

SHARING THE STOKE



Strategic Plan
2023 – 2025

IRISH
SURFING

The logo graphic for Irish Surfing, featuring a white silhouette of a surfer riding a wave, positioned to the right of the text "IRISH SURFING".

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Irish Surfing is the national governing body for the sport of surfing in Ireland. We are a voluntary organisation comprising of clubs and groups involved in the development, representation and regulation of surfing in its many forms. This includes shortboarding, longboarding, bodyboarding, kneeboarding, stand up paddleboarding, skimboarding, body surfing and tow surfing. We are active in club development, coach and instructor training, surf and SUP school regulation, competitive surfing, promotion of safety and surfer health; and care of our surfing environment.

Irish Surfing is a member of the International Surfing Association (World Governing Body), European Surfing Federation (European Governing Body), Olympic Federation of Ireland and Federation of Irish Sport. We are recognised and supported by Sports Ireland and Sport NI.

Surfing is unique and all-encompassing; for many it is much more than a sport, it's a lifestyle, and for some a livelihood too. Community is at the heart of all we strive for. We have a vision for Irish Surfing and surf clubs across the country to work together with the same purpose and values; providing encouragement, support and provision for all people equally to access the benefits of surfing and the sea.

We launched our first Strategic Plan in 2001, our last cycle covered the period 2016 to 2020 and this, our fifth Plan, has been somewhat delayed as we navigated the COVID-19 pandemic, which had a profound impact, disrupting every facet of our lives including sport. The Pandemic challenged us, threatened our stability, and tested our resilience. However, we have emerged stronger, with renewed vigour, having built on governance, and increased organisation capacity. We have positioned ourselves well to capitalise on the surge in participation during the Pandemic and to build our connection with the surfing community.

SALTWATER & SOUL

PURPOSE

Sharing the stoke of safe and inclusive surfing in harmony with nature.

VISION

More people enjoying surfing, achieving excellence and connecting with Irish Surfing.

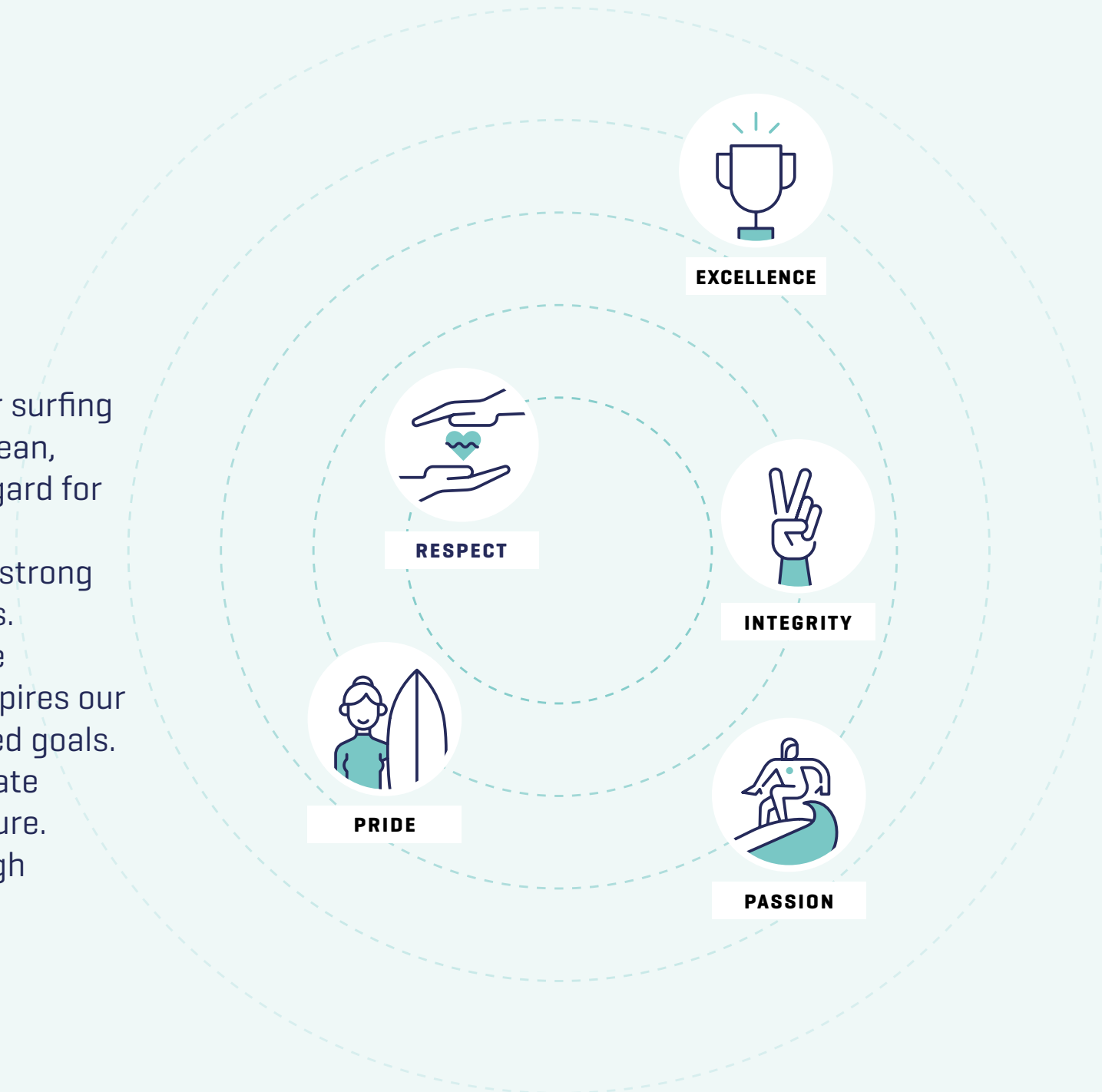
MISSION

Deliver supports, structures, and resources to fulfil the needs of a diverse surfing community, with safety and inclusion central.



GUIDING PRINCIPLES

- 1. RESPECT:** Our appreciation of our surfing environment, the power of the ocean, valuing each other and having regard for the rules.
- 2. INTEGRITY:** Our pledge to uphold strong ethical, moral and sporting values.
- 3. PASSION:** Our love for surfing, the excitement, joy, and thrill that inspires our participation and drives our shared goals.
- 4. PRIDE:** We celebrate and appreciate Irish Surfing, our history and culture.
- 5. EXCELLENCE:** We will strive for high standards in everything we do.





THE BIG PICTURE

- 1. GROW:** Grow organisational capacity to improve our performance and increase our power to achieve our goals and mission.
- 2. PARTICIPATE:** Increase active and social participation and greater connection and engagement with the surfing community.
- 3. COMPETE:** Create and support opportunities to compete and excel.
- 4. COACH:** Design and deliver quality training.
- 5. RESPONSIBLE SURFING:** Focus on safety, surfer health and wellbeing; and harness our love for the sea to inspire the surfing community to actively care for our surfing environment.



GROW



PARTICIPATE



COMPETE



COACH



RESPONSIBLE
SURFING

REALISING OUR GOALS



GROW

Grow organisational capacity to improve our performance and increase our power to achieve our goals and mission.

Continue to Build Good Governance

- Annually review our compliance record to ensure we maintain Governance Code For Sport compliance.
- Develop and implement an Audit and Risk Policy.
- Improve stakeholder consultation by implementing stronger policy, practices and reporting procedures.
- Review and upgrade Health & Safety policies and practices.
- Embed Succession Planning.

Increased visibility and exposure

- Create a strong visual brand.
- Implement annual communication plan.
- Increase profile in traditional media.
- Regularly active on trending social media platforms using tagline #SaltwaterAndSoul.
- Produce content of value and interest to the surf community.

Increase Revenue

- Increase Sport Ireland and other sources of funding by 50%.
- Increase income from Commercial Partners and Sponsorship by 25%.
- Increase Own Generated Income by 25%.



Expand our Workforce

- Workforce increased to 3 to 4 full time employees.
- Implement robust structures and policies to manage, support and hold workforce to account.

Engage more Volunteers

- Increase volunteer participation.
- Volunteer support and training.
- System of volunteer recognition.

Drive facility development

- Explore opportunity with our clubs, schools, local authorities and private partners to support the development of facilities to enhance the surfing experience or offer a new surfing experience.
- Work directly with West Coast and Killiney Bay Surf Clubs to secure sites and funding to develop clubhouses in Lahinch and Killiney.
- Support Local Authorities and Tourism to ensure Surf Tourist Facility Developments planned are advanced.
- Progress Wave Pool Development in Ireland.





PARTICIPATE

Increase active and social participation and greater connection and engagement with the surfing community.

Inclusive Participation

- Develop policy, plans and programs to encourage and facilitate participation of underrepresented groups, in particular:
 - Women & Girls
 - Persons with a disability
 - LGBTI+
 - Traveller community
 - Ethnic minorities
 - Lower socio-economic backgrounds

Surf Clubs Development

- Strengthen existing surf clubs to grow and serve their local communities, providing a suite of services and resources.
- Identify and establish new surf clubs, prioritising new clubs in Mayo, Kerry and Cork.

Surf Schools Industry

- Increase communication and consultation with the Surf School industry.
- Manage, resource and develop the Surf School Program to promote safety & excellence.



- Provide pathways to membership from Surf Schools.
- Support the Surf School Industry to recover and grow following the impact of the Covid 19 Pandemic and seek opportunities to promote the Industry as a whole.

Engage Recreational Surfers

- Conduct research to capture participation in surfing.
- Expand membership benefits and joining options and deliver member recruitment campaign.
- Adopt a life-long participation pathway and promote four seasons participation.
- Use safety, health, and environment campaigns to engage more surfers.
- Increase engagement with Third Level Student Surf Clubs.



COMPETE

Create and support opportunities to compete and excel

Athlete Development

- Develop & Implement High Performance Plan.
- Define Player Athlete Pathway aligned with the National Coach Development Program (NCDP).

Domestic Competition

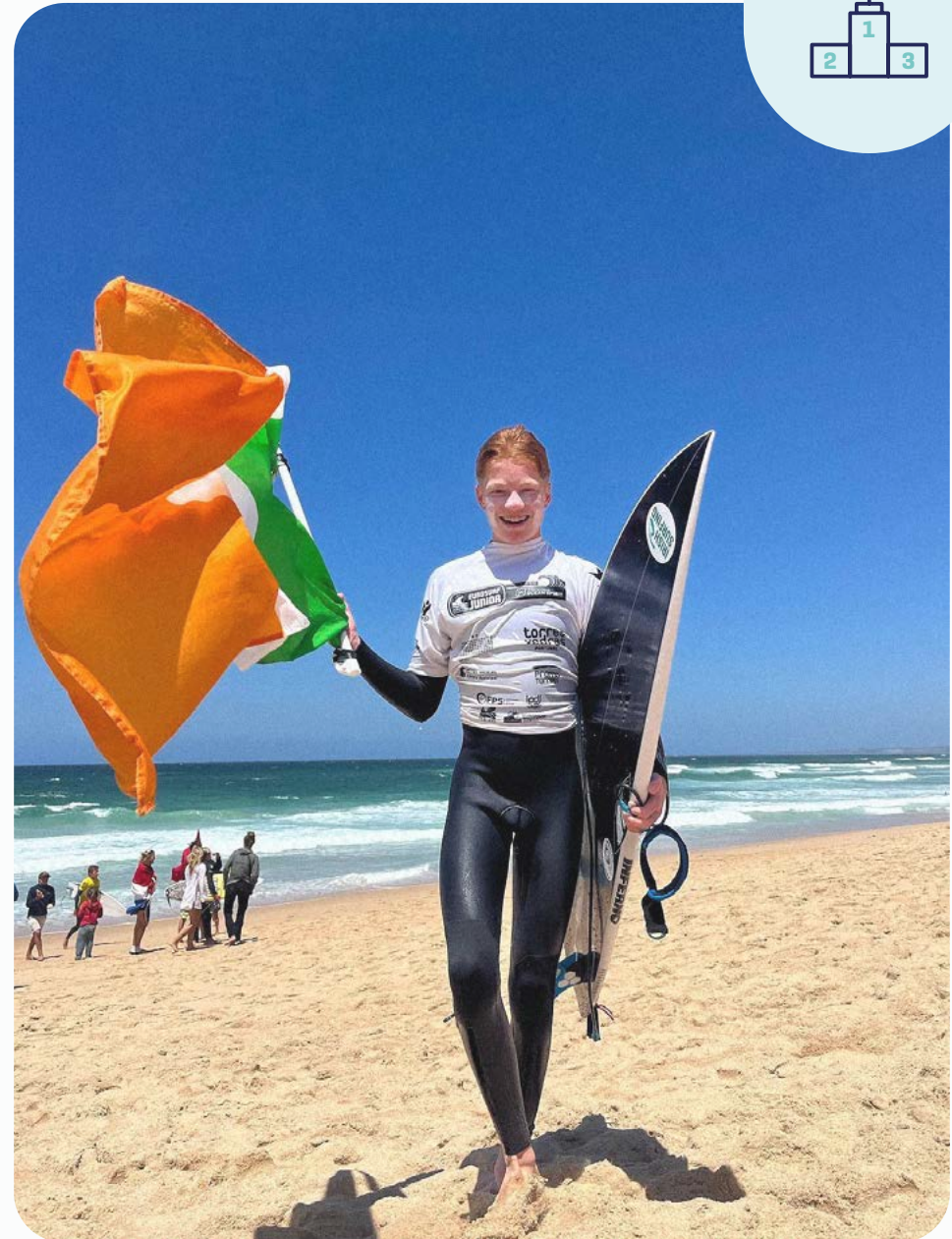
- Upgrade event equipment and expand our calendar to provide excellent quality and appropriate quantity of Junior and Senior contests.
- Secure commercial partners to support our domestic events.
- Develop a team of trained volunteers to deliver our domestic events.

International Competition

- Prepare, select and support Junior and Senior athletes to attend International Competition.

Anti-doping Education.

- Train anti-doping tutors to support the delivery of annual Anti-Doping Education plans to all involved in competitive surfing — athletes, coaches, parents, club.





COACH

Design and deliver quality training

Surf Instructor Development

- Review our Level 1 & 2 Surf Instructor Awards and materials.
- Reactivate Proficiency Awards Certification.
- Develop Instructor CPD.

Coach Development

- Develop Club Coach and High Performance Coach Awards.
- Develop a child centred junior coaching program.

Disability Inclusion Coach/ Instructor

- Develop a bolt on Disability Inclusion Award to Basic Instructor and Club Coach.

Coach & Instructor Developers

- Train additional Instructor Developer/ Instructor Developer Assessors from the Surf School Industry to expand capacity to delivery Instructor courses to meet increased demand.
- Train additional coach developers.
- Train additional Instructor/Coach Developer Assessors.
- Enhance supports for our Coach & Instructor Developer Team.

Judge Development

- Provide access to ISA Basic Judging Courses and deliver ISA Level 1 and 2 Judging Courses to train judges and facilitate them to gain experience at our domestic events and at international events.
- Train additional Head Judges and Course Tutors.



RESPONSIBLE SURFING

Focus on safety, surfer health and wellbeing; and harness our love for the sea to inspire our surfing community to actively care for our surfing environment.

Promote Safe Surfing

- Deliver annual Safe Surfing & Etiquette campaigns.
- Engage with local authorities to provide better Safe Surfing information at key locations.
- Design and deliver a Surfer Rescue Award.
- Collaborate on Safety with Irish Coast Guard, RNLI, WSI.

Caring & Protection

- Establish an Environmental Committee to champion the care and protection of our surfing environment.
- Deliver annual Environmental Awareness Campaigns and promote Clean Coasts, Surfrider Initiatives and SAS.
- Develop Environmental Threat Response plan.
- Maintain a register of Access, Parking and other issues and engage with landowners and local authorities to resolve issues for enhanced access.

Surfer Health

- Implement annual plan for Surfer Health and Well Being campaign, focusing on Mental Well Being, Surfers Ear and Sun Exposure.



MEASURING SUCCESS



Our Strategic Plan will guide our Annual Operational Plan and Budget, with our year's work directed towards achieving our strategic aims and objectives. The success and effectiveness of our strategy will be monitored and reviewed, with a progress report to be provided by the CEO to the board at quarterly meetings, and midyear and end of year reviews conducted, focusing on the implementation of the actions and assessment of progress made, while identifying requirement for intervention or adjustment. The outcome of the evaluation and review will guide the development of further action plans.



