agencies to promote sailing and boating to as wide an audience as possible.	Increased Participation

3.6 Governance and Operations

Leadership and Governance

One of the major changes has been the development of the ISA at Board and staff level, and the significant improvement in its ability to deliver world-class services. Maintaining a high calibre service and clarity of purpose is a continuing high priority. Maximising service development opportunities will be a focus of the Board and the staff.

Developing the organisational capacity of the ISA and its Staff

The revised structure of the ISA has enabled the organisation to build strong foundations to deliver on the targets outlined in the initial plan. The main strength has been the development of a committed and motivated professional staff. It is important that this continues to evolve and develop appropriately, and that the staff have sufficient skills and training, so the organisation is geared up to respond to new challenges in an ever changing environment. The Irish sporting and regulatory framework is moving quickly and unpredictably. This implies the need for a degree of flexibility in the ISA framework to adjust policies and strategies accordingly by the Board of the ISA. Clearer definition of responsibilities for policy and its implementation will be required going forward.

Roles and Accountabilities

The existing structure and management process has served the ISA well in its initial stages of development. In order to deliver this plan in the most effective and efficient manner, it is necessary that the current roles and functions of the Board, the executive staff and the PRG are reviewed in order to clarify the policy/strategic/monitoring role of the various parties.

Administration and Database

An efficient administration coupled with a comprehensive and effective databases are of significant strategic importance to the effective day to day management and growth of the ISA. In this plan, particular attention will be given to the development and rationalisation of its administrative and information structures.

Revenue

Some of the successes of the previous plan may be directly attributed to the significant increase in revenue gained from the growth in Club membership, and the support from the Irish Sports Council. Whilst there is still potential to increase revenue by growing the membership further, it is appropriate to explore other sources of potential revenue, to ensure the continued growth and development of the ISA for the benefit of its members.

Volunteers

Despite the recent growth in the number of professional staff, the ISA is still very much dependant on volunteers for leadership and working groups to assist with the development and delivery of ISA policies, activities and services. The ISA will ensure that volunteers receive the necessary levels of training and support to ensure their effectiveness and greater job satisfaction.

Code of Ethics

While the ISA is committed to ensuring the safety and well-being of anyone participating in any of the sports under its jurisdiction, it will take particular note of the needs and safety of children and young people. "The Code of Ethics and the Good Practice for Children's Sport in Ireland" published by The Irish Sports Council, sets out guidelines and policies to ensure that children and young people participating can enjoy their chosen sport in an environment that is happy, free from physical or emotional harm, and that it is centred around their needs. The ISA will ensure that all of its own activities meet the principles and objectives set out in the code and will work with its affiliated organisations in fully implementing the code.

The objectives, programmes and strategies to achieve this goal are:

Programmes	Objectives	Strategies	Outcomes
1. Governance	To implement the plan with the most effective governance structure	Review the existing structure and roles of the Board, executive staff and PRG and make any appropriate changes.	More effective operating structure
2. Administration and Database	Improve ISA administration and database	Review ISA administration structures and concentrate on building up an effective and comprehensive database of members and stakeholders.	More effective operation and communications
3. Revenue	Increase Revenue independent of those raised from Government and Clubs	Examine opportunities such as e-commerce, merchandising, sponsorship and new membership categories.	Increased revenue and better service to members
4. Professional Staffing	To ensure sufficient, capable and trained staff are in place to implement the plan	Monitor the strengths and weaknesses of the professional staff, and ensure they are adequately trained and have the relevant skills to maximise productivity.	Better service, more efficient operation
5. Volunteers	Maximise the effectiveness of volunteer resources	Implement a volunteer recruitment programme. Ensure ISA volunteer personnel receive adequate training and induction programmes to fulfil their roles effectively.	More effective volunteer resource
6. Policies	Provide clear written policies for all relevant areas of operation	Ensure that relevant policies are written, published and reviewed on a regular basis.	Clear transparent policies developed

4.Implementation

Over the next four years the ISA will focus on delivering the on the vision and goals identified in this plan. The Board, will work constructively to achieve these goals by making the best and most efficient use of resources available to them. Some of the key principles which will guide the Board in implementing this plan are:

4.1 Leadership and Governance

The ISA will:

- Review and update governance procedures to ensure they reflect best practice and the proposed plan
- Assess the training requirements of the Board and committees with appropriate training provided on an ongoing basis to meet these needs
- Detail the policies of the organisation which will be made easily accessible to the Board, committees and staff and will be reviewed and updated as necessary
- Adjust the relevant strategies and work programmes as required when existing policies are changed and/or new policies introduced

4.2 Sub Committees and Working Groups

The ISA will continue to rely on the essential work of volunteers, to achieve its vision and goals, supported by staff through the continuation of sub committees and working groups as the need arises for specific delegated tasks.

4.3 Operational

The ISA will:

- Review operational structures in line with proposed strategic areas
- Prepare annual operational plans defining the work programmes in each strategic area and outline the resources available to implement this
- Provide the staff of the organisation with clear guidelines and support on their roles and responsibilities to implement the plan in partnership with the different voluntary committees and working groups
- Identify and meet staff training requirements
- Review systems and procedures to reflect implementation requirements
- Review and assess plans on a quarterly basis
- Set budgets for each area and review these. All work programmes will be implemented subject to the necessary human and financial resources being available.

The Board will identify through its annual plan where any constraints on programmes or services are imposed on the ability of the organisation to realise its full potential. This is very necessary in this era of economic uncertainty. Every effort will be made to generate new and additional resources in addition to the funding allocated to the ISA from the Irish Sports Council.

4.4 Monitoring and Evaluation

The ISA will:

- Review operational systems to ensure they comply with requirements to implement the plan and report on progress as required
- Ensure that proper management and financial systems and procedures are established to ensure the effective operation of the organisation.
- Clear performance indicators will be set for each area and these will be used by the Board to assess progress going forwards.

5. Appendix 1

Clubs, Affiliated Organisations & Recognised Teaching Establishments

Club Categories

Category 1 Club

A Category 1 Club is a constituted Club in the Republic of Ireland that is engaged in the organisation of sailing or leisure boating activities for its members. All ISA Clubs affiliate as a Category 1 Club, unless at the discretion of the ISA Board of Directors they affiliate as a Category 2 or 3 Club. All members of Category 1 Clubs are automatically ISA members and are entitled to the benefits of ISA membership.

Category 2 Club

A Category 2 Club is an incorporated body, that does not have a premises of its own and whose primary purpose is to organise or co-ordinate sailing or leisure boating activities for people of whom the majority are members of a Category 1 Club.

Category 3 Club

A Category 3 Club is an incorporated club, association, company, school or committee, which has as one of its objects the organising, co-ordinating or teaching of sailing or leisure boating for people who may, or may not be members of a Category 1 Club.

Clubs located outside the Republic, and Classes also affiliate as Category 3 Clubs.

Recognised Teaching Establishments (RTE's)

RTE's are course providers recognised to deliver the ISA training schemes to their members and/or general public. These include clubs and commercial water sports centres. The ISA will work with the RTE's to strengthen links with clubs and explore the potential to further increase participation through services provided by RTE's.

Clubs, Affiliated Organisations & Recognised Teaching Establishments

Category 1 Clubs	Category 2 Organisations	Category 3 Organisations	Class Associations	Recognised Teaching Establishments
Arklow Sailing Club	Cruising Association of Ireland	A.I.B. Sailing Club	1720 Sportsboat Class	Achill O.E.C.
Baltimore Sailing Club	Dublin Bay Sailing Club	Ballyholme Yacht Club	470 Class	B.I.M. National Fisheries College
Bantry Bay Sailing Club	Irish Cruising Club	Carlingford Lough Yacht Club	Cruisers III Association	B.I.M. Regional Fisheries Centre
Blessington Sailing Club	Royal Alfred Yacht Club	Carrickfergus Sailing Club	Enterprise Class	Baltimore Sailing Club
Bray Sailing Club		City of Dublin VEC Sailing Club	Finn Class	Blessington Activity Centre
Clifden Boat Club		Corrib Yacht & Rowing Club	Flying Fifteen Association of Ireland	Blessington Sailing School
Clontarf Yacht & Boat Club		Cushendall Sailing And Boating Club	GP14 Class Association Of Ireland	Bonmahon Lifeguard Club
Courtown Sailing Club		Defence Forces Sailing Association	Howth 17 Footer Class Association	Bray Sailing Club
Cove Sailing Club		Down Cruising Club	IDRA 14 Class Association	C.S.I. Scouting Ireland
Crookhaven Harbour Sailing Club		Downings Boat Club	International 420 Class	Cahersiveen Marina & Water Activity Centre
Cullaun Sailing Club		Dublin Dockland Development Authority	International Mirror Class of Ireland	Carlingford Adventure Centre
Cumann Seoltóireacht An Spidéil		East Antrim Boat Club	International Optimist Dinghy Association Of Ireland	Carlingford Yacht Charter & S.S.
Dun Laoghaire Motor Yacht Club		East Coast Garda Sailing Club	Ireland Int Dart Association	Celtic Ventures
Dundalk & Carlingford Sailing Club		Fountainstown Sailing Club	Irish Cruiser Racing Association	Children's Group Link
Dungarvan Harbour Sailing Club		Garrykennedy Sailing Club	Irish Fireball Association	Colaiste U.I.S.C.E.
Foynes Yacht Club		Glenans Irish Sailing Club	Irish Hobie Class Association	Courtmacsherry Sailing & Leisure
Galway Bay Sailing Club		H.Y.C. Events Ltd	Irish Laser Association	Courtown Sailing Club
Glandore Harbour Yacht Club		Inishtrahull Cruising Club	Irish Laser Radial Association	Delphi Adventure Centre
Greystones Sailing Club		Institute of Bankers In Ireland Sailing Club	Irish Multihull Association	Dingle Sailing Club
Howth Boating Club		Irish Disabled Sailing Association	Irish RS Class Association	DMG Sailsports
Howth Yacht Club		Irish National Sailing Club	Irish Angling Association	Dublin Bay Sea Thrills
Iniscealtra Sailing Club		Irish Sea Offshore Racing Association	J24 Class of Ireland	Dun Laoghaire Motor Yacht Club
Inniscarra Sailing Club		Irish Universities Sailing Association	Laser II Association	Dun Laoghaire Sail Training Ltd.
Irish Windsurfing Association		Lough Erne Yacht Club	Mermaid Sailing Association	Dundalk & Carlingford S. C. Sail Training Centre
Kinsale Yacht Club		LYIT Sailing Club	National 18 Foot Class	Dunmore East Adventure Centre
Lough Derg Yacht Club		Portaferry Sailing Club	Puppeteer Class Association	Fastnet Marine Education Centre.

Category 1 Clubs	Category 2 Organisations	Category 3 Organisations	Class Associations	Recognised Teaching Establishments
Lough Ree Yacht Club		Royal College of Surgeons in Ireland Sailing Club	Ruffian 23	Fingal Sailing School
Lough Swilly Yacht Club		Royal North of Ireland Yacht Club	Shannon One Design Association	Galway Bay Sailing Club
Malahide Yacht Club		Royal Ulster Yacht Club	Sigma 33 East Coast Assoc	Gartan OEC
Mayo Sailing Club		Schull Community College Sailing Club	Squib Class	Glenans (Central Booking Office)
Monkstown Bay Sailing Club		Schull Harbour Sailing Association	The Shipman Association	Glenans, (Baltimore)
Moville Boat Club		Scout Association of Ireland Sea Scouting	The Water Wags	Glenans, (Collanmore)
Mullaghmore Sailing Club		South Coast Garda Sailing Club	Topper International Class Association of Ireland	Greystones Sailing Club
Mullingar Sailing Club		South Cork Sailing Club		Hibernian Cruising School
National Yacht Club		Strangford Lough Yacht Club		Howth Yacht Club
Poolbeg Yacht And Boat Club		Ulster Bank Sailing Club		International Sailing
Ring Boat Club		University of Limerick Staff Sailing Club		Irish National Sailing School
Royal Cork Yacht Club		University of Limerick Student Sailing Club		Irish Youth Sailing Club/School
Royal Irish Yacht Club				Jamie Knox Watersports
Royal St George Yacht Club				Killary Adventure Company
Rush Sailing Club				Kilrush Creek Adventure Centre
Sailing in Dublin				Kinsale O.E.C
Schull Harbour Sailing Club				Leinster Cruising School
Skerries Sailing Club				Lough Allen Adventure
Sligo Yacht Club				Lough Derg Powerboat School
Sutton Dinghy Club				Lough Derg Yacht Club
Swords Sailing & Boating Club				Lough Ree Powerboat School
Tralee Bay Sailing Club				Lough Ree Yacht Club
Waterford Harbour Sailing Club				Marble Hill Windsurfing
Waterford Motorboat & Yacht Club				Mayo Sailing Club
Western Yacht Club				McDowells Hotel & Activity Centre
Wexford Harbour Boat and Tennis Club				Mullaghmore Sailing Centre Ltd
Wicklow Sailing Club				Mullingar Sailing Club
				Naval Sailing School
				Royal Irish Yacht Club

Category 1 Clubs	Category 2 Organisations	Category 3 Organisations	Class Associations	Recognised Teaching Establishments
				Royal St. George Yacht Club
				Rusheen Bay Windsurfing
				Sea & Shore Safety Services
				Sea Craft
				Seatec Maritime
				Shackleton O.E.C.
				Shielbaggan Outdoor Education Centre
				Skerries Sailing School
				Sligo V.E.C.
				South East Cruising School
				Surfdock
				Sutton Dinghy Club
				The National Yacht Club
				The Oysterhaven Centre
				Tralee Sailing Club
				University of Limerick A.C.
				Waterford Harbour S.C.
				West Cork Sailing Centre
				West Galway School of Navigation
				Wexford Harbour Boat & Tennis Club
				Wicklow Sailing Club

Member and Stakeholder Consultations

Consultations

This plan is derived as a result of feedback received from a combination of surveys, individual submissions, internal consultations and workshops held with the ISA Board and Staff, and a series of member and stakeholder consultations held with interest groups around the country. Our particular thanks go to all those who participated in these consultations, and contributed to the development of this plan.

Principals and Junior Organisers, Royal St. George, 8th Oct 2002

Attendance: John Crebbin (ISA President), Simon Coate (ISA Training Director), JJ O'Dwyer (ISA Director of Boating), Harry Hermon (ISA Club Development Officer), Tony Wright (ISA Training & Development Officer), Sophie Ollier (ISA Training Schemes Administrator), Paul Ashmore (Blessington Activity Centre), Tom McCardle (Carlingford Sailing School), Fintan Lawton (Surfdock), Tom Sweeney (Bray Sailing Club), Bridie Pender (Clontarf Yacht Club), Niall MacAllistair (West Cork Sailing Centre), Damien Brennan (Sligo Yacht Club), Colm Dempsey (National Yacht Club), Mary Cox (Lough Derg Yacht Club), Una Lee (Lough Derg Yacht Club), Hugh Gill (Sutton D.C.), Aoife Kirwan (The Royal St George Y.C.), Claire Sawier (Sea Thrill), John Bradshaw (Sea Thrill), Terry Long (Bray Sailing Club), Simon Parker (Bray Sailing Club), Jenny Crebbin (Junior Working Group), Alan Collins (Skerries Sailing Club), Dermot Mchugh (Blessington Sailing Club Sailing School), Caroline Liddy (Dun Laoghaire Motor Yacht Club), Paul Hick (Skerries Sailing School), Matt Reid (Leinster Cruising School), Elizabeth Faulkner (Royal St George Y.C.), Claire Carthy (Rush Sailing Club), Alistair Rumball (Irish National Sailing School), John Toner (Greystones S.C.), Charlie Kavanagh (South East Cruising School), Pat Shannon (Royal Irish Yacht Club), Jim Slater (Dundalk and Carlingford S.C.), Cathy MacAleavy (National Yacht Club), Bill Ennis (Blessington Activity Centre), Peter Dolan (Blessington Sailing Club), Helen Scallon (Wexford Harbour Boat Club).

Principal's and Junior Organisers, Galway Bay Sailing Club 9th Oct 2002

Attendance: John Crebbin (ISA), Harry Hermon (ISA), Tony Wright (ISA), Simon Coate (ISA), Claire Jacob (Galway Bay S.C.), Graham Kearon (Lough Ree Yacht Club), Dave McCarthy (Glenans Collanmore), Kyra Mullee (Mayo S.C.), Colm O'Brolchain (Seatec), Ciaran O'Murchu (Colaiste U.I.S.C.E.), John Roberts (West Galway School of Navigation), Sean Flynn (Little Killary A.C.), Ger Foley (Glenans Collanmore), Gair Gordon (Mayo S.C.).

Principals and Junior Organisers, Kinsale Yacht Club, 10th Oct 2002

Attendance: John Crebbin (ISA), Harry Hermon (ISA), Tony Wright (ISA), Simon Coate (ISA), Patricia Kaiser (ISA), Bob Hobby (ISA), Niall MacAllistair (West Cork Sailing Centre), Victor Fusco (Kinsale O.E.C.), Ruth Ennis (Kinsale O.E.C.), Colin Gibbon (Shelbeggan O.E.C.), Laurent Cru (Glenans Baltimore), Mary Leonard (Royal Cork Y.C.), Eddie English (International Sailing), Pauline Fitzpatrick (Royal Cork Y.C.), Ally Dreyer (The Oysterhaven Centre), Dan Cross (Baltimore S.C.), Caroline Treacy (Crookhaven Harbour S.C.), Lorna Brown (Tralee S.C.).

Clubs and Members, Arklow Sailing Club 23rd Oct 2002

Attendance: John Crebbin (ISA), Harry Hermon (ISA), Kalanne O'Leary (ISA), Phillip Cowman (Wexford Harbour BTC), Anne Cowman (Wexford Harbour BTC), Richella Mulvihill (Arklow SC), Kathy Timmons (Courtown SC), Ian Biddalphy (Courtown SC), Breffni Kelly (Arklow SC), Sean Kelly (Arklow SC).

Clubs and Members, Howth Yacht Club 24th Oct 2002

Attendance: John Crebbin (ISA), Harry Hermon (ISA), Paddy Boyd (ISA), Bob Hobby (ISA), Derek Bothwell (Howth YC), Gerry Duff (Rush SC), Robert McFadden (Howth BC), Joe Ivory (Howth BC), Seán Jackson (Howth BC), Paddy Demery (Royal Irish YC), Sheila Richardson (Royal Irish YC), Berchmans Gannon (Howth YC, CAI), Des Fitzgerald (Swords SBC), Eamon Markey (Howth YC, CAI), Don Earley (Howth YC, CAI), Neil Murphy (Howth YC, Malahide YC), Gerry Byrne (Skerries SC), Barry Butterly (Skerries SC), Roddy Cooper (Howth YC), Charles Sargent (Sutton DC), Gerry O'Hanlon (Sutton DC), David Mulhall (Sutton DC), Neil Inglis (Howth YC), Kevin Burke (Howth YC), Kevin Darmody (Howth YC), Fintan Geraghty (Malahide YC), Richard Kissane (Howth YC), Ian Sargent (Clontarf YBC), Peter McKenna (Howth YC), Caroline Burke (Howth YC).

Clubs and Members, Sligo Yacht Club 30th Oct 2002

Attendance: John Crebbin (ISA), Harry Hermon (ISA), John Kidney (ISA), Paddy Boyd (ISA), Barbara Morrisson (Mullaghmore SC), Wendy Lyons (Mullaghmore SC), Brian Mercer (Mullaghmore SC), John McKeown (Mullaghmore SC), Kevin Collins (Sligo YC), Paul Gordon (Sligo YC), Gus Henry (Sligo YC), Peter Morrisson (Mullaghmore SC), Tim Corcoran (Sligo YC), John Buckley (Sligo YC), Keville Búrn (Sligo YC), Áine Nolan (Galway Bay SC), John Preisler (Galway Bay SC), P J Mealy (Galway Bay SC), Gavin Earley (Sligo YC).

Clubs and Members, University of Limerick 31st October 2002

Attendance: John Crebbin (ISA), Harry Hermon (ISA), Dara Sheahan (Cullaun SC), Tom McHugh (Cullaun SC), John Kinsella (University of Limerick Staff SC), Padraic Kelly (Foynes YC), Donal Herraghty (L. Ree YC), Laura Greer (University of Limerick SC, Wexford Harbour BTC), Conor Byrne (University of Limerick SC, Skerries SC), Jim Ryan (University of Limerick SC), Oisín Fouere (University of Limerick SC, Clifden BC), Paul Ruddy (University of Limerick SC, Royal Cork YC), David Bonner (University of Limerick Staff SC), Claire Murphy (University of Limerick Staff SC), Gordon Armstrong (University of Limerick Staff SC), Patrick Frawley (University of Limerick Staff SC), Redmond O'Brien (University of Limerick Staff SC), Tom Galvin (Cullaun SC), Tomás Galvin (Cullaun SC), Catherine Adley (Lough Derg YC), Gerard Flynn (Cullaun SC).

Clubs and Members, Royal Cork Yacht Club 19th November 2002

Attendance: John Crebbin (ISA), Harry Hermon (ISA), Patricia Kaiser (ISA), Kevin Lane (Royal Cork YC), David O'Brien (Royal CorkYC), Ken Galvin (Royal CorkYC), Pat Vaughn (Royal CorkYC), Hugh Mockler (Royal CorkYC), Brian Cudmore (Royal CorkYC), Mike McCarthy (Royal CorkYC), Robert Keating (Cove SC), Kieran Dorgan (Cove SC), Barry Galvin (Inniscarra SC), Leonard Godsil (Inniscarra SC), Mark Dolan (Royal CorkYC), Jim Sheehan (Kinsale YC), Yvonne Sheehan (Royal CorkYC), Rob Doyle (Royal CorkYC), Mark O'Donovan (Royal CorkYC), Brenda O'Donovan (Royal CorkYC), Conor O'Donovan (Royal CorkYC), Tom Kirby (Schull Harbour SC), Eileen Kirby (Schull Harbour SC), Pat Barrett (Royal Cork YC), Tom MacSweeney (Monkstown Bay SC).

Clubs and Members, Royal Irish Yacht Club 29th November 2002

Attendance: John Crebbin (ISA), Harry Hermon (ISA), JJ O'Dwyer (ISA), Simon Coate (ISA), Norman Long (Royal IrishYC), Peter Lee (Royal St. George), Norman Lee (Greystones SC), Michael McHugo (Dun Laoghaire Motor YC), Henry Leonard (Royal IrishYC), Caroline Leonard (Royal IrishYC), Pauline Power (Royal St George YC), Pat Shannon (Royal IrishYC), Jennifer Byrne (Dun Laoghaire Motor YC), Jim Dolan (Dublin Bay SC), Declan Heffernan (Dun Laoghaire Motor YC), Chris Moore (National YC), Des Rogan (Royal IrishYC).

Race Officers, Judges and Umpires, Sutton Dinghy Club 27th November 2002

Attendance: John Crebbin (ISA), Harry Hermon (ISA), Harry Gallagher (ISA), Peter McKenna, Brian Connell, John Russell, Vincent Delaney, Gerry Grimes, Neil Inglis, Paul Murphy, Scorie Walls, Gerry Sargent, John Banim, Colin Kavanagh, Richella Carroll, Ron Hutchieson, Ed Alcock, Suzanne McGarry, David

Lovegrove, John Brownlee, Dave Sheahan, Philip Cowman, Derek Bothwell, Riain Timon, Peter Hannon, Terry Harvey, Henry Leonard, Tony O’Gorman, Alan Crosbie, Tony Bushnell, Peter Crowley, John Coffey, Noel Dempsey, Peter Smyth.

Classes, Clontarf Yacht and Boat Club 21st November 2002

Present: John Crebbin (ISA), Harry Gallagher (ISA), JJ O’Dwyer (ISA), Harry Hermon (ISA), Bill O’Hara (ISA), Noel Colclough (Wayfarer Class), Daniel McNelis (Wayfarer Class), Noel McNamara (Ruffian Association), Cathy Booth (Ruffian Association), Clare Carthy (Mermaid Association), Barbara Grossman (Mermaid Association), Dermot McHugh (Multihull Association), Gillian Fletcher (Sigma 33), Vincent Delaney (The Water Wags), Conor Holmes (HYC Puppeteers), Michael McNamara (Int. Optimist Association), Maeve O’Reilly (Int. Optimist Association), Mary White (Int. Optimist Association), Anna Leech (Shannon One Design Association), Bernadette Fox (Enterprise Association), Peter Hassett (Enterprise Association), Stephen Orm (Fireball Association), Margaret Casey (Laser II Association).

Business and Marketing, Dublin Boat Show, 5th March 2003

Present: John Crebbin (ISA), Harry Hermon (ISA), Morgan Buckley (ASMT Consultants), Richard Hooper, Shay Moran, Brian McManus, Peter Scallan, Richard Burrows

Appendix 3

Outcome of consultations with members and stakeholders – issues and challenges arising

Improving Racing Standards

The standard of racing at club, regional and national level has improved significantly in recent years. We need to identify how we can further build on developments, particularly in areas relating to race management and handicapping as well as the recruitment and training of race officials and judges.

Improving Competitiveness

The improvements in our high performance strategies and support mechanisms enabled our talented sailors to have a realistic chance of Olympic medals in Sydney. We need to harness the experiences to further develop the academy for talented young sailors, and use it to improve our chances in future games.

Recreational Boating

The ISA has evolved from a background of promoting racing. There is evidence of increasing demand nationally for the development of recreational boating. Increasing numbers of Irish sailors are travelling abroad to participate in sailing activities. The bureaucracy associated with such travel is quite complex, and varying in consistency even within the same jurisdiction. The ISA needs to explore ways to provide a quality service to these members.

Training

High quality, relevant and accessible training courses play a vital role in introducing newcomers to the sport and developing skills and safety awareness in more experienced boaters. The ISA will continue to support the affiliated course providers, whether they are clubs or commercial schools and develop its world class training schemes.

School and University Sailing

There is no doubt that youngsters represent the future of sailing. We must consider further how we can attract more youngsters into the sport through schools and 3rd Level educational establishments. How can this be best delivered?

Dinghy Sailing

Dinghy Sailing has in the past, not only been enjoyed by many, but also the nursery for our most successful sailors. There is however evidence that participation in adult dinghy sailing has gone into decline at club level. This is an issue that needs to be addressed to ensure continued growth at all levels.

Developing Other Water Sports

The development of our training schemes in recent years has increased participation in many different water sports disciplines including power boating, windsurfing, inland waterways and personal watercraft. It is important therefore that we consider how we respond to this growth in participation. What are the best ways to integrate and promote these developments within ISA activity?

Promoting our Sport

Thanks to the promotion strategy of our existing plan, the profile of our sport has never been higher, and the perceptions of 'elitism' and perceived barriers have been broken down to make the sport more accessible. Continuing this promotional activity is the key to further increasing participation in the future. A key challenge for us is how to do this effectively to grow awareness of sailing and boating?

ISA Structure Services and Benefits

The current ISA structure enabled the objectives of the existing plan to be realised. It is appropriate to consider its effectiveness in the context of the challenges facing the ISA over the next five years. Since the adoption of the Joint Membership Scheme, the ISA has been working with its Affiliated Clubs to grow their membership. The challenge will be to continue to provide the service to clubs, and also to look at services and benefits that may be provided for individual club members. In funding our future operations we need to consider what is the appropriate and attainable combination of public, commercial and membership related income.

Development of physical Infrastructure

Facilities for water sports have increased significantly in recent years. The infrastructure is being developed mainly on a commercial or public/private partnership basis. Where can facilities be developed further and what ways are available to capitalise on these for the benefit of all boaters?

Clubs/Recognised Teaching Establishments

The implementation of the last plan has shown that the network of Recognised Teaching Establishments combined with that of Affiliated Clubs is an excellent partnership in the introduction and retention of newcomers to the sport. We must look at these relationships further to ensure their combined resources are maximised.

Communication

The ISA has made significant improvements in its communications with its affiliated organisations. The task now is to manage the growth in information and to reach a wider audience.

Volunteers

Volunteers have traditionally carried out organisation of our sport. This ethos is under threat due to increasing work pressures and the demand for professionalism in the services and sports that we enjoy.

Club Structures

Many clubs are now experiencing significant demand to change to meet the needs of both existing and potential members. There is evidence that some clubs need to modernise their structures and strategies if they are to successfully meet this challenge. It is essential that clubs are encouraged to constantly review their operating environment and develop structures that enable them to respond rapidly and effectively.

Relationships with Government and Agencies

The size and operation of the ISA makes it a credible and respected organization when liaising with and making submissions to statutory bodies, concerning matters that affect our activities. Our challenge is to increase our knowledge and continue to be the experts, to whom government agencies and other organisations may turn for advice.

Relationships with International Organisations

The ISA works well with European and International organisations, whose activities have an interest in the leisure industry. We must look at ways we can further develop and improve our relationships, to ensure foreign strategies complement our own, for the benefit of our members.

Safety Culture

The culture of safety that currently exists within the participants and organisations associated with ISA activities commands a deserved respect from other adventure sporting bodies. The challenge is to develop initiatives that serve to make participation in our sport safe, whilst at the same time retaining the allure of its adventurous nature.

Marine Accidents

Every Marine accident attracts media attention, and government are sensitive to this, leading to regulation and legislation that may impact adversely on the traditional freedom that leisure sailors enjoy. The challenge to ISA is how to position ourselves to ensure that the correct balance between safety, training, enjoyment and regulation is achieved. To what extent will "traditional freedoms" need to be sacrificed in pursuit of safety?

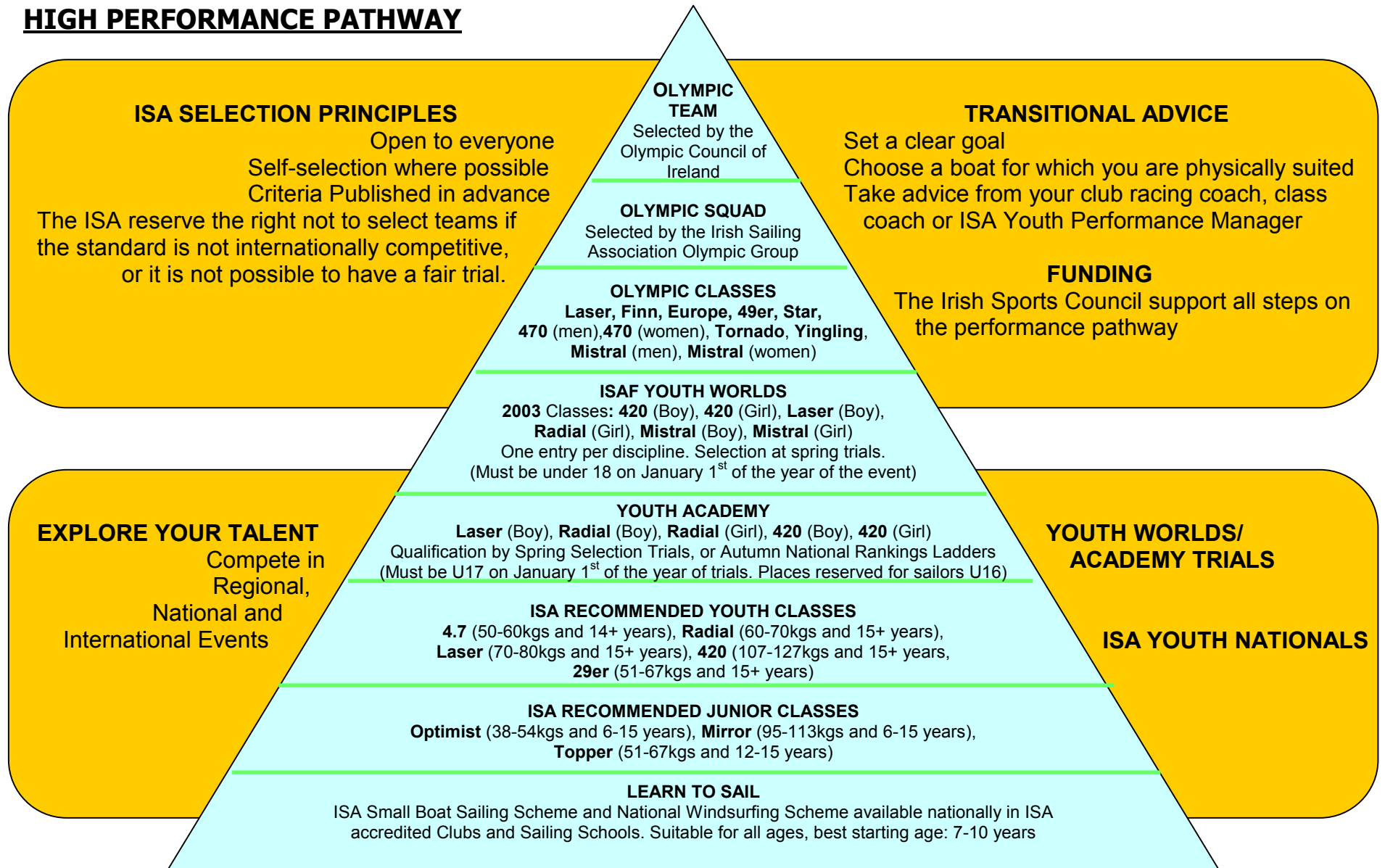
Other Organisations

The ISA currently works well with other organisations involved with the promotion of water sports safety (RNLI, Coastguard, Irish Water Safety Association, BIM, Health & Safety Authority). We must look further at how best we can utilise the resources of these organisations, to further create a strong safety culture within our organisation.

Legislation

Because of the credibility and respect the ISA commands with statutory agencies, we have been able to protect our members from the worst aspects of proposed regulation, which would have had a negative impact on participation in our activities. When there are proposals for future legislation we must continue to ensure we are at the forefront of discussions.

HIGH PERFORMANCE PATHWAY



ISA TRAINING SCHEMES

1. ISA Small Boat Sailing Scheme

What types of boats are used?

Small Boat Sailing Scheme courses can be run in either;

- Dinghies
- Small Keelboats
- Catamarans

The courses may be offered in single-handed, double-handed or multi-handed boats.

What type of water are the courses run on?

Courses can be run on both coastal and inland waters. Where the course is run on the sea an optional coastal module may be included in the course.

What options are available?

Courses may be completed in different types of boats.

2. ISA National Cruising Scheme

What types of boats are used?

The sea-based training courses and the Yachtmaster assessments in the ISA Cruising Scheme can be completed in either sailing or motor yachts. The shorebased courses are generic to both sailing and motor cruisers and require no boat.

What type of water are the courses run on?

Unless they are shorebased courses, cruising courses are only run on the sea.

What options are available?

Courses may be completed in different types of boats.

3. ISA Go-Windsurfing Scheme

What types of boats are used?

The Go-Windsurfing Scheme courses are designed to be run using modern windsurfers with a syllabus and delivery that compliments the latest in board and sail design.

What type of water are the courses run on?

Windsurfing courses can be run on both coastal and inland waters.

What options are available?

The Go - Windsurfing Scheme offers a more flexible, modular approach using shorter coaching or clinic type sessions, which usually focus on a specific skill.

4. ISA National Powerboat Training Scheme

What types of boats are used?

Powerboat course can be run using a range of open powerboats such as Rigid Inflatable Boats (RIBs), fishing boats, ski boats or displacement launches

What type of water are the courses run on?

Powerboat courses can be run on both coastal and inland waters. Where the course is run on the sea an optional coastal module may be included in the course.

What options are available?

- You can do courses in either a displacement boat (slow) or a planing boat (fast).
 - You can do the course in a boat where you drive using the tiller on the engine or sitting at a central console. Some courses offer both.
- You can do the courses in boats that use either inboard or outboard engines

5. ISA National Inland Waterways Motor Boat Training Scheme

What types of boats are used?

Inland Waterway Motorboat courses are usually run on displacement cabin cruisers with a single inboard engine. These boats are typical of the type of boat used for cruising on Irelands inland waterways. Some schools however, do offer the course in barges.

What type of water are the courses run on?

Inland Waterway Motorboat courses can be run on lakes, canals and non-tidal rivers.

What options are available?

You can do courses in both cabin cruisers and barges.

6. ISA National Personal Watercraft Training Scheme

What types of boats are used?

These courses are run on sit-on PWCs or Jet skis.

What type of water are the courses run on?

PWC courses can be run on the sea and some lakes.

What options are available?

You may be able to do the course on your own PWC or one provided by the school.

Acknowledgements

As well as those who participated in the Consultations, the ISA would particularly like to thank the following for their contributions towards the development of this plan.

Morgan Buckley – Strategic Consultant, Atlantic Sports Management and Training Ltd

Eileen O' Connell –Research Survey, Interactions Ltd (www.interactions.ie)

John Treacy -Irish Sports Council (www.irishsportsCouncil.ie)

Joanna Lovegrove - Design & Layout (Joanna_lovegrove@yahoo.co.uk)

Afloat Magazine – Publishing & Printing (www.afloat.ie)