Annual Strategy Review 2025/2026

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IRISH SAILING

OUR VISION

Active life on open water, from pier to podium

OUR MISSION

To provide a sustainable system in which sailing activities are developed , supported and promoted at all levels – from recreation to competition to success on the international stage.

IRISH SAILING

OUR VALUES

LEADERSHIP
COLLABORATION
FACILITATION
DIRECTION

PASSION
FUN
COMMITMENT
CURIOSITY

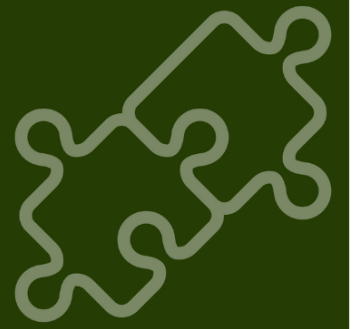
BELONGING
EQUALITY
DIVERSITY
INCLUSION

ACTIVE LIFE ON OPEN WATER

IRISH SAILING

EXCELLENCE
MEMBER FOCUS
SERVICE
DELIVERY

CLARITY
COMMUNICATION
ADVICE
SUPPORT



INTEGRITY
GOVERENCE
TRUST
STANDARDS

IRISH SAILING

What we do for members

We do a huge amount of work, most unseen, all critical to our sport on behalf of our members – see members benefits

Collective: An organisation of all members for all member's benefit

Representation: The interface with World Sailing, Sport Ireland & OFI

Expertise: Knowledge of areas from Training to Rules to Safeguarding

Training: Execution of the nationwide Training & Coaching system

Racing: Supporting the RO, Class Racing & Team Racing environment

Operations: Providing services to members, sport to most in need and legislative provision of certs, endorsements, licences & safeguarding.

Communication: Keeping our community in the know

Finance & Risk: Collecting funds fairly and spending them wisely

IRISH SAILING

WHO WE DO IT FOR

FEDERATIONS	WORLD SAILING & other MNAs	SPORT IRELAND & other NGBs
MEMBERS	CLUBS	CENTRES
	CLASSES	OTHER NATIONAL & REGIONAL BODIES
	INDIVIDUALS Parents, Coaches, Instructors, Volunteers	Not yet sailors!
STAKEHOLDER	Olympic Federation & Federation of Irish Sport	Local Government & Local Sports Partnerships
	Gardai, Tusla, MCIB	Dept of Transport, Sport, Marine, Tourism
	Student Sport Ireland, Active Disability Ire.	Irish Sailing Foundation

IRISH SAILING

MEMBERS & SAILORS

MEMBERS	64 CLUBS	64 Clubs, 25,400 Members
RACERS	46 CLASSES	46 Classes, c.130 events
LEARNERS	44 CLUB TRAINING CENTRE 60 COMMERCIAL TCs	3000 Cruising Courses 8000 Juniors
CRUISERS	22 MARINAS	3500 Boats 50,000 Sailors
OTHER	31 NAT & REG BODIES	Windsurfing, Universities, Schools, NI Clubs, Sailability, Team/Match Racing
TOTAL	248 AFFILIATE MEMBERS	60,000-90,000

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2026 STRATEGY RECREATION

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Area 1	Objectives	Levers	KPIs
Participation	Maximise participants & volunteers in all affiliate bodies - Clubs, Training Centres, National, Regional and Classes and all other points of access – in everything we do	Focus on building participants in Training, Racing & Cruising. Build number of Volunteers through volunteer training. Quality & depth of training provision & experience - raising conversion into volunteerism & club membership. Breadth of watersports offering & capacity. Assist in the supply of 2 hander/low supply boats. Research new forms of wings, foiling & kitesurfing. Recommend capacity increase concepts Commence Build of MMS, industry wide. Certification, Licencing & Learning Management Systems. Pursuit of National Watersports Campus outcome. Effective Club Structures & Succession Planning – more club interaction – especially negative growth. Sharing operational and case study best practice – in activities, comms etc. Roll out improved schools structures. Investigate how to make rule change successful – for stepchange in membership. Reach.	26,500 members Measure Volunteers 30% increase 2 hander nationals participation Measure Regional Participation Measure Cruising Participation MMS delivery LMS delivery IS Contact point increased Club Playbook #4 meetings Measure Club capacity & capability

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Area 2	Objectives	Levers	KPIs
Training & Coaching	Maximise the engagement with training and coaching structures in Training Centres (TCs) in order to grow curiosity, build standards and incentivise increased time afloat – from children to adults from crew to ocean skipper.	Amalgamate Training team for greater coordination. Drive higher standards with 100% support visits – on land and on water. Establish current conversion rate – target 20% Establish TC Baseline 2025 performance and 2026 uplift. Re-structure TC and LMS pricing for equity and effect. Establish 3 clear, excellent training/coaching schemes – CnaM, SBSS, Racing – great content, skills dev. Re-structure adult training (instructors & execution) Training and Coaching responsible guidelines and roadshows. Promote Logbook and Double hander requirements. Step change standards at Instructor pre-entry. Revamp and restructure Instructor and Coach Training. Training pathway map & LMS integration for all 11training schemes. Create richer, more curious, environment for instructors, coaches, participants and volunteers. Help build training economy supporting careers. Strategize to repatriate 3000 RYA courses to IS. Alignment and integration with Sport Ireland coaching	Establish team of 5 (6) 100% Support Visits 20% uplift in TC standards Higher Training Conversion TC price structure in place Deliver 3 schemes Deliver 2 guidelines 250 IS Adult Students 250 Racing Students 11 Schemes in LMS 90% LMS declarations 100% pre-entry screening 20 Coaches Qualified 4 HP level coaches Training Pathway Map in every TC.

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Area 3	Objectives	Levers	KPIs
Disability & Inclusion	To inspire and enable full participation and performance in Sailing and Watersports for everyone. Irish Sailing's mission in this area is to increase participation by improving accessibility, reducing barriers and promoting belonging and equality across all programmes, clubs and pathways.	Watersports Inclusion Games – a cultural lever showcasing accessible participation. Promote & enhance sailability programmes in Clubs. Execute Women on the Water Strategy in Clubs. Volunteer Support activities in three external organisations. Training – delivering EDI, Inclusion and unconscious bias education. Policy Alignment – ensure full compliance with national strategies and legal frameworks Institutional Partnerships. Collaborate with LSP's, Clubs, Schools and National & International Bodies. Incorporate Sport Inclusion Disability Charter in activites.	1000 EDI experiences delivered 25 participating Club projects for 700 participants 650 individual WoW participants. 3 Volunteer support projects delivered for 600 participants. 4 Courses delivered in Clubs and Irish Sailing Communications 24 Round Up articles 12 Sailsmart articles 25 Clubs signing up to charter

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Area 4	Objectives	Levers	KPIs
Cruising	Facilitate cruising & open access to the water for anyone who dreams of sailing	Maintain training courses (SBSS, NCS, NPS) Promote Adult Sailing (keelboats). Monitor quality of ICC licencing. Effective cruising associations & club groups Promote Cruise-in-Company as Events Inspiring Cruising Content on digital channels Vessel Endorsements & Licencing & Identities Lobbying for Open Water & facilities. Distribution of Safe Operation of Craft Maintain Safetrx and evaluate successor Representation on Blue Flag panel (marinas) Push environmental programmes. Investigate Insurance for Cruising Groups Support 4 projects in 2026: Visitor Moorings/Marina standards, Pathway Clarity, Small Craft Register, Fishing Gear Seek additional staff resource	750 Cruising members 4000 boats NCS & NPS participants 20 Cruising Groups Cruising Membership 24 Cruising Stories Progress on 4 Projects 1 FTE

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2026 STRATEGY COMPETITION

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Area 1	Objectives	Levers	KPIs
Competition Programmes	To enhance the environment and execution of competition structures and events.	Maintenance & activation of rules & appeals. Maintenance and Management of Race Officials. Increase supply & manage turnover & building community. Regularise Training Systems (Materials, Process & LMS). Maintenance and management of Ratings & Handicaps – accommodating ratings process. Create environment for regularising RO requirements. Management of selection criteria and processes Aggregation/publishing of news, rules & events. Facilitate and Support International events. Promote participation in all OAs and at all levels. Promote different forms of racing (classes and formats) dinghies and keelboats (ICRA), fleet, team & match. Strengthen youth programmes: • Roll out school partnerships – public • Roll out University partnerships Seek event sponsorship for all IS events. Regularise Insurance for OAs, Classes & Bodies Maintain Event Calendar & Launch Irish Sailing Live Maintain Anti-Doping.	# Race Officials Total.RO 184-215* RO 125-140 Res. 35-40 Juror 18-28 Umpire 14-20 Layer 24-30 Measurers 2-10** Safety 26-36*** *Individuals only** *Exlc. Class Measurers*** *National Safety L = 6**** Event requirements Monthly RRS article Events 15 rel. events 4-5 IS events Participants 20-25 schools €120k SI event support €10k Sponsorship

Area 2	Objectives	Levers	KPIs
Performance	To develop a performance system to deliver international medals and to build a community of performance sailors and coaches who can enrich and enhance our sailing community.	LA Goal, 4 boats built on Paris execution, 3 boats! Pathway entry, width, length & cohesion. Successful Pathways transitions. Class mobilisation. International training partnerships. Club/Club Coach co-ordination. Income - public, private and comm. Sufficient funding to deliver goals and bring youth talent through – requires €2.6m per annum (+1m vs Paris quad) Communication with audience – older participants and younger aspirants. Hosting domestic, international events. Sport Irelands 7 Core Pillars of performance - Focussed Investment, Athlete Support, World Class Services, Structure & Planning, Partnerships, World Class Facilities & Equipment, Research and Innovation. Execution of the Paris Review & Peak Event reviews	Athletes # 4 boats at LA # 6 Snr & 2 Dev Intl medals # 5-9 senior athletes (carding) # Pathway Participants 30-50 (35) # Pathway by age & years % Pathway hitting benchmark % Success Transition Through % Success Transition Off Coaching # Peak event performance # Club Coaches – 20 (4 HP level) # MNAs Coaching Partnerships Finance € 2-2.3m Total Income € 1.4m Public Funds € 0.5m Donor Funds Communication Reach Communication Goals Facilities PHQ2 required urgently

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2026 STRATEGY ENABLERS

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Areas 1 & 2	Objectives	Levers	KPIs
Governance	Maintenance of solid governance policies, procedures, controls and mindset.	Compliance with Governance Code. Managing required Board, Policy Group, Working Group and committees. Clear, straightforward and timely reporting and communications. Compliance with all relevant standards including the Governance code. Maintenance of structures and systems – inc. important roles in sporting orgs. Structure and Embed Safety Policies & Procedures.	% Governance Code compliance 100% Governance Code report biannual Clear audits from Auditors, Sport Ireland, DTTAS, Coaching Ireland & other bodies Live Risk register reviewed biannually Timely reviews for all policies Safety Action Plan & safety incident register annual review
Administration	Provide efficient and effective administrative processes for the Sailing industry.	Execute all Processes & Systems. Complete and record all certification, standards, licencing & endorsement (Incl Echo & IRC) Reporting to regulatory authorities. Management of events, publications and training support. Compliance with regulatory requirements. Management and oversight of member relationship.	Monthly service statistics report DB records maintained & updated at annual affiliation DTTAS sign-off annually Coaching Ireland sign-off

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Area 3 & 4	Objectives	Levers	KPIs
Organisational Capability	Improve and extend organisational capability	Clearly aligned strategy & operations plan Clear org structure & responsibilities Governance policies & structures Skill development & capability to deliver Fit for purpose property & assets Excellent digital platforms Can-do culture of delivery and service Continuity and succession planning The right team on the boat to deliver strategy	Annual Strategic Plan completed Departmental operational plans aligned with strategic objectives 100% complete 100% of roles with job descriptions at annual performance review 100% Board and staff induction 100% Succession plans in place 100% success in closing of new roles Long-term office solution
Lobbying & Influencing	Represent watersport's interests with all areas relating to access to and facilitation of the sport	Maintaining relationships with all relevant bodies Advocacy and lobbying on key issues Proactive management of issues	100% Institutions managed 100% stakeholder issues addressed and resolved

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Areas 5 & 6	Objectives	Levers	KPIs
Stakeholders	Management of relationships with all stakeholders	Identify Organisations and Types Identify valid, current & authoritative contacts Establish and maintain relationships Assigning responsibility within structure Focus on Education partners – Schools & Universities Foster partnerships with other sports and sectors for broader impact	100% Relationship Checklist
Technology & Data	Establish and build all processes, systems, software and data management for the industry	Implement Member Management System Expand learning management system for all training Integrate MMS and LMS Establish GDPR compliance with existing & new systems Establishing industry knowledge through data acquisition & measurable insights Seek process efficiencies in key member processes (recognition, affiliation, risk assessment, insurance declarations) Maintain & enhance data and system security Manage IT infrastructure Innovate in digital to enhance visibility & engagement	60% of clubs integrated 60% training modules integrated Zero data breaches GDPR compliance addressed 40% of membership in database

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Area 7	Objectives	Levers	KPIs
Financial Sustainability	Seek to make Irish Sailing sustainably financed in current and future operations and maintain financial health.	Secure sustainable funding. Optimise mix of public (Core and HP), membership, sponsorship, training & philanthropic funding sources. Identify and facilitate funding opportunities for members. Balance annual budget. Maintain reserves and balance sheet Put finance to work in the shape of people and tools which add value to members and their organisations	Budget surplus Campaign for HP funding Unlock sponsorship New training centre pricing model MMS and rule change concept Reserves maintained

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Area 8	Objectives	Levers	KPIs
Comms	Promote and represent each aspect of our sports to the best of our abilities. Establish and maintain an ambitious and open culture with consistent communication with all stakeholders through digital and traditional channels. Create Irish Sailing Brand awareness.	Optimise communication through Web, Newsletter and Social channels Mainstream - Broadcast, Digital & Print. Promote the broad range of IS & Sailing activities for all stakeholders. Create distinct Calls To Action (eg. Active Life on Open Water & Pier to Podium) More effective use of media partnerships – such as Seahorse, Afloat, OFI & FIS. Communicate the value, joy, accessibility, health benefits, cost effectiveness, freedom and fun of the sport. Deliver events (Conferences, Awards) which support the communities and stakeholders involved. Publishing of all relevant policies & procedures. Create Irish Sailing Brand awareness and quality member engagement. Do all this through the prism of our Values: LEADERSHIP – PASSION – BELONGING - EXCELLENCE – INTERGRITY – CLARITY	Digital Growth 15% YOY Web Users 10% YOY Newsletter Users 10% YOY Social Users Engagement 50% Sailsmart Open Rate 25% Roundup Open Rate 25% Press Release Open (140) Coverage Universal split of stories 30% HP, 25% Training, 15% Racing, 15% Club, 10% EDI, 5% safeguarding/safety. Performance Press Coverage 3.5m AVE High quality output

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Area 9	Objectives	Levers	KPIs
Safeguarding	Establish and maintain best in class policies, procedures and structure to provide for child protection in Irish Sailing and its relevent affiliates.	Clarify communication channels with affiliates. Execute SG Training for the community including the development of tutors. Execute SG processes for all IS activities (events and activity including HP) Execute SG processes for all relevant affiliate members. Ongoing case management through Safeguarding committee. Keep statement, policies, codes of conducts and all related policies updated. Document record keeping. Complete ongoing review of relevant affiliate member, with live reporting on a timely basis. Work with Affiliates to achieve safeguarding compliance. Code of Conduct to be ubiquitous amongst all sporting bodies and participants. Maintain internal reporting through risk tracking. Collaborate with Garda Vetting team, systems & procedures. Member engagement activities – voice of the volunteer & child.	100% of required IS Staff trained 100% of required Affiliates compliant 630 Safeguarding course participants 43 Safeguarding Workshops 4 Safeguarding support webinars Code of Conduct widely distributed across IS Affiliates, participants & stakeholders 30% Affiliates visited, 100% Affiliates contacted. Qualitative research

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Area 10	Objectives	Levers	KPIs
Environment & Sustainability	Establish and communicate positive, effective, and practical actions that Irish Sailing and its members can take to support sustainability, driving behavioural change through increased awareness, active engagement, and strong collaboration across the sailing community.	Promoting and communicating environmental best practices, achieving environmental benchmarks Reduce C02 expenditure in everyday operations – flying, travel, heating Encourage clubs to sign the Sport for Climate Action Framework Being conscious & active on 11 of the 17 UN sustainability goals Ideate and establish a Green Flag criteria & club award Establish detailed thinking and actions for member execution: • Clean Regattas (Sailors for the sea) • Leave No Trace • Clean Marinas (EBA) • Clean Coasts (An Taisce) • Clean Classes (World Sailing)	50%/30 Clubs and TC's adopting sustainability campaigns best practices 5 Clubs awarded Green Flag 20 initiatives/events participating 10 Clubs signed up to Climate Action Framework Communication 24 Round Up articles 12 Sailsmart articles

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Area 11	Objectives	Levers	KPIs
Women on the Water	Ensure that promoting women within our sport remains integral across our strategy and operations, securing stronger long-term outcomes supported by leadership, participation, coaching, volunteering, enhanced visibility throughout all programmes, and initiatives	Deliver WOW projects across Ireland. Lead Her Moves and Teen development programmes. Increase women's representation in leadership and volunteer roles. Promote double-handed dinghies for teenage girls' participation. Improve and expand adult sailing pathways. Ensuring female entries at Champions Cup. Sustain HP class pathways (29er, 49erFX, ILCA 6) Grow the WoW coaching and staffing pipeline. Maintain gender balance on Board and staff. WoW communications will highlight athletes, role models, and accessibility. Promote WoW Clubs.	650 Participants in 25 WoW events 25-30 WOW Clubs 60-80% of clubs with >40% Women on Committees Establish WoW volunteer base 60-80% Clubs with a WoW lead Maintain 40% Female on Board Maintain 50% Female on Staff Communication 24 Round Up articles 12 Sailsmart articles 5 Female athlete stories

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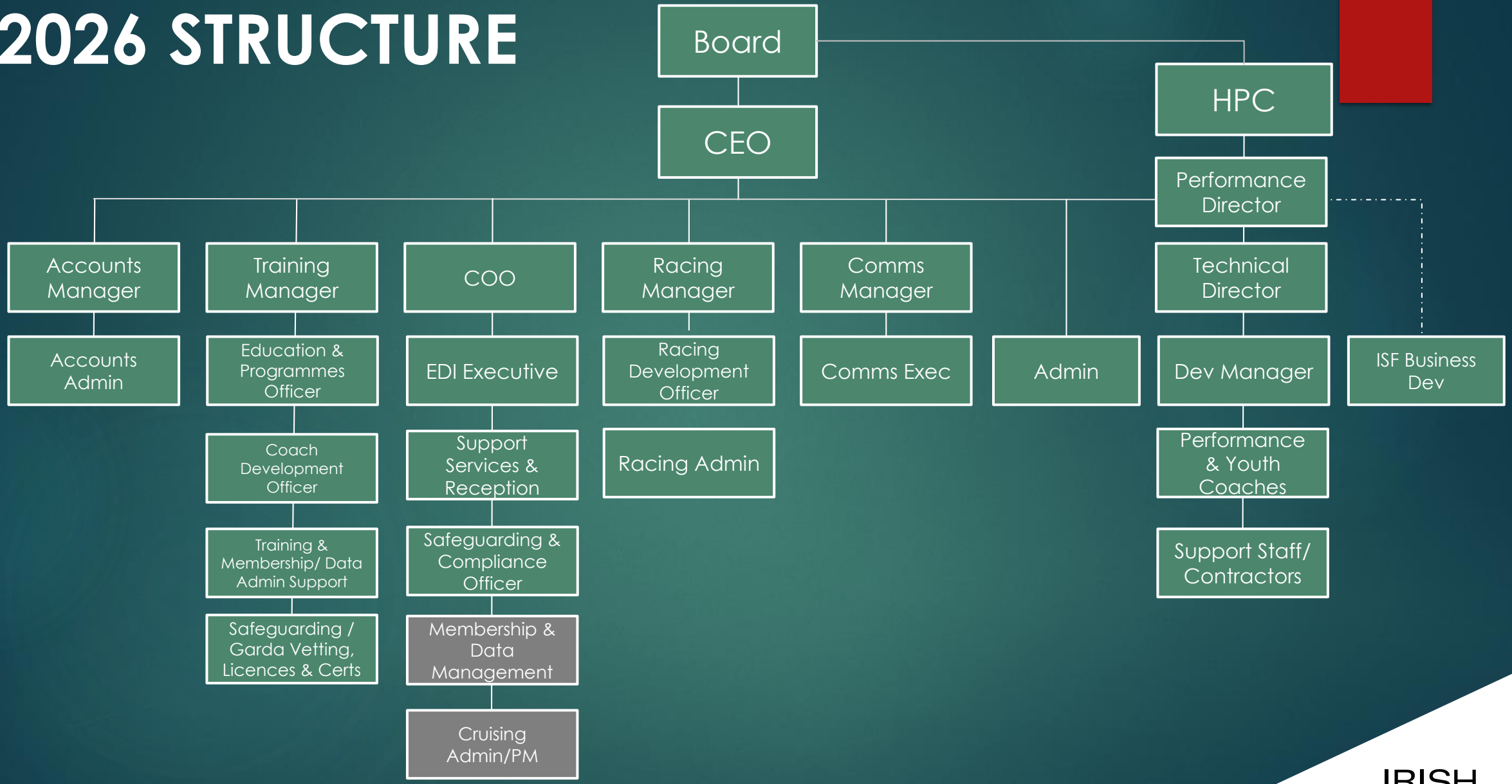
Our Structure & Goals

IRISH SAILING

2026 STRUCTURE



Structure and job descriptions are for discussion purposes only and do not constitute any form of contract

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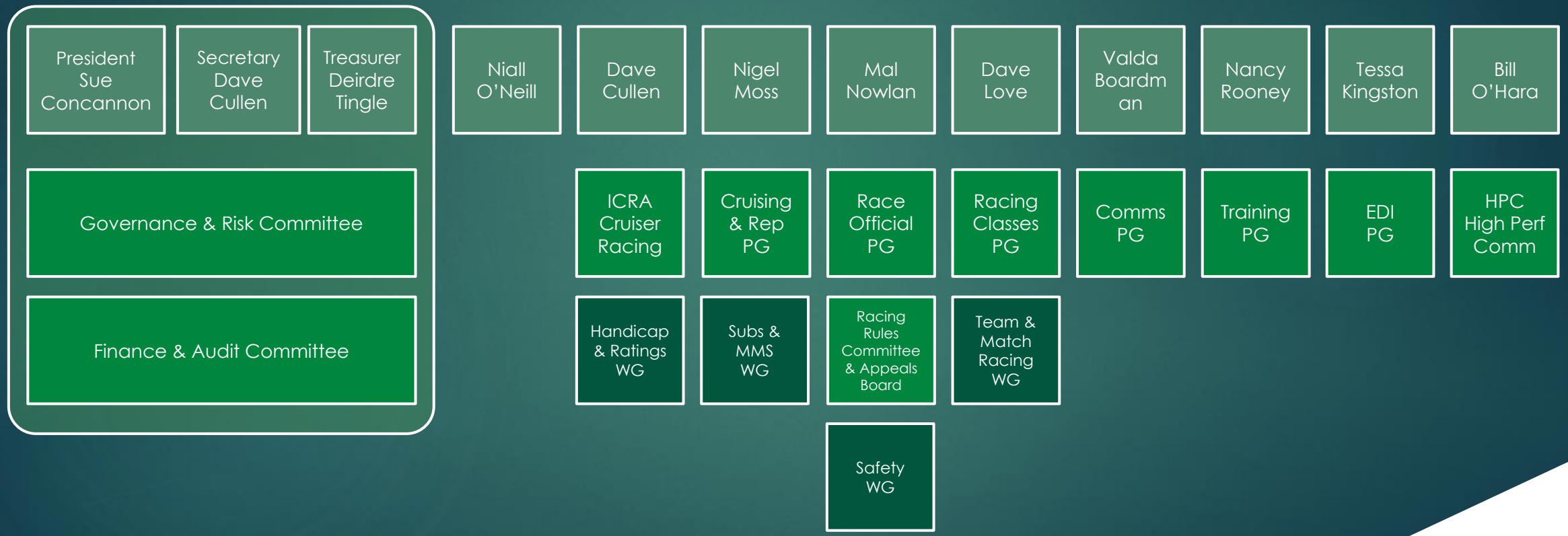
2026 Board, Policy Group & Working Group Structure



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2026 GOALS

Transforming to a fit-for-purpose future from pier to podium

- Strategy: Clear, effective, annually reviewed
- Team: Working to strategy, culture and values
- Effective: Function excellence to members & KPIs
- Income: All streams effective in delivering strategy
- Control: Efficient & fair financial processes & governance
- Investment: Wise investment of members' funds
- Technology: Effective platforms & IT
- Property: Modern accessible office & PHQ

Enabling the growth of our membership and sport – inch by inch…

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To 2026 and beyond!

Thank you!

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