

# **Sailing the Lifelong Sport 1999-2003**

## ***Message From The President Of The Irish Sailing Association***

I am very pleased to introduce the Association's first Strategic Plan. For the first fifty two years of our existence we have operated on the basis of responding to the perceived needs and demands of Irish sailors. The sport and the organisation have now grown to a degree which makes it imperative that we have a clear statement of what our objectives are and how they are to be achieved. This plan sets out those objectives and our goals through to 2003.

The launch of the Plan concludes an extensive consultation and research process which was commenced nearly three years ago. Brady Shipman Martin were commissioned then by the ISA to prepare an analysis of the current status of the sport. The Marine Institute simultaneously prepared a report for the Government which provided information on the number of people participating, as well as on the level of interest amongst the population in becoming involved in the sport. The Association itself has since embarked on a consultation process with Clubs, Recognised Teaching Establishments (RTEs), special interest groups and individual members, including our current Olympic squad.

Ireland has unparalleled advantages as a location to go sailing. Its long coastline, abundance of inland waterways, relatively low level of commercial traffic, temperate climate, beautiful scenery and proximity to both Europe and to the United States are its physical assets. There are 49,500 people currently sailing on a regular basis with a further 66,000 people declaring an interest in becoming involved in watersports if facilities were improved. The membership of ISA affiliated clubs stands at 16,000. The major challenges facing the Association are: the promotion of the sport and the benefits of participating as a member of an ISA affiliated club; the development of the facilities required to allow access to the water; and the provision of excellent services to clubs, teaching establishments and individual sailors.

There are major changes happening in Irish sport. The ISA is committed to being part of implementing the new initiatives and changes by the new Department for Tourism, Sport and Recreation, the Irish Sports Council and the National Coaching and Training Centre. The ISA is also a proud member of the Olympic Council of Ireland and will continue to ensure that our sailors represent Ireland at the highest levels of international competition including Olympic and International Sailing Federation Championships. Sailing is one of the few sports to have brought Olympic success to Ireland and this plan aims to ensure that our athletes continue to reach the pinnacle of competitive success. We also recognise however that competition is but one element of our sport and we propose to ensure that the needs and interests of our non-racing members are also served and represented.

The ISA will focus on 4 main strategic areas between now and 2003:

1. Strengthening the foundations
2. Increasing participation at all levels
3. Improving performance at national and international level
4. Implementation of the Strategic Plan

The Draft Plan was considered in April at the 1998 AGM and unanimously approved by the membership. In order to maximise the return on the time and input of the volunteers whose contribution to the sport is essential and to increase the efficiency of the organisation structure it is proposed to reshape it with a reduction in the number of standing committees. A Board of Directors will take control of the running of the Association and each of the Directors will take personal responsibility for a strategic operational area. Briefs for the re-vamped committees have already been completed and detailed standing orders are being prepared. The Board of Directors and Committees will be supported by the current professional staff including the Secretary General, managers and secretarial staff and it is proposed to strengthen the staff by employing two further personnel to assist in developing the sport. It is proposed to continue to call on the input of the numerous volunteers, whose contribution has been crucial to the success of the ISA, in the revised structure by placing greater emphasis on work groups.

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By basing these groups within specific regional areas of the country it is also hoped to facilitate the participation of a greater number of people in the formulation and implementation of ISA policy. The extensive changes now proposed to the management structure of the Association require an EGM to adopt them and it is proposed to hold this before the end of 1998.

The advice of the National Coaching and Training Centre and the encouragement and support provided by the Sports Council have been crucial to the completion of this Plan. I would like to thank everyone who gave so generously of their time to its preparation, particularly to the members of the Steering Group who have overseen its drafting - Paddy Maguire (Chairman), John Crebbin and Clayton Love Minor. I would also like to thank Paddy Boyd, Secretary General of the Association, who has been closely involved with the entire review and planning process and also the other members of the ISA staff. Our thanks must also go to Morgan Buckley of ASL whose knowledge of sports management and quick grasp of the intricacies of our sport made his contribution to the planning process invaluable.

The wealth of our natural resources, the lifetime of recreational involvement which sailing offers and the commitment of the people organising it around the country provide a strong base to grow the sport. This Plan will ensure that it reaches its full potential.

Neil Murphy  
President of the ISA



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# Sailing the Lifelong Sport 1999-2003

## Glossary Of Terms

### **Sailing**

**What is it?:** - 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.

**Who are they?:** - Anybody from nine to ninety

**How much?:** £45 to buy a buoyancy aid to go crewing on a boat; £127 for the average family membership of a club.

**How do they start:** - By learning the basics at one of the Recognised Teaching Establishments (RTEs) or sailing clubs.

**What do they need?:** - Enthusiasm, skill appropriate to the type of sailing undertaken, self reliance and respect for the power of nature

**Can it be done in Ireland?:** - Yes around 5,000 miles of coastline; huge variety of inland waterways; 49,500 people involved; 43 clubs, 65 RTEs

**Who is the Sport's National Authority?:** - The Irish Sailing Association

AFAS	Association for Adventure Sports
IMF	Irish Marine Federation
ISA	Irish Sailing Association
ISAF	International Sailing Federation
NCTC	National Coaching and Training Centre
NCVA	National Council for Vocational Awards
OCI	Olympic Council of Ireland
ORC	Offshore Racing Council
RNLI	Royal National Lifeboat Institution
RTEs	Recognised Teaching Establishment.
RYA	Royal Yachting Association.
VEC	Vocational Educational College

# Sailing the Lifelong Sport 1999-2003

## INTRODUCTION TO IRISH SAILING

### **The Potential To Become World Class**

This Strategic Plan presents the vision, objectives and strategies which the Irish Sailing Association will pursue between 1999 and 2003. The plan is based on extensive consultation with the members, clubs and Recognised Teaching Establishments of the ISA (see appendix I). The purpose of the plan is to position the ISA as one of Ireland's leading sporting organisations catering for all age groups. Sailing is a lifelong activity and Ireland is positioned to be one of the leading sailing areas in the world. Few countries can surpass its natural resources and safe sailing areas. The ISA is faced with the major challenge of making sailing accessible to everyone and breaking down the stereotypical image that sailing is elitist.

### **Changes In Irish Sport**

The Irish Sailing Association aims to maintain its position among the leading Irish sporting organisations in a climate when these organisations are becoming more professional. The production of this Strategic Plan reflects the approach the ISA is taking. Encouraging political developments are the appointment of the first Minister for Sport to the Cabinet, the establishment of the new Department for Tourism, Sport and Recreation and the Irish Sports Council. The Minister for Tourism Sport and Recreation has highlighted the priority areas for Government policy as:

- increasing participation of young people in sport
- ensuring the rights of young people are protected through an emphasis on fair play and implementation of the code of ethics for young people in sport
- promoting equal opportunities for women to participate
- developing sport in disadvantaged areas
- promoting opportunities to participate in recreational sport
- introducing a new professional approach to high performance sport

These are significant steps forward which The Irish Sailing Association welcomes.

### **The Strategic Planning Process**

The completion of this Strategic Plan follows two years of planning and research initiated by the ISA. Brady Shipman Martin (BSM) were commissioned, in 1996, to research the current position and economic profile of sailing and this report "Sailing In Ireland - A Profile" was launched by the Minister for Marine and Natural Resources in March 1998. Over the past two years detailed research has been undertaken on the leisure aspects of marine activities and its contribution to the economy by the Marine Institute. In 1997, the ISA held a planning conference to debate the future of the Association and to discuss the results of an organisational and structural review. The outcome of this planning conference was the establishment of a Steering Group to oversee the development of the plan. Extensive consultation was held with clubs all over the country to develop the communication systems and lay the groundwork for the plan. Workshops were held in 6 locations to debate the key issues and to identify the priorities facing Irish sailing. Ongoing consultation occurred with the Irish Sports Council, and the National Coaching and Training Centre to discuss the key changes taking place in the development of Irish sport and to determine how the ISA should respond to new initiatives. The ISA Council met a number of times to monitor progress and to make changes as required to keep pace with the momentum generated by the plan and external changes in Irish sport.

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## **Strategic Issues**

The issues which emerged consistently during the consultation and research were:

### **a) Promoting The Sport**

Increasing the quality and standard of communication was identified as a major priority for the ISA. Over the course of the research positive action was taken to improve communication through meeting with the clubs, establishing an ISA web site on the internet, increasing links with the media.

The ISA has an extensive role to play in the development of all aspects of sailing in Ireland in partnership with a wide number of agencies and international bodies. A key role of the ISA will be to promote and develop the image of the sport and to highlight the significant level of recreational activity and economic benefits created by it. The Marine Institute research indicated that domestic boating on the coast and inland waterways generated £43m for to the Irish economy in 1995/96, supporting an estimated 1,600 jobs. The direct benefit from sailing was estimated to be £11m.

### **b) Developing facilities**

There is a pressing need to improve coastal facilities. Research shows that 66,000 people would increase their level of participation in watersports and 31,700 people would start sailing if the facilities were improved. The ISA will seek to develop one major Olympic standard sailing centre in the country and increase the number of moorings and berths.

### **c) Clubs and Recognised Teaching Establishments**

Clubs and Recognised Teaching Establishments are the backbone of Irish sailing. It will be a priority to increase membership from 16,000 to 22,000 over the next 5 years and extend the number of RTEs. The research highlighted that greater support is required for the clubs. This includes: providing training for their administrators; helping them improve their services; assisting them with their own planning; and encouraging them to focus on the opportunities for promoting sailing at a local level. There are 65 RTEs providing instruction to mainly young sailors. The research shows that approximately 9,000 young people learn to sail in the RTEs annually. Building a strong partnership between the RTEs, the clubs and the schools will be critical to promote and develop the sport.

### **d) Training and Development**

The ISA training schemes represent a very important access point to the sport. However, a number of problems have been identified. In the future a streamlined approach will be introduced that focuses on the development of the skills of all those involved in the programmes.

The ISA is committed to the National Coaching Development Programme managed by the NCTC. Progress in introducing the sailing coaching programme and qualifying coaches has been slow. However, a framework has been agreed and the first group of tutors have been qualified by the NCTC. The link between coaching and improving the quality of sailing performance has been clearly established in this plan.

### **e) Safety**

Sailing is an activity that takes place in a potentially hazardous environment. Sudden changes in the weather, strong tides, high swells and other factors require the utmost vigilance to ensure the safety of sailors. The ISA is committed to promoting vigorously a safety culture where participants are always aware of the potential dangers and take the necessary precautions to ensure their safety and that of their fellow sailors safety. When considering safety there is no room for complacency and the need to emphasise and promote safe sailing is essential.

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### **f) Increasing participation**

There is strong evidence to support the belief that sailing can be transformed into one of Ireland's leading leisure activities. Recent reports including the Brady Shipman Martin (BSM) Report (1998) commissioned by the ISA and the Marine Institute National Survey of Water Based Leisure Activities (1998) highlighted the potential of sailing in Ireland:

"Water based tourism recreation, sport and leisure activities are an integral part of Irish life, demonstrated by the fact that over half the adult population (56%) participated in some leisure activity connected with the sea or freshwater. 49,500 people participated in sailing with a further 30,000 involved in boating or cruising on inland waterways".

The need for the ISA to broaden this base of participants will be a major feature in the implementation of the Strategic Plan. Increasing opportunities for young people to sail, particularly in areas close to water, reducing the emphasis on competition at a young age, promoting the code of ethics and fair play were highlighted. The needs of female sailors were debated extensively and it is agreed that more work is required to ensure women participate on an equal basis. Sailing offers many opportunities for people with a disability and the ISA will work with the Irish Disabled Sailors Association and other relevant national agencies to promote the sport to people with a disability.

### **g) Competitive and high performance sailing**

Irish sailing is one of the top performing sports in the country with Irish sailors winning Olympic medals in the past and performing strongly in major world events and regattas. Building a strong base of well organised domestic competitive sailing will lead to further international success. The ISA will introduce a talent identification programme and link in with the Irish Sports Council to support world class and developing sailors. The need to provide: adequate funding; sports science and medical backup; career development opportunities; and access to quality equipment was identified in a workshop with some of the leading sailors, coaches, managers and the team physiotherapist. Irish sailors have tended to stay too long in the developmental classes rather than progress through to the senior World and Olympic classes. The ISA is committed to supporting talented sailors in making the transition through different classes at the appropriate time.

### **h) A new structure to implement the Plan**

At a planning conference to examine all aspects of sailing in Ireland, it became apparent that the ISA had become unwieldy in terms of its ability to communicate effectively and respond quickly to major changes occurring in the sport and the wider environment. The need for a strategic plan to provide a focused and clear direction for decision making and communication processes of the ISA also emerged. The previous structure (shown in Appendix 3) involved over 140 volunteers working on various committees in three main divisions: Boating, Racing and Training.

This Strategic Plan identifies the need for the ISA to streamline its structures to maximise the input of volunteers and the expertise which exists within the sport. The ISA proposes to reorganise it's structure to take account of this.

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## ISA VISION, GOALS AND STRATEGIES

The Irish Sailing Association have identified the vision and goals for the sport based on the review of the key issues and the emerging view that sailing in Ireland can become a leading sport in all parts of the country through to the international level:

The vision for the ISA is:

### MAKING IRISH SAILING A WORLD CLASS ORGANISED SPORT

#### Strategic Areas

The result of the planning process is that the ISA has identified 4 key strategic areas for the future development of the sport.

#### 1. Strengthening the foundations

Irish sailing has benefited from years of work by many volunteers at all levels of the sport. The immediate priority for the ISA will be to build on and strengthen these foundations through: promotion and marketing; provision of excellent facilities; development of a local network of strong clubs and the RTEs; training and development of instructors and coaches; and emphasising safe sailing.

#### 2. Increasing participation in sailing at all levels

The ISA will develop Irish sailing by: promoting the sport to young people; ensuring fairplay; implementing a code of ethics for the sport; building links with schools, clubs and RTEs; making it more accessible to students and adults; increasing opportunities for female sailors; promoting the sport to people with a disability; promoting participation in recreational sailing, cruising and general boating.

#### 3. Improving the performance at national and international level

Much work has been done to improve the standard and performance of Irish sailors. The ISA will boost this development and establish a professional system to improve performance at all levels. The Association will ensure that the sport is ready to capitalise on the anticipated growth in competitive sailing arising from the other strategic areas. This will be achieved through: quality management of domestic competitive sailing; attracting events to Ireland; excellent race management; identifying and providing a clear progression for talented sailors; providing access to the national carding scheme; training and competition opportunities; career support and funding. A performance management plan will be prepared for sailors who are eligible for ISA and national carding schemes at the developmental, international and world class levels

#### 4. Implementation of the Strategic Plan

With a new streamlined structure, the ISA will seek to bring a new focus to the sport in a co-ordinated and effective way. The priorities in the implementation of the Plan will be to: harness the experience and talents of volunteers; increase the level of professional support to implement the plan; and increase the resources available from within the sport, sponsorship and government funding.

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## **ISA GOALS**

The ISA will focus on meeting these goals to achieve the vision and aims of each strategic area:

### **STRATEGIC AREA 1: STRENGTHENING THE FOUNDATIONS**

- 1. Promotion of excellence in Irish Sailing.**
- 2. Nationwide development of facilities.**
- 3. A quality network of sailing clubs and recognised teaching establishments.**
- 4. Developing the sailing skills of Irish sailors.**
- 5. Safe sailing in Irish waters.**

### **STRATEGIC AREA 2: INCREASING PARTICIPATION IN SAILING AT ALL LEVELS**

- 1. More young people sailing.**
- 2. More adults sailing at all levels.**

### **STRATEGIC AREA 3: IMPROVING THE PERFORMANCE AT NATIONAL AND INTERNATIONAL LEVEL**

- 1. More Irish sailors competing in a top class domestic programme.**
- 2. More Irish sailors competing at top levels internationally and winning more medals.**

### **STRATEGIC AREA 4: IMPLEMENTING THE PLAN**

- 1. A strong and effective organisation implementing the plan**
- 2. Securing the resources from within the sport, sponsorship and the Government**

# **Sailing the Lifelong Sport 1999-2003**

## **ISA STRATEGIES**

The ISA strategies to achieve the vision of “Making Irish Sailing A World Class Organised Sport” and reach the goals of the ISA are:

### **STRATEGIC AREA 1: STRENGTHENING THE FOUNDATIONS**

1. **Promotion Strategy:**  
A new focus on raising the profile of Irish sailing and creating a strong brand of ISA services and support systems will be introduced to promote the sport.
2. **Facilities Strategy:**  
The ISA will seek the planned development of quality facilities around Ireland, increased berthing and mooring and top class sailing centres.
3. **Local Development Strategy - Clubs and RTEs:**  
The ISA will work to develop a strong network of clubs and RTEs all over Ireland to: promote the sport; increase participation and membership; provide quality support and training for volunteers, officials, instructors and coaches; make facilities and boats available to sailors of all standards.
4. **Safety Strategy:**  
The ISA will lead a partnership with national agencies to promote safe sailing in Irish waters through education, training and funding.
5. **Training and Development Strategy:**  
The ISA will provide a system of excellent instruction to develop the skills of recreational sailors and increasing access to coaching to develop the competitive skills of Irish sailors.

### **STRATEGIC AREA 2: INCREASING PARTICIPATION IN SAILING AT ALL LEVELS**

1. **ISA Participation Strategy for Young People:**  
A structured system of instruction, coaching, and support linking clubs, schools and training establishments will be targeted at young people involved in sailing with the aim of developing a lifelong interest in the sport.
2. **ISA Participation Strategy for Adults:**  
The ISA will work to make the sport more accessible to adults and increase the numbers participating in organised sailing

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### **STRATEGIC AREA 3:**

#### **IMPROVING THE PERFORMANCE AT NATIONAL AND INTERNATIONAL LEVEL**

**1. ISA Competition Strategy:**

The ISA will implement a comprehensive programme of domestic racing at club, national and international level in partnership with the Clubs, Branches and Classes.

**2. High Performance Strategy:**

The ISA will provide access to training, competition, sports science and medical support and funding in partnership with the Irish Sports Council, the NCTC and the OCI to enable Irish sailors compete and win at the highest levels in world sailing.

### **STRATEGIC AREA 4:**

#### **IMPLEMENTING THE PLAN**

**1. Organisational and Implementation plan:**

The ISA will implement the Strategic Plan by training the officers and staff and volunteers of the ISA in conjunction with effective structures, increased finances and improved resources.

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## ISA TARGETS TO 2003

The key outcomes to be achieved by the ISA between 1999 and 2003 are:

### **Strategic Area 1. Strengthening The Foundations**

<p><b>Promotion</b></p> <ul style="list-style-type: none"> <li>• 80% satisfaction rating with ISA services</li> <li>• ISA ranked in the top 12 of Irish sports</li> <li>• 80% brand recognition of ISA service by ISA members</li> <li>• 80% satisfaction rating with ISA communication and services</li> <li>• Successful implementation of the ISA marketing strategy</li> </ul>	<p><b>Facilities</b></p> <ul style="list-style-type: none"> <li>• Detailed review of sailing facilities and plan in place to develop facilities on an ongoing basis.</li> <li>• Development of one multi-fleet sailing centre of Olympic standard</li> <li>• 3 top class sailing centres around Ireland</li> <li>• 50% increase in berths and moorings.</li> <li>• Partnership between clubs/RTEs and local bodies in development of facilities.</li> </ul>
<p><b>Local Development</b></p> <ul style="list-style-type: none"> <li>• Every club implementing the ISA Club Development Programme</li> <li>• 90% satisfaction with ISA services</li> <li>• 100 RTEs providing excellent training</li> <li>• Every club implementing a volunteer recruitment and training programme</li> </ul>	<p><b>Safety</b></p> <ul style="list-style-type: none"> <li>• 100% awareness of good safety practices amongst ISA members</li> <li>• Every club and RTE actively promoting safe sailing</li> <li>• National "Safe Boating Weekends" established through voluntary participation</li> </ul>
<p><b>Training and Development</b></p> <ul style="list-style-type: none"> <li>• 9,000 young people and 10,000 adults taking part in ISA learn to sail programme</li> <li>• 10 Level 2 Tutors qualified and actively providing coach education courses</li> <li>• 500 Level 1 and 2 ISA coaches providing coaching</li> <li>• 1,000 sailors completed a coaching course</li> </ul>	

### **Strategic Area 2: Increasing Participation In Irish Sailing**

<p><b>Young People</b></p> <ul style="list-style-type: none"> <li>• 9,000 young people sailing regularly</li> <li>• Every club implementing the ISA Fair Sailing Programme</li> <li>• 15 schools involved in ISA Learn To Sail Programme</li> </ul>	<p><b>Adults</b></p> <ul style="list-style-type: none"> <li>• 75,000 adults sailing</li> <li>• Membership of clubs increased to 22,000</li> <li>• 15% increase in the number of women helming and owning boats</li> <li>• 15% increase in women involved in administration</li> <li>• Evidence of integrated sailing for people with a disability</li> <li>• 10 third level colleges implementing an ISA Sailing Programme</li> </ul>
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### ***Strategic Area 3. Improving Performance At National And International Level***

<b>Competitions In Ireland</b> <ul style="list-style-type: none"><li>• 10,000 registered sailors competing annually in ISA events</li><li>• ISA rankings systems introduced by 2000</li><li>• 80% satisfaction with domestic programme of events</li><li>• Every club with a clearly defined racing and event management programme</li></ul>	<b>High Performance And Olympic Programme</b> <ul style="list-style-type: none"><li>• Talent identification and sailor support system in place</li><li>• 3 sailors in the top 10 in the Sydney Olympics</li><li>• 5 sailors in top 12 ISAF world rankings</li><li>• ISA squad in training for the Athens Olympics</li><li>• 100% increase in funding for ISA athletes</li><li>• Anti-doping programme in place</li><li>• 90% satisfaction rating from the sailors on their support from the ISA and national agencies.</li></ul>
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### ***Strategic Area 4. Implementation Of The Strategic Plan***

<b>Structures and management</b> <ul style="list-style-type: none"><li>• New structure operational by 1999</li><li>• Clear terms of reference for each Directorate and working group in place in 1999</li><li>• Training programme completed by every Director and working group member</li><li>• Two new development officers appointed to the staff of the ISA in 1999</li><li>• Project management approach adopted to implementation of the plan</li><li>• Annual reports presented to the AGM on progress in implementing the plan</li></ul>	<b>Funding</b> <ul style="list-style-type: none"><li>• The financial targets are set out in the funding section</li></ul>
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**STRATEGIC AREA 1**

**BUILDING THE FOUNDATIONS**

**Strategies:**

- **PROMOTION OF IRISH SAILING**

- **DEVELOPMENT OF FACILITIES**

- **LOCAL DEVELOPMENT: CLUBS AND RECOGNISED TEACHING ESTABLISHMENTS**

- **TRAINING AND DEVELOPMENT**

- **SAFETY**

# Sailing the Lifelong Sport 1999-2003

## 1. PROMOTING IRISH SAILING

**GOAL: PROMOTION OF EXCELLENCE IN IRISH SAILING.**

### ***Introduction***

The ISA will become more focused on providing services to its members and representing the interests of sailors to relevant sectors. The chart below highlights the different sectors the ISA will be servicing in implementing the Strategic Plan:

### ***Objective 1: To Promote The Sport Of Sailing - Emphasise Fun And Family Activity***

Sailing is a great family sport, it is fun and offers opportunities to participate in a lifelong activity. Ireland has the potential to become one of the main sailing nations in the world and the ISA in conjunction with the clubs and RTEs has the responsibility of making this happen.

The ISA will work with the clubs/RTEs and its members to promote sailing. It will aim to harness the many different talents and views within sailing to ensure that sailing in Ireland becomes world class.

#### **Actions**

- a) The ISA will develop a marketing strategy in 1999 to promote sailing to the sectors identified above.
- b) This strategy will be implemented in partnership with the wider membership to achieve the goals of the Strategic Plan.

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### ***Objective 2: To Ensure Excellent Communication Between The ISA, Branches, Clubs And Members Of The ISA***

The backbone of Irish sailing are the clubs and their members and the Association must act to identify and serve their needs. The Strategic Plan is based on extensive consultation with the membership. The Executive Committee have set up a network of liaison officers with the clubs. This system of communication will be extended over the next 5 years to ensure that the ISA is fully in tune with the clubs and members. The ISA will co-ordinate communication with clubs through the development of 4 strong Branches in the East, South, South East and Midlands/Western areas.

#### **Actions**

- a) **The ISA will develop a network of at least 4 Branches to co-ordinate clubs on a regional basis.**
- b) **The ISA will work to develop the communication systems with the clubs.**
- c) **The aim will be to ensure each club is computerised and that the full benefits of the Internet, email and other technology are maximised.**
- d) **The ISA will circulate regular newsletters to communicate with the clubs and their members.**
- e) **Annual forums will be convened by the ISA around the country with the Branches to review the key issues and trends impacting on Irish sailing.**

### ***Objective 3: To Create A Strong Brand Of Recognised ISA Services***

The ISA provides a range of services for members and over the next 5 years these services will be further developed and fine tuned. The challenge facing the ISA is to ensure that these services are relevant and achieve the strategic goals and objectives. There is a need for strong branding and marketing of these services to raise the profile of the ISA with its members and to create a strong awareness amongst the members and those who sail.

#### **Actions**

- a) **A marketing task force will be established to identify how these services can be best branded, promoted and delivered to meet the members needs.**
- b) **Each aspect of ISA communications, service delivery, staff training, club communication, RTE liaison and communication with other sectors will be reviewed.**
- c) **The ISA will implement a marketing plan to effectively brand and deliver services.**

### ***Objective 4: To Raise The Media Profile Of Irish Sailing***

Sailing has a relatively low profile in terms of media coverage. This must be addressed in a professional and pro-active manner to raise the profile of the sport and make it attractive for sponsors to become involved. This will require a marketing campaign, education of the media on the performance of Irish sailors and use of appropriate technology in the coverage of events.

#### **Actions**

- a) **The ISA will develop a strategy to increase sailing coverage in the national media and to secure a higher profile for the sport**

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- **80% satisfaction rating with ISA services**
- **ISA ranked in the top 12 of Irish sports**
- **80% brand recognition of ISA service by ISA members**
- **80% satisfaction rating with ISA communication and services**
- **Successful implementation of the ISA marketing strategy**

# Sailing the Lifelong Sport 1999-2003

## 2. FACILITIES

### *Introduction*

The potential to grow Irish sailing and increase numbers participating is linked to the provision of excellent services and facilities. This is supported by the Marine Institute survey which shows that 66,000 people would get involved in watersports if the facilities were improved. It is not clear from the research what type of facilities should be improved and where. In all probability this is linked to access to clubs and RTEs, provision of public marinas and moorings, access to boats and equipment. More research is required to fully establish the needs of this significant number of people who are interested in sailing.

The development of coastal marinas and moorings are the main factors in stimulating the growth of recreational sailing, both for domestic users and international visitors. The economic benefits of these have been highlighted but considerable education and lobbying of local authorities, harbour boards and other local and regional agencies is required to convince them of the massive economic benefits to be generated from investment in these resources. Part of this argument must be in breaking down the image and perceptions of sailing and convincing people that it is a sport and activity which is widely accessible.

Ireland is one of the best sailing areas in the world, yet there is still much work to be done to develop and harness this wonderful environment. For an island nation we have not embraced the water and it's full potential. Improvement in the existing sailing facilities and development of new facilities will be a key part of the ISA strategy to grow sailing in Ireland. The ISA will aim to take the lead over the next 5 years in co-ordinating the planning and improvement in the stock of facilities around the coastline. The BSM report identifies there are in excess of fifty coastal and inland marinas, collectively providing 4,000 berths. Of these, fifteen marinas are located in coastal areas in the Republic, providing 1,174 berths of which 300 are made available to visitors.

### ***Objective 1: To Establish A Facilities Technical Support Group***

To meet these challenges and to support the development of facilities the ISA will establish a Facilities Technical Support Group to advise on the case by case strategies to: develop Irish sailing facilities; identify the number of marinas and berths required to meet the demand for sailing; implement a realistic and achievable means for providing them - in partnership with key local and national agencies. The aim will be to assist the clubs and local communities in developing the right facilities in the right place. Applications for government funding for facilities will be co-ordinated by the ISA, where possible.

Sailing infrastructure is poorly developed in the south west, along the western and north western seaboard and parts of the east coast of Ireland. A detailed analysis is required of where facilities should be developed along with a detailed cost benefit analysis and potential funding sources. The BSM report has identified the amenities available in the listed coastal marinas. This needs to be expanded to include an assessment of all clubs, harbour areas and potential sites for development.

### **Actions**

- a) The ISA will establish a Facilities Technical Support Group (FTSG) in 1998 to advise on the development of Irish sailing facilities.**
- b) This group will then commence research to identify the full stock of existing facilities.**
- c) The FTSG will assess and identify priorities for future development.**
- d) The key to the successful development of facilities will be the securing of potential partnerships to implement the plan.**

## **Sailing the Lifelong Sport 1999-2003**

### ***Objective 2: To Promote The Development Of Sailing Facilities***

There are serious obstacles in convincing local authorities, harbour boards and community groups of the value of providing marinas and moorings. The BSM Report (1998) states:

“in some locations, opposition groups have thwarted developments which would have been of significant benefit to the community at large. In many instances the objections were founded on a fear that the proposal would lead to excessive and possibly insensitive development, thereby destroying the character and identify of the local area. The real challenge facing sailing therefore, is to convince local communities of the benefits that can flow from marina developments and to guide investment to locations which ensure feasibility”.

The ISA, through its clubs and Branches, needs a higher profile within decision making circles when it comes to facility development. A co-ordinated campaign will be managed by the ISA to improve the image of sailing clubs, break down the perceptions of elitism and facilitate greater interaction between clubs, their local communities and elected representatives. The clubs and Branches will be encouraged to seek opportunities to be represented on harbour boards, tourism bodies and other relevant agencies to promote the case for expansion of facilities.

There is a need to highlight the successful marina developments such as Kinsale, Kilmore Quay and the proposed Dun Laoghaire marina project which offers great potential to demonstrate the value of marinas to coastal towns. Bord Failte in their tourism plan have identified the expansion potential for yacht chartering and the plan includes recommendations to make available incentives to off-set the high level of capital investment required for businesses of this nature.

#### **Actions**

- a) The Facilities Technical Support Group will identify the benefits of developing coastal facilities and lobby appropriate groups to increase their awareness of these benefits.**
- b) A marketing plan will be implemented to secure the necessary profile and investment in these resources.**

### ***Objective 3: To Protect Access To And The Quality Of Irish Waterways***

The Marine Institute has identified that pollution is a serious concern of watersport participants. The ISA has a key role in working with other agencies to lobby the Government and the EPA to ensure that Irish waters are kept free of pollution. This also applies to sailors who must be educated on the need for environmentally friendly practices. However, recreational use of waterways, ports, harbours and coastal areas currently produces a minuscule pollution risk when compared to agricultural, domestic, industrial and fishing related effluent discharges.

#### **Actions**

- a) The ISA will develop a national campaign to ensure each club and RTE has a pollution awareness strategy.**
- b) The ISA will work closely with national agencies to lobby on behalf of Irish sailors to keep Irish waters clean.**

## **Sailing the Lifelong Sport 1999-2003**

### **FACILITIES TARGETS TO 2003**

- Detailed review of sailing facilities and plan in place to develop facilities on an ongoing basis.
- Development of one multi-fleet sailing centre of Olympic standard
- 3 top class sailing centres around Ireland
- 50% increase in berths and moorings.
- Partnership between clubs/RTEs and local bodies in development of facilities.

## Sailing the Lifelong Sport 1999-2003

### 3. LOCAL DEVELOPMENT: CLUBS AND RECOGNISED TEACHING ESTABLISHMENTS

**GOAL: DEVELOPING SAILING AT THE LOCAL LEVEL THROUGH A QUALITY NETWORK OF SAILING CLUBS AND RECOGNISED TEACHING ESTABLISHMENTS**

#### ***Introduction***

The development of a strong and effective network of clubs and RTES will be another priority of the ISA. The summary details of the club membership are:

Number of Clubs	Total	Members
Category 1	43	16,000
Affiliated	43	

Presently there are 65 Recognised Teaching Establishments approved by the ISA to provide sailing instruction (the full list of clubs and RTEs are presented in appendix 2). These clubs and RTEs are the backbone of the ISA and will drive the implementation of the Strategic Plan and achievement of the goals and objectives of the ISA.

The successful long-term implementation of the Strategic Plan will depend on the vision and actions by clubs at the local level for increasing membership, changing cultures and becoming more pro-active in promoting the sport. If the clubs can meet the challenge of becoming centres for participation with excellent sailing and social programmes then the sport will thrive.

#### ***Objective 1: To Provide An ISA Club Development Programme***

A system of excellent management of sailing clubs will be supported by the ISA. This will involve the ISA introducing a club development programme based on the needs of clubs in the areas of: administration; financial management; training of volunteers; technical advice, operating of instruction and coaching programmes; member recruitment and retention and facility development. The demand for this type of programme is evident from the consultation with the clubs.

#### **Actions**

- a) **The ISA will increase communication with the clubs through the club liaison officers to develop an effective networking system.**
- b) **A Club Development Officer will be appointed to work full time with the clubs around the country.**
- c) **This officer will be responsible for developing and implementing a training programme for administrators and club officials.**
- d) **The Officer will be responsible for developing a member recruitment resource kit and to implement recruitment programme in partnership with the clubs.**
- e) **The ISA will assist and encourage clubs to develop a strategic plan for their club.**

## **Sailing the Lifelong Sport 1999-2003**

### ***Objective 2: To Strengthen The Links With The Network Of RTEs In Ireland***

There are 65 RTEs providing opportunities for the general public to learn to sail and become involved in an unsurpassed recreation. There is a great opportunity for close co-ordination between the clubs and the RTEs to share resources, both human and material to jointly service their different markets. Clubs will be encouraged to ensure that the people who go through the RTEs can be offered an opportunity to sail with clubs on a regular basis.

It is estimated that between 6,000 to 8,000 people avail of the courses and service offered by the recognised teaching establishments annually. This represents a significant opportunity for the clubs to increase their membership by attracting these people into their clubs and there is a need to encourage close co-operation and networking between the clubs and RTEs so that the line of progression and continuity within sailing can be maintained.

#### **Actions**

- a) **The Training and Development Officer will continue the process of accreditation and inspection of RTEs and be responsible for club training.**
- b) **An annual forum will be established to review ongoing issues and monitor the implementation of the Strategic Plan with the RTEs.**
- c) **The ISA will develop a resource pack and special membership for people completing RTE programmes to encourage them to join clubs and stay within sailing.**
- d) **The ISA will encourage clubs to attract, as potential members, people completing courses. The development of links with RTEs will be encouraged with the intention of keeping potential sailors within organised structures.**
- e) **The ISA will encourage the development of closer links between clubs and RTEs to maximise the use by clubs of the RTE resources and expertise.**

#### **CLUB/RTE TARGETS TO 2003**

- **Every club implementing the ISA Club Development Programme**
- **90% satisfaction with ISA services**
- **100 RTEs providing excellent training**
- **Every club implementing a volunteer recruitment and training programme**

# Sailing the Lifelong Sport 1999-2003

## 4. TRAINING AND DEVELOPMENT

### GOAL: STRUCTURED DEVELOPMENT OF SAILING SKILLS IN IRELAND

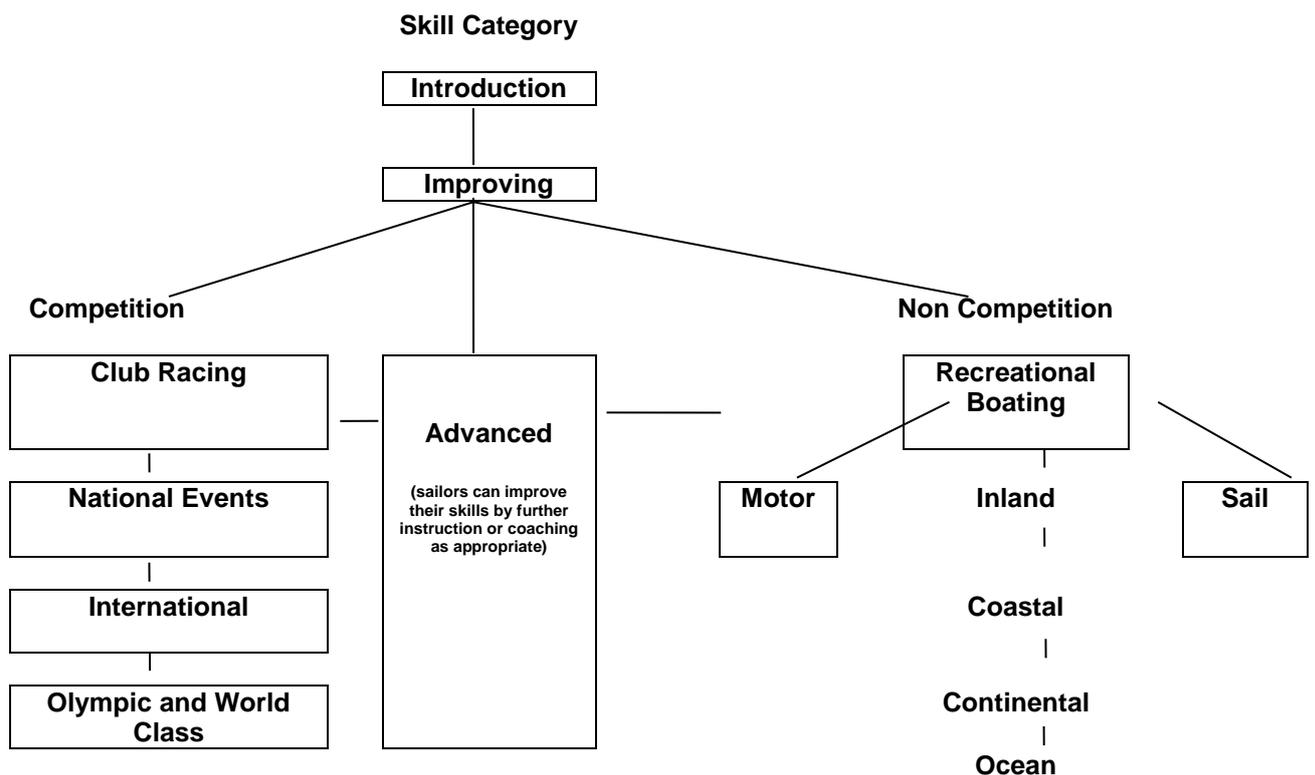
#### **Introduction:**

Increasing participation at all levels in Irish sailing will be a priority of the ISA over the next 5 years. This will require leadership by the ISA to manage the growth. Increased participation will depend on broadening the base of skilled sailors involved in the sport and improving the quality of clubs and organised activities. The ISA will encourage casual sailors to become part of the organised structure of the sport. Development of sailing skills is a priority in the areas of:

- introduction of people to sailing and teaching of basic sailing skills
- promotion of opportunities to enjoy non-competitive sailing
- participation in a programme of domestic competitive sailing

#### **Options For Progression**

There is a need to present sailors with a clear and easy to understand system for progression through sailing. The emphasis will be on producing sailors with well developed seamanship skills. The key feature of the system will be to train sailors to a basic level of skill which will then allow them to proceed into **non-competitive or competitive sailing**. In both areas sailors will have the opportunity to further develop their skills if they wish. The ISA will base the future progression within sailing in the following way:



## Sailing the Lifelong Sport 1999-2003

There will be three categories for identifying skill levels. The table below shows how the levels of existing training programmes will be included within the three different categories:

CATEGORY	Programmes			
	ISA Sailing Schemes	National Power Boat Training Scheme	ISA National Windsurfing Scheme	ISA National Yachtmaster Scheme
Introductory	Level 1 & 2	Level 1 & 2	Level 1 & 2	Competent Crew Day Skipper
Improving	Level 3	Safety Boat	Level 3	Coastal Skipper
Advanced	Level 4 & 5	Advanced Cert	Level 4 & 5	YM Offshore/Ocean

### **Training Of Instructors And Coaches**

In the past there has tended to be an emphasis on the training of instructors as the objective for undertaking sailing courses, as opposed to developing the skill levels of sailors. The ISA requires instructors and tutors to develop the skills of Irish sailors. A major initiative has been the training of coaches in partnership with the National Coaching and Training Centre. To date three Level 2 Coach Tutors have been trained through the NCTC while 28 people have attended Level 1 coach education courses. The following model shows that in future the development of instructors and coaches will be focused on sailors who have developed their advanced skills. The aim will be to develop the Instructor & coach training programmes in partnership with the NCTC in such a way as to reduce the duplication of resources and facilitate crossing between disciplines. In this way sailors will be able to access instruction and coaching as required. Separate specialisation will then be encouraged for more advanced instructors and coaches. Negotiations will be required with the NCTC to assess the options for joint accreditation of coach tutors and instructor trainers.

### **Objective 1: To Support The Development Of Non-Competition Skills Of Irish Sailors Through A Quality Instruction Programme**

At present there are two different types of instruction scheme for young people - the Junior Scheme and the ISA Scheme, which can create confusion in the market place. In the future the ISA will be offering a single model for progression through sailing with clear choices for sailors, supported by excellent instruction, coaching and opportunities to develop skills. Work is required to streamline the existing schemes into a single **ISA Learn To Sail Programme** offered through the clubs and the RTEs with the key aim of developing the sailing skills of Irish sailors. The delivery of the instruction will continue to be through clubs and RTEs, who may choose the structure in which tuition is delivered to suit their particular markets.

#### **Actions**

- a) **The ISA will streamline instruction programmes to create integrated ISA Learn To Sail Programme based on the three skill categories: introduction, improving and advanced.**

### **Objective 2: To Train Quality Instructors To Implement Sailing Instruction Programmes**

Those sailors who want to go on and become qualified instructors and coaches will also be encouraged through the ISA Instructor Education Programme. The pre-requisite for becoming an instructor will be the ability to demonstrate advanced sailing skills and knowledge. The ISA will investigate the development of a modular instructor & coach training programme allowing flexibility in training programmes and preventing the duplication of resources. The aim will be to train quality Instructors & coaches who will develop the skills of Irish sailors. Those who wish to instruct and/or coach to a higher level will then have a choice of developing either their instructional or coaching qualifications or both.

## **Sailing the Lifelong Sport 1999-2003**

**The Development of a modular approach to Instructor & coach training.**

### **Actions**

- a) **The ISA will undertake an instructor training needs analysis, and identify the source of future instructors, together with the strategy to train them.**
- b) **The ISA will also work within the European framework to achieve joint recognition on harmonisation of qualifications.**
- c) **The ISA will investigate the development of a modular training programme for coaches & instructors in all disciplines.**

### ***Objective 3: To Support The Development Of The Competition Skills Of Irish Sailors Through A Quality Coaching Programme***

The National Coaching and Training Centre was established in 1992 in Limerick to work with Irish sport in raising standards through an integrated 4 level National Coaching and Development Programme. The ISA was one of the 51 NGBs to sign up with the NCTC and is committed to developing a coaching framework for sailing. The pre-requisite for availing of coaching will be the possession of basic sailing skills.

### **Actions**

- a) **The ISA will continue to develop the ISA Coaching programme in partnership with the NCTC.**
- b) **More tutors will be trained to run courses around the country to train coaches.**
- c) **Each club will be encouraged to identify potential coaches interested in undergoing tuition and courses will then be offered to these people.**
- d) **The ISA will actively promote the concept of coaching to develop competitive skills and will encourage sailors to receive coaching.**

## **Sailing the Lifelong Sport 1999-2003**

### ***Objective 4: To Develop Cross Border Initiatives With The RYA Northern Ireland Council***

The ISA is committed to developing closer links with the RYA Northern Ireland Council particularly in the area of cross border training and coaching programmes. Resources, training materials, club development programmes and other initiatives will be developed in co-operation with the RYA NIC.

#### **Actions**

- a) The ISA will review how instruction and coaching can be developed on an all island basis in partnership with the RYA Northern Ireland Council, the NCTC and the Sports Council for Northern Ireland.

#### **TARGETS TO 2003**

- 9,000 young people and 10,000 adults taking part in ISA learn to sail programme
- 10 Level 2 Tutors qualified and actively providing coach education courses
- 500 Level 1 and 2 ISA coaches providing coaching in each club
- 1,000 sailors completed a coaching course

# Sailing the Lifelong Sport 1999-2003

## 5. SAFETY

### GOAL: CREATING A CULTURE OF SAFE SAILING IN IRELAND

#### Introduction

Safety and the responsible use of our seas, coastal waters and of the waterways are paramount. At present the obligation is placed on participants to adopt a self imposed regime of safety. The BSM report highlighted the role of the ISA in being to the forefront in supporting the Department of the Marine and Natural Resources proposals to develop a safety culture, mainly through training schemes, club development and fostering of awareness of safe sailing.

Many people beginning sailing or recreational boating are not members of sailing clubs and may not be fully aware of safety issues and are vulnerable to endangering themselves by going afloat without appropriate back-up services. The ISA is closely involved with the Department of the Marine, the National Safety Council, the Marine Safety Working Group, the Marine Institute, the RNLi and others in the promotion of marine safety. It will continue to work closely with these agencies to raise the standard and culture of safety in Irish sailing.

There is a concern in the sport about the cost of complying with good safety practices and providing rescue services. VAT on safety equipment is a major issue which the ISA has highlighted in a number of submissions to the Government.

The ISA has called for the establishment of a National Watersports Safety Committee.

#### ***Objective 1: To Create Awareness Among Sailors On The Key Safety Aspects Of Sailing***

Exposing as many sailors as possible to some fundamentals of safety at sea will be a priority.

The short term objective will be:-

To have at least one person who has attended a basic safety course on every boat participating in racing.

To improve on the reference points available for the dissemination of safety information.

#### **Actions**

- a) **The ISA will provide professional resources for the development and implementation of it's safety programme.**
- b) **Within the network of clubs and RTE's the ISA will continue to promote a strong safety culture.**
- c) **The ISA will investigate the need for the introduction of a system of accreditation of sailors who have completed a safety awareness programme.**
- d) **The ISA training programs will continue to incorporate first aid modules.**
- e) **The ISA will continue to develop, publish and promote safety information through Safety Notices and special topic publications.**

## **Sailing the Lifelong Sport 1999-2003**

### ***Objective 2: To increase sailors competence in marine safety.***

The ISA will encourage sailors to acquire a higher level of training in safety at sea.

The longer term objectives will be:-

To build on the basic safety awareness programme.

To ensure that safety standards are maintained amongst those already "qualified".

#### **Actions**

- a) **Introduce a higher level safety course for holders of ISA Yachtmaster, Instructor and Stage 4 and 5 courses.**
- b) **Introduce renewal courses for those that have held safety course attendance certificates for more than FIVE years.**

### ***Objective 3: To monitor safety issues and to contribute to a National drive for water safety.***

The intention will be to set up sailing specific quality control structures and to assist Government in the setting up of appropriate cross discipline water safety structures.

#### **Actions**

- a) **The ISA will continue to work with national agencies to raise general awareness of safe sailing and organise safety courses for sailors.**
- b) **Introduce National "Safe Boating" weekends when extensively held courses would be available via Cubs and RTE's for the promotion of safety amongst recreational boaters.**
- c) **The ISA will continue to call for and when possible to assist in the establishment of a National Watersports Safety Committee.**

#### **ISA SAFETY TARGETS FOR 2003**

- **100% awareness of good safety practices amongst ISA members**
- **Every club and RTE actively promoting safe sailing**
- **National "Safe Boating" weekends established through voluntary participation.**

## **Sailing the Lifelong Sport 1999-2003**

### **STRATEGIC AREA 2**

#### **INCREASING PARTICIPATION IN SAILING**

- **Young People**

- **Adults**

### 6. YOUNG PEOPLE

#### GOAL : MORE YOUNG PEOPLE SAILING

##### ***Objective 1: To Retain Existing Levels Of Participation***

There are indications that many young people are leaving sailing around their mid teens. Over emphasis on competition and inappropriate competition are regarded as factors contributing to this. There is a need to ensure that young people are provided with the opportunity to compete but that their primary image of the sport is fun, enjoyment and the opportunity for friendship and skill development.

Teenage girls have specific needs with regard to self-esteem and personal and social development, which must be recognised and supported. Another factor relating to the progression of girls in sailing is the perception that girls are not strong enough to participate at the same level as boys. Education is required to overcome these perceptions and ensure that girls and young women are encouraged to stay active in the sport. Clubs need to be aware of the social needs of young people especially during teenage years and foster their continued involvement in the sport and provide appropriate facilities for them.

##### **Actions**

- a) The ISA will initiate research into existing levels of participation and other key issues facing young people in sailing.
- b) Youth classes will be encouraged to provide competition at local and regional levels appropriate to the age, skill and physical development of participants.
- c) Following the research the ISA will encourage clubs and RTEs to focus on fun and social sailing in conjunction with a development programme.
- d) The ISA will work with the various classes to ensure that they are aware of the issues with regard to retaining young people in sailing.
- e) The ISA will establish a working group to advise on appropriate development boat for young Irish sailors.

##### ***Objective 2: To Increase The Number Of Young People Sailing***

Sailing offers great opportunities for young people to develop a lifelong interest in a leisure activity with many positive benefits. The challenge facing the ISA is to bring sailing to more young people and increase their level of involvement in the sport. Much work is required to ensure that young people in areas with easy access to water can become involved in sailing. Success in achieving this will be linked to the implementation of each strategy. At a national level the ISA will seek to be involved with campaigns such as the *Get Active Get Alive* campaign promoted by the Irish Sports Council to ensure that sailing is promoted as a dynamic and accessible sport.

##### **Actions**

- a) The ISA will develop a marketing programme in 1999 targeting young people to highlight the benefits of getting involved in sailing.
- b) The ISA will aim to link with national sports promotion campaigns co-ordinated by the Irish Sports Council and other national agencies.
- c) The ISA will work with clubs and RTEs so that at a local level there are increased opportunities for young people to become involved in sailing and youth social programmes.

## **Sailing the Lifelong Sport 1999-2003**

- d) Taster courses will be introduced throughout the country in partnership with clubs/RTEs to offer young people the opportunity to sample sailing.

### ***Objective 3: To Ensure All Young Sailors Are Aware Of The Range Of Sailing Opportunities In Ireland***

The future of Irish sailing depends on the steady intake of young people to a sport which will give them a life long interest and involvement. The key to this is progressing young people through a series of stages which will build their skill levels and provide them with the opportunity to participate both in non-competitive and competitive sailing, with the ultimate objective of retaining their involvement in the sport.

The ISA will link in with all sectors of the sport in the promotion of sailing opportunities, including the Scouts, the Asgard, schools, the RTEs and the clubs to ensure that every young person fully realises the wide range of sailing opportunities in Irish sailing.

#### **Actions**

- a) The ISA will promote opportunities to take part in sailing and will incorporate these into all marketing and development programmes. The key to this will be the commitment by clubs/RTEs, classes and schools to ensure that they understand and are actively involved in the concept of promoting a wide range of opportunities for young people in sailing.

### ***Objective 4: To Implement An ISA Schools Sailing Programme***

A strong schools sailing programme must be developed, aimed at second level schools promoting opportunities to sail and to increase awareness of our marine resources. Priority will be given to schools near coastal or inland waterways. The ISA will propose the establishment of a transition year programme targeting teenagers to introduce them to sailing - a sport which will provide them with a wide range of opportunities to develop their personal skills and leadership qualities.

#### **Actions**

- a) The ISA will establish a working group in 1998 to initiate the development of a schools sailing programme. It will build on a successful model such as the programme operating in Schull Community College and investigate how closer links can be established with the VEC sailing programme.
- b) The ISA will launch a pilot schools sailing programme in 2000 targeting schools with access to clubs/RTEs. This programme will focus on creating opportunities for school children to become involved in sailing.
- c) The ISA will work closely with every club and RTE to ensure that they are involved in the schools sailing programme and that they are providing opportunities for students in local schools to become involved in sailing.

## **Sailing the Lifelong Sport 1999-2003**

### ***Objective 5: To Encourage Young People With A Disability To Sail***

Sailing is a great sport for people with differing abilities. The focus will be to integrate people with a disability into sailing programmes in consultation with the many different agencies representing the needs of people with a disability. Every club and RTE will be encouraged to increase their awareness of the needs of people with a disability and to look at how the opportunities to increase participation can be developed.

#### **Actions**

- a) **The ISA will undertake research by the year 2000 in conjunction with relevant national agencies to review the needs of young people with a disability participating in sailing and to identify issues to be addressed.**
- b) **The ISA will work to provide integrated opportunities for young people to sail as part of all development programmes in partnership with the Clubs/RTEs and schools.**

### ***Objective 6: To Promote Fair Play And Implement Code Of Ethics For Junior Sailing***

Every young person participating in sailing has the right to do so in an environment which is safe and has concern for their development and enjoyment. It is vital that volunteers, coaches, instructors, adults and parents are aware of these responsibilities and ensure that young people first of all have fun and enjoy their sailing.

The Government has produced a *Code of Ethics and Good Practice for Childrens Sport in Ireland*. The ISA will work closely with national agencies to ensure that these guidelines are implemented in sailing programmes for young people. The ISA has produced a discussion document on the implementation of these guidelines by clubs. The ISA has encouraged all of it's clubs and RTEs to adhere to the Code and is actively involved in assisting them in its operation. Work is ongoing to ensure that difficulties in its implementation are resolved.

#### **Actions**

- a) **The ISA will continue to implement the 'Code of Ethics and Good Practice for Children's Sport in Ireland' and will liase with relevant national agencies.**
- b) **The ISA will promote the values of sailing as a sport for young people.**

#### **YOUTH PARTICIPATION TARGETS TO 2003**

- **9,000 young people sailing regularly**
- **Every club implementing the ISA Fair Sailing Programme**
- **15 schools involved in ISA Learn To Sail Programme**

## Sailing the Lifelong Sport 1999-2003

### 7. ADULT PARTICIPATION

#### GOAL: MORE IRISH ADULTS SAILING AT ALL LEVELS

##### ***Objective 1: To Promote Sailing As An Attractive Sport For Adults***

There is a real opportunity to attract many new adults to sailing. Ireland has one of the fastest growing economies in the world and a large population aged between 20 - 35, who have experienced a variety of adventure pursuits. A major challenge for the ISA is to make sailing attractive to them. Lack of facilities are not the only barriers to getting them involved - there is a need to provide a structured programme of instruction which can allow them to learn to sail in safe environment, build their confidence and develop their involvement in sailing. Cost is a major perceived barrier which must be overcome to show that the sport is affordable and easy to get involved in. Clubs can facilitate this by making club boats available to potential members as they learn the basic skills of sailing.

Over the next 5 years, sailing for pleasure is likely to grow significantly. At least 31,000 people have indicated they would be interested in learning to sail and 6600 have indicated they would sail on a more regular basis if the facilities and opportunities were available.

##### **Actions**

- a) **The key to achieving this objective is linked to the promotion of Irish sailing, developing excellent sailing facilities and ensuring a network of well organised clubs and RTEs. These are separate strategies in their own right and are covered in greater detail in this plan.**
- b) **The ISA will adopt a co-ordinated approach to the implementation of the Strategic Plan. Each strategy will be implemented in parallel to achieve the overall vision of the ISA.**

##### ***Objective 2: To Increase The Numbers Participating In Organised Sailing***

Increasing the numbers participating in organised sailing from the current base of 16,000 and reaching out to the 49,500 who sail in Ireland will be a major priority of the ISA over the next 5 years. The entry points to recreational sailing are primarily through clubs, recognised teaching establishments and publicly provided marinas and berths. Each is an access point for newcomers wishing to learn the skills of a sport without first joining a club and also a resource for sailors who wish to upgrade their skills. This will require the clubs to develop their own vision of how they can make their facilities and club boats more available to the wider sailing population. The future development of sailing in Ireland will be based on an understanding of the present position and key issues to be addressed. The benchmark listed below will be used to assess progress in implementing the plan over the next 5 years.

<b>Numbers sailing: 1997</b>	<b>Organised Sailing</b>	<b>Recreation</b>
Adults	16,000	79,500

More research and better systems are required to track the growth and participation in sailing across all age groups and sectors. The social side of sailing is critical and must be incorporated into racing programmes.

##### **Actions**

- a) **The ISA will introduce research and monitoring systems by 1999 to assess progress.**

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- b) A marketing campaign will be developed in partnership with clubs to promote organised sailing by 2000. This will be implemented in conjunction with the introduction of Club/RTE Development Programmes by the ISA.**
- c) Each club will be encouraged and supported by the ISA to develop their vision and plan for increasing membership and access to organised sailing opportunities, club boats and facilities.**
- d) Courses will be introduced throughout the country in partnership with clubs and RTEs to offer adults the opportunity to sample sailing.**

### ***Objective 3: To Increase The Number Of Women Sailing***

The Marine Institute research indicates that women make up 43% of participants. This is relatively high compared to other sports. The major challenge is to increase the number of women who helm and own boats. The other key area is administration of sailing, which both nationally and locally is dominated by men. The ISA will initiate action to increase the involvement of women at all levels in Irish sailing.

The major barriers to women's involvement in sailing are; time, family and work commitments. A more flexible approach to staging racing and events will be required to facilitate greater participation by women in sailing. The workshop with women sailors revealed that perceptions about the strength and ability of women sailors are often misjudged and that there is no reason why women cannot participate on an equal basis. The ISA will encourage the clubs, classes and members to debate these issues and to ensure that women are encouraged and actively supported in Irish sailing. The ISA will work closely with national agencies to implement the outcomes and recommendations of the Irish Sports Councils Task Force on Women in Sport.

#### **Actions**

- a) The ISA will initiate research to monitor the level of involvement of women in Irish sailing in 1999.**
- b) The ISA will work closely with the Irish Sports Council to implement the recommendations arising from the Irish Sports Council Task Force On Women In Sport**
- c) An aim will be to increase the number of women involved in administration at all levels.**
- d) In the implementation of the Coaching Programme the ISA will seek to increase the number of women instructors and coaches.**

### ***Objective 4: To Increase The Number Of People With A Disability Sailing***

The aims and actions for increasing the opportunities for adults with a disability to become and remain involved in sailing are similar to the philosophy which will be adopted for young people.

#### **Actions**

- a) The ISA will undertake research by the year 2000 in conjunction with relevant national agencies to review the needs of adults with a disability participating in sailing and to identify the key issues to be addressed.**
- b) The ISA will work to provide integrated opportunities for adults to sail as part of all development programmes in partnership with the Clubs/RTEs and schools.**

### ***Objective 5: To Develop Sailing Within 3rd Level Education***

Many clubs experience a drop off when the young people move away for education or employment opportunities. The ISA will establish a strong 3rd level sailing programme to involve

## **Sailing the Lifelong Sport 1999-2003**

every college in offering an opportunity for people either to continue sailing or learn how to sail. The RTEs and the clubs will be encouraged to build links with 3rd level colleges offering a series of programmes to attract young people into the sport.

### **Actions**

- a) **The ISA will establish a Task Force in 1999 to identify the types of activities and programmes for developing sailing in 3rd level institutions.**

### **ADULT PARTICIPATION TARGETS TO 2003**

- **75,000 adults sailing**
- **Membership of clubs increased to 22,000**
- **15% increase in the number of women helming and owning boats**
- **15% increase in women involved in administration**
- **Evidence of integrated sailing for people with a disability**
- **10 third level colleges implementing an ISA Sailing Programme**

## **Sailing the Lifelong Sport 1999-2003**

### **STRATEGIC AREA 3**

## **IMPROVING PERFORMANCE**

- **COMPETITIONS IN IRELAND**

- **HIGH PERFORMANCE AND OLYMPIC PROGRAMME**

### 8. COMPETITIONS IN IRELAND

#### GOAL 5: MORE IRISH SAILORS COMPETING IN A TOP CLASS DOMESTIC PROGRAMME

##### *Introduction*

When it comes to competitive sailing the ISA will promote the following levels of competition:

**Club Racing:** this is where the majority of competition will occur and the aims will be to ensure that clubs and classes work closely to provide an interesting programme of club racing. Local well organised events must be available to ensure that sailors are challenged and involved in their clubs and the costs of participation are contained.

**National Racing:** The aim will be to establish a strong programme of national events in which the best sailors will compete with each other and which will serve as an entry to the international stage.

**International and Olympic Class:** The ISA will provide leadership and direction by supporting our best sailors in competing for Ireland at the highest level in selected classes. There will be opportunity for sailors in other classes to continue to represent their classes abroad, but to be eligible for support they must come through an approved selection process.

The main focus in terms of the majority of competitive sailors will be on club racing and the ISA will work hard on achieving an excellent standard of club racing leading to a strong programme of national events.

##### ***Objective 1: To Increase The Numbers Participating In Club Racing***

Racing is an element of the sport which offers participants unique challenges. Although sailing is normally not overly costly it can become so when young sailors, who have still to achieve higher competition skills, feel pressurised to attend distant events. The ISA will aim to put in place in partnership with the different classes a strong programme of club racing which will allow sailors meet challenges locally. An emphasis on inter-club competition in conjunction with regatta participation will be one of the mechanisms used to increase participation in local events.

##### **Actions**

a) **The ISA will promote the following structures for competition:**

- **Club racing**
- **National racing**
- **International racing**

a) **The ISA will work in partnership with each club and class to monitor the levels of participation in competitive sailing and to promote increased activity.**

b) **The ISA will arrange an annual forum of all ISA approved classes to review their role in the implementation of the competitions strategy.**

## **Sailing the Lifelong Sport 1999-2003**

### ***Objective 2: To Provide An Excellent Programme Of Domestic Competition Focused Within Cruiser and ISA Approved Dinghy And One Design Keelboats***

Increasing the numbers participating in competition will depend on: a co-ordinated programme of well organised events; quality competition on the water complemented by a strong social scene. There will be a significant role for the Branches in co-ordinating the calendar of events and encouraging clubs to work together in this area.

#### **Actions**

- a) **The ISA will work to increase participation in competitions at local and regional level within cruiser, ISA approved dinghy and one design keelboat classes.**
- b) **The ISA, through the Branch structure, will encourage co-ordination between clubs in the organisation of club competitions.**
- c) **The ISA will also work with each class to develop an appropriate programme of events progressing from club through to national level.**

### ***Objective 3: To Provide An Excellent System Of Race And Event Management, Judges and Umpires***

Much work has been done to provide an excellent system of race management and the ISA will continue to train and accredit race management officials, judges and umpires. A panel of technical advisers located in clubs around the country will be arranged by the ISA to support the training and development of race and event management officials.

#### **Actions**

- a) **A Technical Race and Event Management Advisory Group will be set up in 1999 to advise clubs on the management of events and to ensure expertise is available to every event organiser.**
- b) **The ISA will continue to review and develop the race management course and training programme for officials, judges and umpires.**
- c) **The ISA will work with each club to ensure they have a race management plan in place.**

### ***Objective 4: To Develop A Ranking System For Competitive Sailing Where Appropriate***

There is a need for a system to classify the progress of sailors from club level through to international events based on achievements and results in local club and national events. This will provide a sound structure to racing and will allow people to aim for levels which are appropriate to them. It will also allow the ISA to develop appropriate funding policies according to ability and progress through recognised events. There are some obvious pitfalls to implementing this system but in the long-term a more effective structure must be introduced to competitive sailing, if the numbers are to be retained and the skill levels are to be raised.

#### **Actions**

- a) **The ISA will assess the options for developing a ranking system in 1999.**
- b) **The clubs and classes will be consulted in 1999 on the introduction of the ranking system and how it should be managed and implemented.**
- c) **The aim will be to introduce the system on a phased basis from 2000 onwards.**

## **Sailing the Lifelong Sport 1999-2003**

### **TARGETS TO 2003**

- **10,000 registered sailors competing annually in ISA events**
- **ISA rankings systems introduced by 2000**
- **80% satisfaction with domestic programme of events**
- **Every club with a clearly defined racing and event management programme**

## Sailing the Lifelong Sport 1999-2003

### 9. HIGH PERFORMANCE AND OLYMPIC PROGRAMME

**GOAL: MORE SAILORS COMPETING AT THE TOP LEVEL AND WINNING MORE MEDALS**

#### ***Introduction***

Sailing has the potential to be one of Ireland's most successful international sports. There are few sports in Ireland which can surpass the natural facilities, quality environment and range of participants. The greatest achievement to date in Irish sailing are the silver medals won by David Wilkins and Jamie Wilkinson at the Moscow Olympics. Since then there have been a number of world champions and many top ten sailors. Top performing recreational sailors such as John Gore-Grimes and Paddy Barry have also achieved high recognition for Irish sailing.

Success at the Sydney Olympic Games in 2000 is the major short term target for Irish high performance sailing. There are at least two sailors with potential to achieve medal winning positions. Every support and professional backup will be provided to these athletes. The next generation of Olympians are now being earmarked and nurtured so that Ireland will be in a position to mount a strong challenge at the 2004 games in Athens.

As in many sports the pinnacles of competition are the showcase events of World Championships and Olympic Games. The ISA will be sending Irish sailors of recognised ability to participate in these events. Ireland has sailors with great potential to compete at the highest level and win. These talented few must be supported by access to appropriate competition, training, coaching and funding so that they can reach their full potential.

A new professional approach at the planning level, linked to a commitment unseen before by the sailors indicates a golden future, if the right decisions, support systems, funding and luck can be harnessed. The ISA is committed to working with the Irish Sports Council and the National Coaching and Training Centre to support the development of world class Irish sailors through a more professional approach to planning and management, linking in with the National Carding Scheme and the Sports Science and Medical Network and providing career counselling and planning for young sailors.

#### ***Progression Through High Performance System And Funding Policies***

A major issue requiring ISA leadership is the progression through classes and boats. The ISA will work to identify talented sailors and encourage them to move from introductory and development boats into more advanced classes at an earlier age. The introduction of a squad system and the grading of sailors in line with the National Carding Scheme will greatly assist sailors in identifying their choices and the support available to them.

**ISA World Class Programme**

<b>Grade</b>	<b>Introduction</b>	<b>Development</b>	<b>International</b>	<b>Olympic</b>
<b>Boat type or event</b>	<b>Topper Optimist Mirror Laser 4.7</b>	<b>ISAF Youth World Classes</b>	<b>ISAF Recognised Classes and Events</b>	<b>Olympic Classes</b>

# Sailing the Lifelong Sport 1999-2003

## *Profile Of Ireland's Current Leading Sailors*

Sailor	Year	Event/Position	Carding Category	World Ranking
Maria Coleman	1997	WC Europe Atlanta	World Class 2	8
John Driscoll	1997	WC Finn	World Class 3	15
Marshall King	1996	Atlanta: Soling	World Class 3	13
Mark Lyttle	1996	Atlanta: Laser	World Class 3	11
Jon Lasenby	1997	WC: Laser	World Class 4	24
Colin Chapman	1997	WC: Finn	International	38
David Burrows	1997	WC: Finn	International	43

The carding categories indicate the level of funding which the athlete will qualify for under the carding scheme operated by the ISA and the Irish Sports Council.

### ***Objective 1: To Provide The Highest Quality System For Management And Development Of High Performance Sailing***

There are well developed international models for sporting success and the ISA is moving to adopt the basic philosophy of providing opportunities for athletes: to train; to compete; and to win. The development of high performance sailing in Ireland is gaining momentum and a new professional approach is being adopted by the ISA. The ISA will aim to support leading Irish sailors reach their full potential in partnership with: the Department of Tourism, Sport and Recreation; the Irish Sports Council, the Olympic Council of Ireland; the National Coaching and Training Centre and other key agencies both in Ireland and internationally.

#### **Actions**

- a) **The ISA will direct and manage the high performance sailing programme in a fully professional manner and that sailors are supported by access to: sports science and medical support; coaching; training and competition; career counselling and funding.**
- b) **A performance management plan will be prepared for each sailor at development, international and world class level.**

### ***Objective 2: To Identify Future Potential Top Sailors***

A system of talent identification is required to ensure that talented young people can be recognised and directed into appropriate programmes. The establishment of a squad system is necessary on a regional and national basis to bring the best sailors together in a structured support system. This will require close co-operation with the different classes and clubs. This is also linked to ISA leadership in guiding and supporting talented sailors through preferred boats and classes. These talented sailors must be provided with access to proper career planning so that they make the right choices and continue their personal learning and development even if they are training and competing full time.

- a) **The ISA will introduce a regional and national squad system in 1999 to start the process of developing, coaching and training top junior sailors.**
- b) **The ISA will establish a talent identification system in partnership with the NCTC and the Irish Sports Council by 2000.**
- c) **The ISA will encourage young sailors to progress from introductory boats into ISAF Youth World Classes as appropriate.**

## **Sailing the Lifelong Sport 1999-2003**

### ***Objective 3: To Assist Irish Sailors Becoming World Class Performers With Appropriate Coaching, Competition And Equipment***

Traditionally Irish sailing has not accessed sport science and training techniques to the full extent it might have. In future all recognised high performance sailors will benefit from the Sports Science and Medical Network established by the NCTC. Research into best international practice will be a priority so that Irish sailing quickly moves to the forefront of world sailing. Appropriate introduction to competition is essential in the management and development of talented sailors. Proper planning and support systems will be required to nurture talent in a positive and challenging way. Each athlete will have a clear plan of their goals, events they are aiming to compete in and the steps towards achieving their goals.

#### **Actions**

- a) **The ISA will provide leadership in promoting progression through to Olympic classes.**
- b) **The ISA will identify the coaching needs for top level sailing and appoint the necessary coaches to regional and national squads in 1999.**
- c) **The ISA will seek to provide access to coach and training boats for the top sailors, in partnership with the clubs, when they are based in Ireland.**
- d) **The talented young sailors will be encouraged to participate in a programme of strong domestic competitions and then move through to appropriate international competition.**
- e) **The ISA will build on international training links with appropriate countries e.g. UK, Denmark, New Zealand, Australia so that the best Irish sailors can access the best international training and competitive opportunities backed up by strong support from an Irish base.**

### ***Objective 4: To Provide The Necessary Funding And Support To ISA Athletes In Partnership With: The Irish Sports Council, The OCI And A Pool Of Sponsors.***

It will be essential to have Irish sailors in full time training if they are to compete at the highest level. Funding is the fuel which will drive Irish sailing to international success. The Irish Sports Council is planning a new system of support for top athletes and it is essential Irish sailors access the new funding and support systems planned through the Carding Scheme. The ISA has taken significant steps in this area by introducing it's own carding scheme and financial rewards based on the performance of the sailors.

The ISA will work closely with the above to ensure that the criteria for funding is fully adhered to and that the ISA is to the fore in implementing the new professional approach to the development of sport in Ireland. Success attracts sponsorship and the ISA will be active in aiming to secure appropriate investors in the sport through sound sponsorship deals.

#### **Actions**

- a) **The ISA will prepare annual plans identifying events and sailors to be funded through the Irish Sports Council and other agencies.**
- b) **The ISA will communicate clearly with sailors on the criteria for funding and performance requirements.**
- c) **A sponsorship strategy to secure funding at a range of different levels will be implemented in the lead up to the Sydney Olympics.**

## Sailing the Lifelong Sport 1999-2003

### **Objective 5: To Support Clubs And Classes Hosting Appropriate World Championship And Major Events In Ireland**

Ireland has held a number of World and European Championships over the years providing the opportunity for more Irish sailors to experience international competition. 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 Bord Failte to bring appropriate events to Ireland.

Increased participation will further stimulate economic growth. The ISA will use this data to promote the benefits of sailing to waterside communities, public representatives, tourism bodies and others involved in coastal development so that benefits of developing this sector are more widely appreciated. Research by the Marine Institute (1998) highlighted the economic impact of sailing:

<b>Economic Impact of Sailing (1995)</b>	<b>Average spend per Irish participant on</b>	<b>Total expenditure</b>	
		<b>Irish</b>	<b>Visitors</b>
Day trips	£99.7	£4.8m	
Overnight trips	£160.3	£1.5m	
Equipment	£99.5	£4.8m	
<b>Total</b>		<b>£11.5m</b>	<b>£7.8m</b>

A major feature of stimulating this growth in sport and enhancing the economic contribution of sailing to the Irish economy is staging events. The Ford Cork Week hosted in Crosshaven every two years generates over £3m to the local economy and attracts some of the top international sailors to Ireland providing significant opportunities for our leading sailors to gain competitive experience. In the past the ISA and the government has supported the staging of world and European events which have contributed significantly to their areas and the development of Irish sailors. The ISA will continue to work in partnership with the clubs and classes to bring appropriate events to Ireland and to support the development of a number of quality Irish events as part of the strategy to improve performance and increase economic development. This is also linked to developing quality race and event management experience for officials and administrators.

#### **Actions**

- a) **The ISA will seek appropriate European and World Championships for Ireland in consultation with the Irish Sports Council, Bord Failte and other relevant agencies.**
- b) **Every application for a major event will be assessed by the ISA to ensure that the bid meets agreed minimum standards.**

### **Objective 6: To Ensure Irish Sailing Remains Free Of Drugs And Performance Enhancing Substances.**

The use of performance enhancing substances will not be tolerated by the ISA. The ISA will work closely with the Irish Sports Council, the Olympic Council of Ireland and the Government to ensure that a pro-active programme of education and testing includes all top sailors.

#### **Actions**

- a) **The ISA will re-assess it's anti-doping policies in partnership with ISAF and the Irish Sports Council and the Olympic Council of Ireland.**
- b) **The ISA will work in partnership with the Irish Sports Council to ensure all Irish sailors are educated on anti-doping issues and are aware of their responsibilities to sport.**

## **Sailing the Lifelong Sport 1999-2003**

- **Talent identification and sailor support system in place**
- **3 sailors in the top 10 in the Sydney Olympics**
- **5 sailors in top 12 ISAF world rankings**
- **ISA squad in training for the Athens Olympics**
- **100% increase in funding for ISA athletes**
- **Anti-doping programme in place**
- **90% satisfaction rating from the sailors on their support from the ISA and national agencies.**

## Sailing the Lifelong Sport 1999-2003

### STRATEGIC AREA 4

### IMPLEMENTATION

- **ISA STRUCTURES**

- **FUNDING**

- **ACTION PLAN**

# Sailing the Lifelong Sport 1999-2003

## ISA STRUCTURE

### *Proposed ISA Structure*

The ISA is committed to the effective implementation of the Strategic Plan. The review identified the need for structural changes to the ISA to facilitate decision making and to make effective use of volunteers. There is a need to increase the full time staff and to build a professional team who support the volunteers in the development of Irish sailing at all levels.

The ISA will be structured to allow for easy and effective implementation of the Strategic Plan. The Executive will be responsible for the overall implementation of the plan. Policy and day to day decisions will be made by the Executive. The Directors will be responsible for each of the different areas of the plan. Working groups will be appointed to work with the Directors and the professional staff of the ISA. The Secretary General will be responsible for the day to day operations of the ISA and will be a member of the Executive to ensure continuity with policy making and implementation. An independent policy review group, appointed by the AGM will monitor and review policy and report at the AGM on the implementation of the Strategic Plan.

The broad overview of the proposed structure is shown below and the more detailed relationship between the Directors, the officers their areas of responsibility are shown overleaf:



### Detailed Overview of ISA Structure

## **Sailing the Lifelong Sport 1999-2003**

### ***Terms Of Reference For Implementation Of The Plan***

1. The ISA AGM, attended by club delegates and personal members will meet annually to review the implementation of the Strategic Plan and matters of ISA policy. Each member of the Executive Committee will be elected for a three year term of office on a rolling basis.
2. The Executive committee will be made up of a maximum of 10 members and the Secretary General. It will be responsible for the day to day operations, decision making and management of the affairs of the ISA and the implementation of the Strategic Plan. Directors will be responsible for the different operational areas. Each Director will have an Advisory Committee working with him/her to manage the relevant strategic area. Also, Directors will be supported by an ISA Staff member to implement policy.
3. An independent Policy Implementation Group will be appointed to monitor the implementation of the Associations plans & policies on an ongoing basis.
4. Consultation and liaison with member clubs will be organised through the Branch Structure and through the club liaison officer scheme. The Association will organise a Commodores conference each October as part of the ongoing consultation process.
5. As the need arises Working Groups will be established by each directorate. These Working Groups will be given specific terms of reference and a limited time to complete their work. Each Working Group will work as a team to achieve a specific outcome linked to the achievement of strategic objectives.
6. The ISA restructuring will allow better communication, greater teamwork, clear lines of accountability and achievement of outcomes linked to specific tasks. Initially there will be a

## **Sailing the Lifelong Sport 1999-2003**

need for a number of groups working to implement the objectives and actions outlined in the plan.

7. The Executive will prepare an annual operational plan which outlines the executive, year to year mechanism and budgets to implement the Strategic Plan over the next five years.
8. Clear terms of reference, standing orders and training will be introduced for each Advisory Committee and Workgroup.

### **STRUCTURES AND MANAGEMENT TARGETS FOR 2003**

- **New structure operational by 1999**
- **Clear terms of reference for each Directorate and working group in place in 1999**
- **Training programme completed by every Directorate**
- **Two new development officers appointed to the staff of the ISA in 1999**
- **Project management approach adopted to implementation of the plan**
- **Annual reports presented to the AGM on progress in implementing the plan**

## Sailing the Lifelong Sport 1999-2003

### FUNDING

#### 13.1 Economic Impact of Irish Sailing

The majority of the subscription income received by the ISA is from the 43 category 1 clubs throughout the country. These clubs are totally independent from the ISA and are responsible for the organisation and management of their own affairs. They range in size from large clubs with upto 2,000 members down to smaller clubs with as few as 100 members.

The clubs organise and run their own local racing. Where classes wish to run Regional, National or International events, they do so in conjunction with an appropriate club. The club then takes responsibility for organising the event in terms of shore administration and on the water management. The ISA provides any technical or other advice required by the club or any potential sponsors. The club bears responsibility for the financial outcome of the event. The very high standards required to successfully run such events by require the financial contribution of sponsors. Typically the annual sponsorship raised by clubs for such open events would be about £200,000 of the total expenditure of about £600,000. These events make a significant contribution to the local and Irish economy in terms of their tourism impact e.g. the Dragon Gold Cup in 1997 is estimated to have contributed 5,750 bednights and the GP14 World Championship contributed a further 5,900 bednights. The report by Brady Shipman Martin - "Sailing in Ireland - A Profile" identified £16m as the GNP arising from sailing with £7.5m expenditure by overseas visitors.

#### 13.2 Securing The Resources To Sail In The Right Direction.

The ISA will be aiming to secure the financial resources to implement the plan over the next 5 years. The table below shows the resources required through grant in aid to fund the plan.

Year	1999	2000	2001	2002	2003
	£ , 000	£ , 000	£ , 000	£ , 000	£ , 000
<b>Income Association</b>					
Subscriptions	130	138	146	155	155
Sponsorship	133	140	15	20	150
Sales, Services & other Income	80	85	91	97	103
	<b>343</b>	<b>363</b>	<b>252</b>	<b>272</b>	<b>408</b>
<b>Income Government</b>					
Administration Grants	128	128	128	128	128
Organisational Development	19	20	20	19	17
Strategic Dev Plan	63	104	107	99	87
Int. Comp. Athlete Support	325	270	270	325	350
Int.Events & Meetings	50	50	50	50	50
	<b>585</b>	<b>572</b>	<b>575</b>	<b>621</b>	<b>632</b>
<b>Total Income</b>	<b>928</b>	<b>935</b>	<b>827</b>	<b>893</b>	<b>1,040</b>
<b>Less Expenses</b>					
Administration	257	266	275	286	296
Cost of service	49	53	57	61	61
Organisational development	37	39	39	39	33
Strategic Development Plan	88	129	132	134	132
Int. Comp. Athlete Support	450	395	270	325	475
Int. Events & Meetings	50	50	50	50	50
	<b>931</b>	<b>932</b>	<b>823</b>	<b>895</b>	<b>1,047</b>
<b>Net Profit / Loss</b>	<b>-4</b>	<b>3</b>	<b>4</b>	<b>-2</b>	<b>-7</b>

Notes to the financial plan:

## **Sailing the Lifelong Sport 1999-2003**

**Administration:-** this includes the total administration costs of the ISA and include both pay and non pay items.

**Organisation development:-** this includes the figures for implementing the Strategic Plan in the areas of: training; club administration and provision of safety equipment.

**Strategic development:-** this includes the figures for implementing the Strategic Plan in the areas of: facilities; promotion of the ISA; increasing youth and adult participation; safety; coaching and training; and domestic competition.

**International competition athlete support:-** this includes the figures for implementing the Strategic Plan in the areas of: talent identification; preparation for, training and participation in international events; funding for athletes through the national sports carding scheme; sports science and medical support; and accessing career counselling services for Irish sailors.

**International Events and Meetings:-** this includes the figures for implementing the Strategic Plan in the areas of: support for hosting ISA high performance events in Ireland which ensures Irish sailors have the opportunity of gaining international experience at events in Ireland. It also includes the budgets for sending ISA delegates to various ISAF committee meetings.

The ISA will be preparing detailed budgets and operational plans on an annual basis based on the implementation of this plan.

## Sailing the Lifelong Sport 1999-2003

### 14. IMPLEMENTATION STRATEGY

#### *Action Plan*

The programme for implementing the strategy is outlined below:

<b>ACTION</b>	<b>TIME</b>
1. Adopt Vision, Strategies, Goals, Structure	March 1998
2. Approve the Strategic Plan	AGM April 1998
3. Appoint management teams to produce detailed operational plans for each strategy	April 1998
4. Produce operational plans	September 1998
5. Hold EGM to adopt the new proposed structures	October 1998
6. Introduce new structures, commence implementation	January 1999
7. Report on implementation	AGM 2000, 2001, 2002, 2003
1. Introduce new draft strategic plan	March 2003

# Sailing the Lifelong Sport 1999-2003

## APPENDIX 1: Contributors To The Development Of The ISA Strategic plan

The development of the Strategic Plan was managed by a steering committee appointed by the Executive Committee of the ISA.

The steering group were:

John Crebbin  
Clayton Love  
Paddy Maguire (Chairman)  
Neil Murphy (President)  
Morgan Buckley (ASL Management)

### Consultation Process

An extensive consultation process was completed by the Steering Group with the following:

#### ISA Council Meeting

Neil Murphy  
Alan McCracken  
Maria Walsh  
Carmel Winkelmann  
Ken Ryan  
Paddy Maguire  
Padraig Boyle

John Crebbin  
Clayton Love  
John Byrne  
Ger Deegan  
Tom Fitzpatrick  
Denis Kiely  
Vincent Rafter

Richard Burrows  
Paddy Boyd

#### Meeting in Crosshaven:

Vincent Ahearne  
David Barry  
Eddie English  
Joe English  
Oliver Harte  
Denis Kiely  
Kevin Lane

Clayton Love Jnr  
Clayton Love  
Mark Mansfield  
Des McWilliam  
Stuart Musgrave  
David O'Brien  
Mary O'Keefe

Jim Lyons  
Anthony O'Leary  
Barry Rose  
Eric Stacey  
Donal McClement

#### Meeting in Dublin:

Barry McNeany  
David Gould  
Mike Evans  
David Lovegrove  
Dermot Cronin  
Alastair Rumball  
John Ross Murphy  
Donal Killian  
Peter Smyth

Geoff Brownlee  
Dick Lovegrove  
Richard Hooper  
Jim Dolan  
Louis Monks  
Tony Wright

# Sailing the Lifelong Sport 1999-2003

## Workshop to examine issues relating to increasing women's involvement in sailing:

Monica Alcock	Laura Dillon	Mary Robinson
Anne Blaney	Breda Dillon	Joyce Toettcher
Frances O Shaugnessy	Orla Fenix	Mary Wynn
Richella Carroll	Claire Foley	Mary Nolan
Marguerite Carty	Cathy MacAleavy	Con Murphy
Denise Casey	Louise McKenna	
Jenifer Crebbin	Kalaine Murphy	

## Athletes workshop at the NCTC:

Anne Blaney	David Burrows	Bill O Hara
Maria Coleman	Jon Lasenby	

## East Coach Branch Meeting in Howth:

Stephen Boyle	Ross Killian	Scorie Walls
Harry Byrne	Norman Long	Paddy O Neill
Kevin Byrne	Judith Malcom	Greg O Brien
Garrett Connolly	Martin McEvoy	Padraig Boyle
Bob Coote	Liam McGonigal	Jennifer Crebbin
Dick Dunne	Peter McKenna	Riocard O Tiarnaigh
Francis Ennis	Pat Murphy	Liz Byrne
Hugh Gill	Joe O Brien	Riain Timon
Roger Green	Charles Quinn	Maureen Ryan
Gillian Guinness	Ian Sargent	Mary Rose Curran
Brian Hegarty	Andy Sargent	
Bob Hobby	Max Tracey	
Ida Kiernan	Garry Tracey	

## Arklow Meeting:

Simon Parker	George Mahon	Noreen Long
Gerry Nolan	Anne Hanrahan	Charles Kavanagh
Fergus O Conchubhair	Peter Hannon	
Frank Murphy	Brian Coulter	
Peter Whelan	Seamus Fenlon	
Lorcan O Toole	Philip Cowman	
Jans Hannsen	Michael Modsum	
Dermot O'Murhu	David Drummond	

## South Coast Branch Meeting in Kinsale:

Pat Pyne	Pat Scallan	John Elliott
Michelle Dunne	Mick Loughnane	Paul Mayes
Kevin Lane	Eric Stacey	Hans Hellstern
Tom Durcan	Ian Venner	Philip Hayes
John Godkin	Yvonne Murphy	Ruth Ennis
Sean Fitzgearld	Brigid Curtin	
Derek McCoy	Joe Donovan	
Brian Smith	John Stelland	

## **Sailing the Lifelong Sport 1999-2003**

### **West Coach Branch Meeting in Athlone:**

Anne Doherty  
Robin Smith  
Damian Cashin  
Georgina Kenny  
Damian Delany  
Pat Ennis  
Vincent Rafter  
Stuart McNamara

John Tierney  
Tom Saunders  
Geoff O Donoghue  
Marie Whelan  
Liam Maloney  
Jim McNamara  
Paul Rowan  
Brendan Travers

John Hughes  
Dave Stuart  
Jean LeDorvan  
John Conway  
Hugh O Neil  
Ken Russell  
Mary Wynne

## Sailing the Lifelong Sport 1999-2003

### Appendix 2: List Of ISA Member Clubs, RTEs and Classes

Sailing Club	Category
Arklow Sailing Club	1
Baltimore Sailing Club	1
Bantry Bay Sailing Club	1
Blessington Sailing Club	1
Bray Sailing Club	1
Clifden Boat Club	1
Clontarf Yacht & Boat Club	1
Courtown Sailing Club	1
Cove Sailing Club	1
Crookhaven Harbour Sailing Club	1
Cullaun Sailing Club	1
Dun Laoghaire Motor Yacht Club	1
Dundalk Sailing Club	1
Dungarvan Harbour Sailing Club	1
Foynes Yacht Club	1
Galway Bay Sailing Club	1
Glandore Harbour Yacht Club	1
Greystones Sailing Club	1
Howth Yacht Club	1
Iniscealtra Sailing Club	1
Kinsale Yacht Club	1
Lough Derg Yacht Club	1
Lough Ree Yacht Club	1
Lough Swilly Yacht Club	1
Malahide Yacht Club	1
Mayo Sailing Club	1
Monkstown Bay Sailing Club	1
Mullingar Sailing Club	1
National Yacht Club	1
Poolbeg Yacht And Boat Club	1
Royal Cork Yacht Club	1
Royal Irish Yacht Club	1
Royal St. George Y.C.	1
Rush Sailing Club	1
Schull Harbour Sailing Club	1
Skerries Sailing Club	1
Sligo Yacht Club	1
Sutton Dinghy Club	1
Swords Sailing & Boating Club	1
Tralee Sailing Club	1
Waterford Harbour Sailing Club	1
Wexford Harbour Boat Club	1
Wicklow Sailing Club	1
Dublin Bay Sailing Club	2
Irish Cruising Club	2

Recognised Teaching Establishment
Achill Island O.E.C.
Blessington Activity Centre
Bluewater Training.
Bray Sailing Club*
Carlingford Adventure Centre
Carlingford Yacht Charter & S.S.
Clifden Sea Sports Ltd
Clontarf Yacht & Boat Club*
Delphi Adventure Centre
Dingle Sailing Club
Dolphin Offshore Sailing Group
Dunmore East Adventure Centre
Fastnet Marine Education Ctr
Fingall Sailing School
Focus Windsurfing
Gartan OEC
Glenans, (Baltimore)
Glenans, (Collanmore)
Hibernian Cruising School
International Sailing School
Irish National Sailing School
Kilrush Creek Adventure Centre
Kinsale O.E.C
Leinster Cruising School
Lough Allen Windsurfing
Lough Muckno Leisure Centre
Lough Rea Power Boat School
Lough Ree Yacht Club
Marble Hill Windsurfing
McDowell's Hotel & Activity Centre
Naomh Eanne*
National Yacht Club*
Naval Sailing School
Newpark School*
Petersburg OEC
Rossdohan Water Sports
Sea & Shore Safety Services
Sea Craft Sailing School
Sea Scouts Assn. of Ireland*
Shackelton OEC
Shannon Yacht Master*
Slua Mhuire*
South East Cruising School
St Brendans School of Sailing*
Surfdock

## Sailing the Lifelong Sport 1999-2003

Royal Alfred Yacht Club	2
A.I.B. Sailing Club	3
Asgard Support Group	3
Ballyholme Yacht Club	3
Bank of Ireland Sailing Club	3
BIM Sailing club	3
Carlingford Lough Yacht Club	3
City of Dublin VEC Sailing Club	3
City Sailing Club	3
Corrib Yacht & Rowing Club	3
County Antrim Yacht Club	3
Defence Forces Sailing Association	3
DIT Sailing Club	3
Down Cruising Club	3
East Antrim Boat Club	3
Fountainstown Sailing Club	3
Garda Sailing Club	3
Garrykennedy Sailing Club	3
Glenans Irish Sailing Club	3
Glencarrif Regatta Committee	3
H.Y.C. Events Ltd	3
Howth Boating Club	3
Institute of Bankers In Ireland Sailing Club	3
Irish Disabled Sailing Association	3
Irish National Sailing Club	3
Irish Sea Offshore Racing Association	3
Irish Windsurfing Association	3
Mullaghmore Sailing Club	3
Naval Service Sailing Association	3
Newcastle Yacht Club	3
Portaferry Sailing Club	3
Royal College of Surgeons in Ireland Sailing Club	3
Royal North of Ireland Yacht Club	3
Royal Ulster Yacht Club	3
Schull Community College Sailing Club	3
Schull Regatta Committee Ltd	3
Scout Association of Ireland Sea Scouting	3
SLIGO VEC	3
South Cork Sailing Club	3
St. Bricins Sailing Club	3
Strangford Lough Yacht Club	3
The Water Wags	3
Ulster Bank Sailing Club	3
Western Yacht Club	3
Youghal Sailing Club	3
470 Class	Class
Cork Harbour J Class	Class
Cruisers III Association	Class
Enterprise Class	Class
Finn Class	Class
Flying Fifteen Association	Class

The Oysterhaven Centre
Tralee Sailing Club
Ulysses Sea School
University of Limerick A.C.
Waterford Harbour S.C.*
Waterford RTC*
Waterworld (Aqua Ventures Ltd.)
West Coast Cruising School
Wexford Harbour Boat Club*
Wind & Wave
10 Degree West
* indicates shorebased courses

## Sailing the Lifelong Sport 1999-2003

IDRA 14 Class Association	Class
Impala 280 O.D. Irish Association	Class
INT. 420 Class	Class
GP14 Class Association Of Ireland	Class
Irish Dragon Association	Class
International Europe Class Ireland	Class
International Mirror Class of Ireland	Class
International Optimist Dinghy Association Of Ireland	Class
Irish Fireball Association	Class
Irish Laser Association	Class
Irish Multihull Association	Class
Irish Skiff Class	Class
J24 Association of Ireland	Class
Laser II Association	Class
Mermaid Sailing Association	Class
1720 Class	Class
Ireland Int Dart Association	Class
National 18 Foot Class	Class
Ruffian 23	Class
Shannon One Design Association	Class
Squib	Class
The Irish Albacore Sailing Association	Class
The Shipman Association	Class
Topper International Class Association	Class
Wayfarer Class	Class

## Appendix 3: Previous ISA Structure

