



STRATEGIC PLAN

APRIL 2013 – MARCH 2017

Purpose

**To Promote and Protect Safe,
Successful and Rewarding
British Boating**

Mission 2013-17

To become more relevant to more boating communities in order to be more representative and influential

Values

Inclusivity

We work to ensure boating is accessible and attractive to the widest audience. We share our expertise, work with partners, and embrace diversity.

Responsibility

We believe that taking personal responsibility is fundamental. 'Education not Legislation' is our preferred approach.

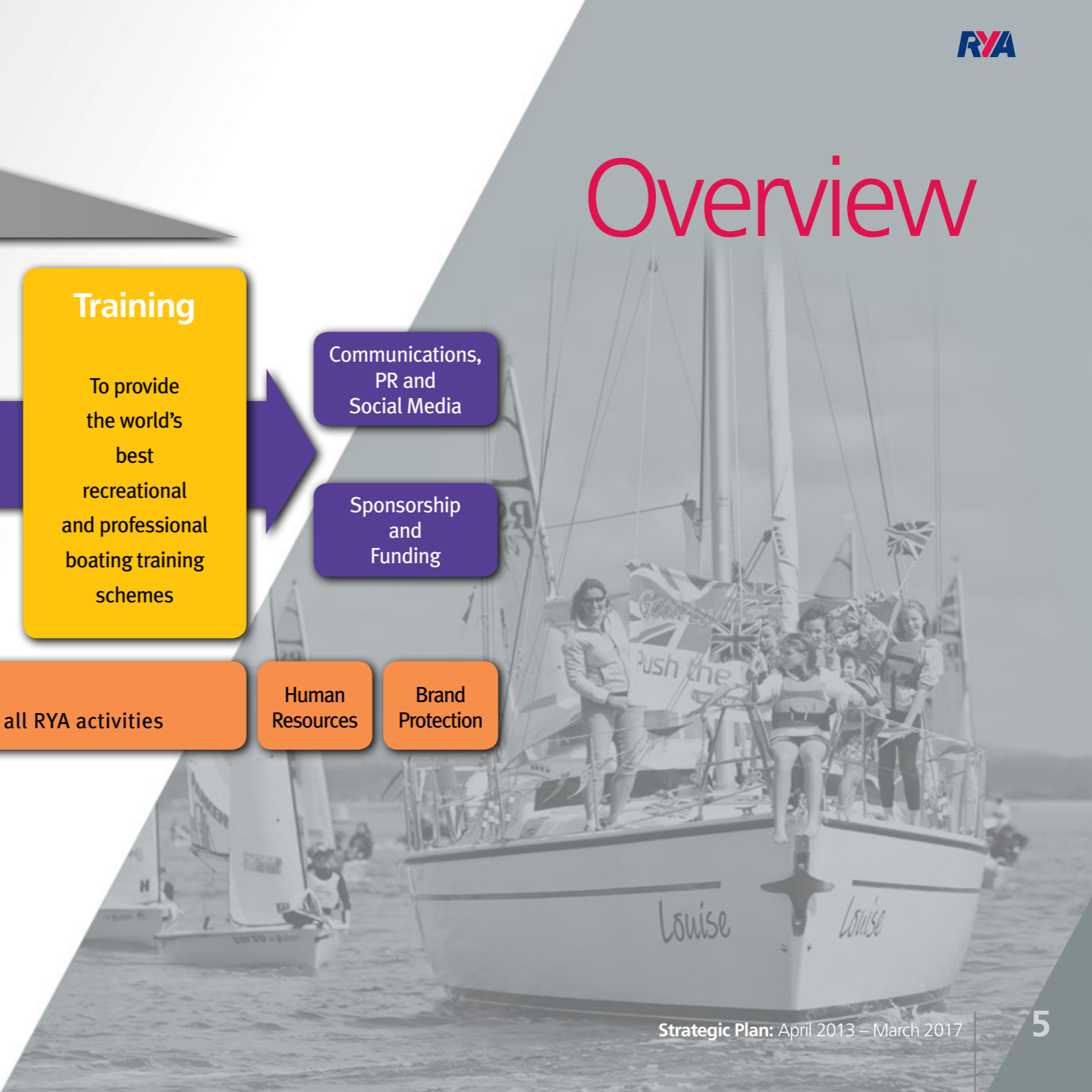
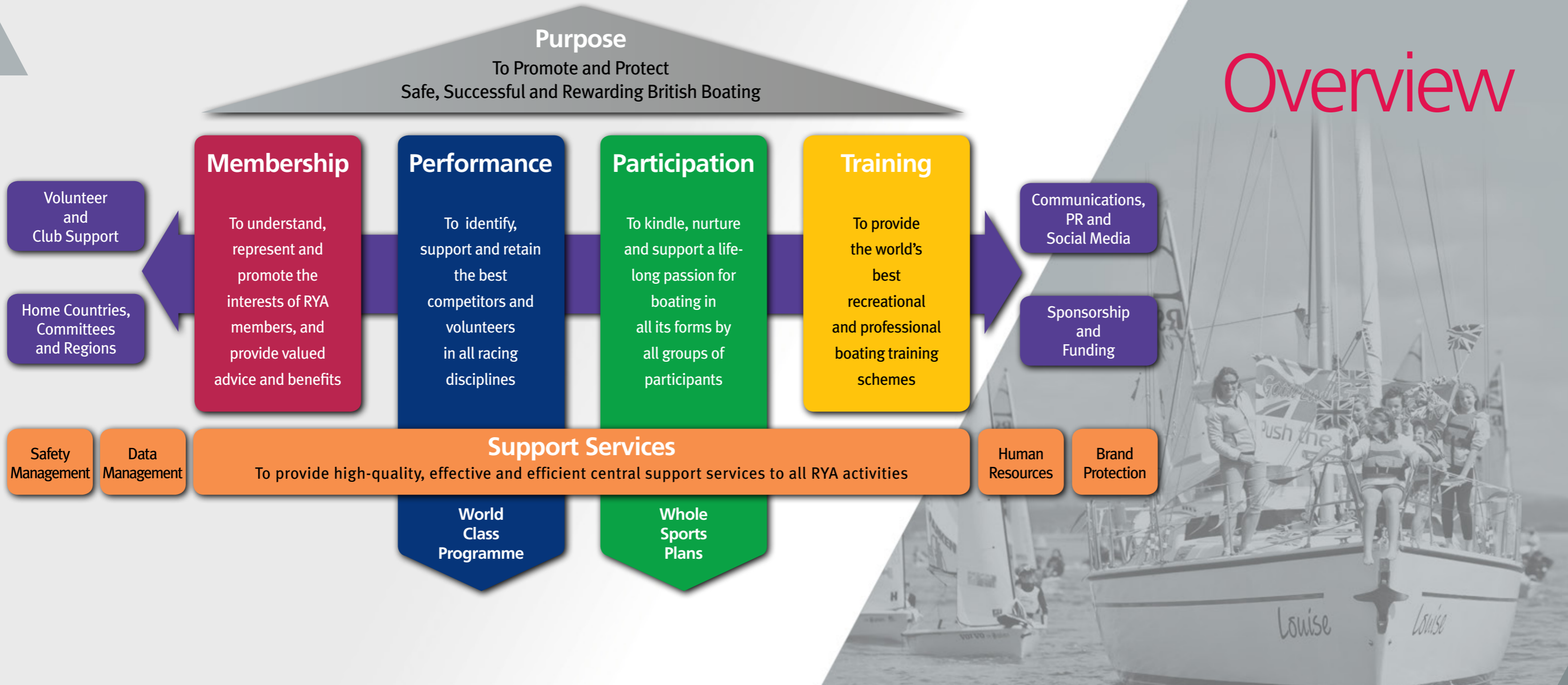
Excellence

We always strive to attain the highest possible standards, and help others to do the same.

Integrity

We work in a transparent and sincere manner; making balanced and impartial decisions.

Overview



Membership

Purpose

To understand, represent and promote the interests of RYA members, and provide valued advice and benefits

2017 Mission

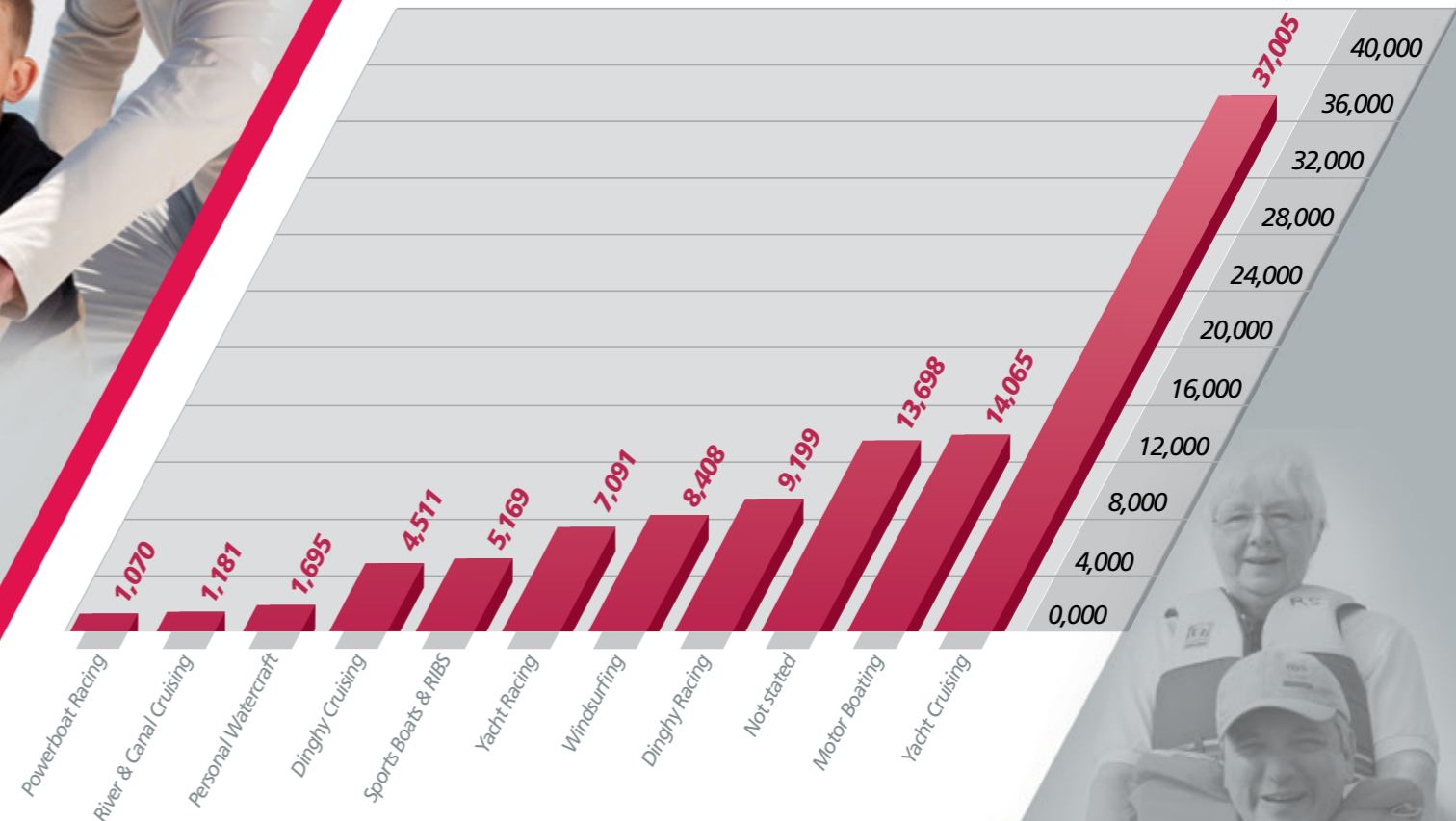
To increase our relevance to boaters in order to have 125,000 members

Goals

- Clarify and promote the “why join” proposition to make RYA membership an automatic decision for key boating communities
- Review member benefits and subscription structures
- End the confusion over personal RYA membership versus belonging to an affiliated club
- Provide the highest quality information and advice to members on cruising, technical, regulatory, legal and environmental issues
- Clearly define lobbying issues and desired outcomes and communicate them as “the voice of boating”
- Promote the aims and objectives of The Green Blue
- Support localised membership activity and reporting in Home Countries and Regions
- Become the most-visited boating website
- Retain status as the must-consult partner with industry and government stakeholders
- Establish a survey to benchmark, set targets and measure performance

Members by their first interest

September 2012



Measures

- Number of joiners, lapsers and total members per month
- Average yield; age; length of membership
- Per cent of qualified RYA instructors who are members
- Per cent of lobbying issues engaged with successfully
- Lobbying and Membership PR value
- Number of monthly website visitors (total and unique)



Performance

Purpose

To identify, support and retain the best competitors and volunteers in all racing disciplines

2017 Mission

To be the world's most successful nation in boating competition in order to inspire future champions

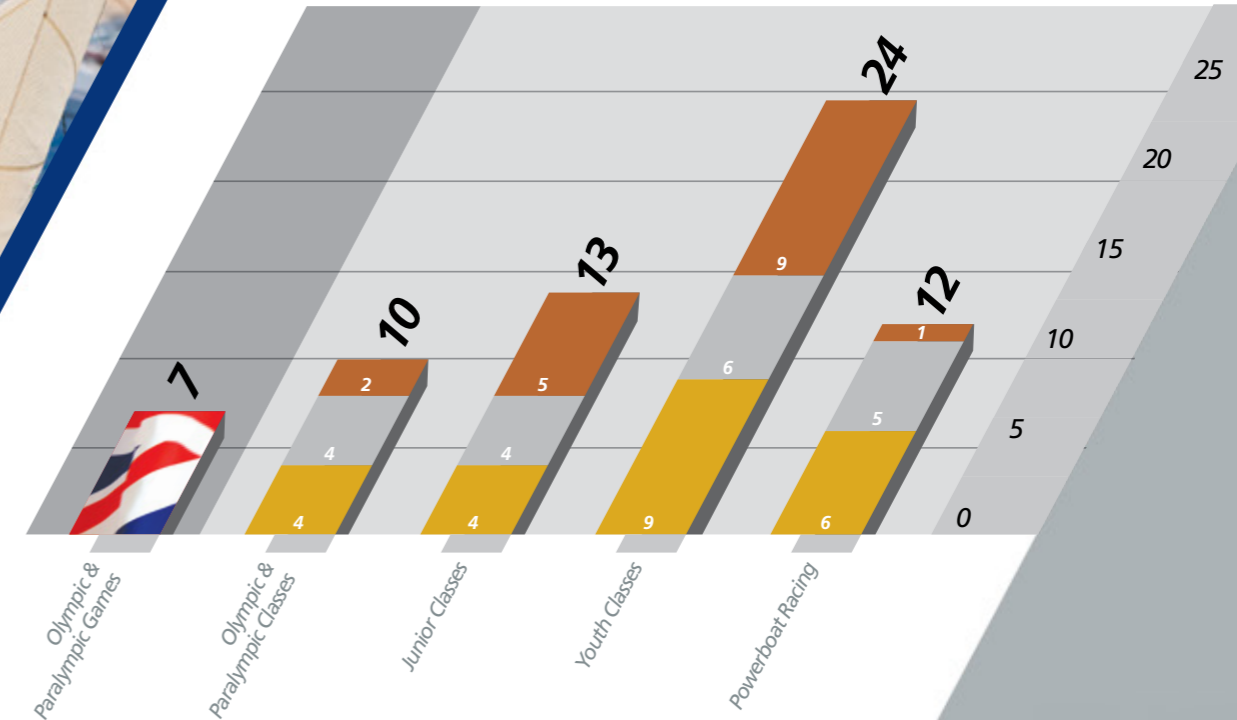
Goals

- Remain top Olympic and Paralympic sailing nation through the Rio 2016 cycle
- Be top nation in all RYA supported championships, both sail and power
- Retain the excellence of youth and junior pathways whilst making them more affordable and accessible
- Create a sustainable Powerboat Racing pathway for junior and adult race training at recognised centres
- Grow club-level racing participation via direct programmes and race handicapping services
- Train, inform and support the highest quality coaches, race officials and technical volunteers
- Provide excellent technical services to clubs, class associations, equipment suppliers and events
- Grow RYA involvement in keelboat, offshore, match and team racing



UK World & European Medals

2012



Measures

- Number of World and European medals in Olympic, Paralympic, Youth and Junior supported classes
- Number of sailors progressing at each pathway stage
- Number of Powerboat Racing World/European champions/record holders
- Number of Powerboat Racing license holders
- Number of Powerboat Racing recognised training centres and number of competitors/officials trained
- Number of Certified Race Coach level 2/3 coaches and number of pass Race Management qualifications
- Number of British Keelboat Academy squad applicants and match racing entrants
- Number of online certificates issued by RYA Technical



Participation

Purpose

To kindle, nurture and support a life-long passion for boating in all its forms by all groups of participants

2017 Mission

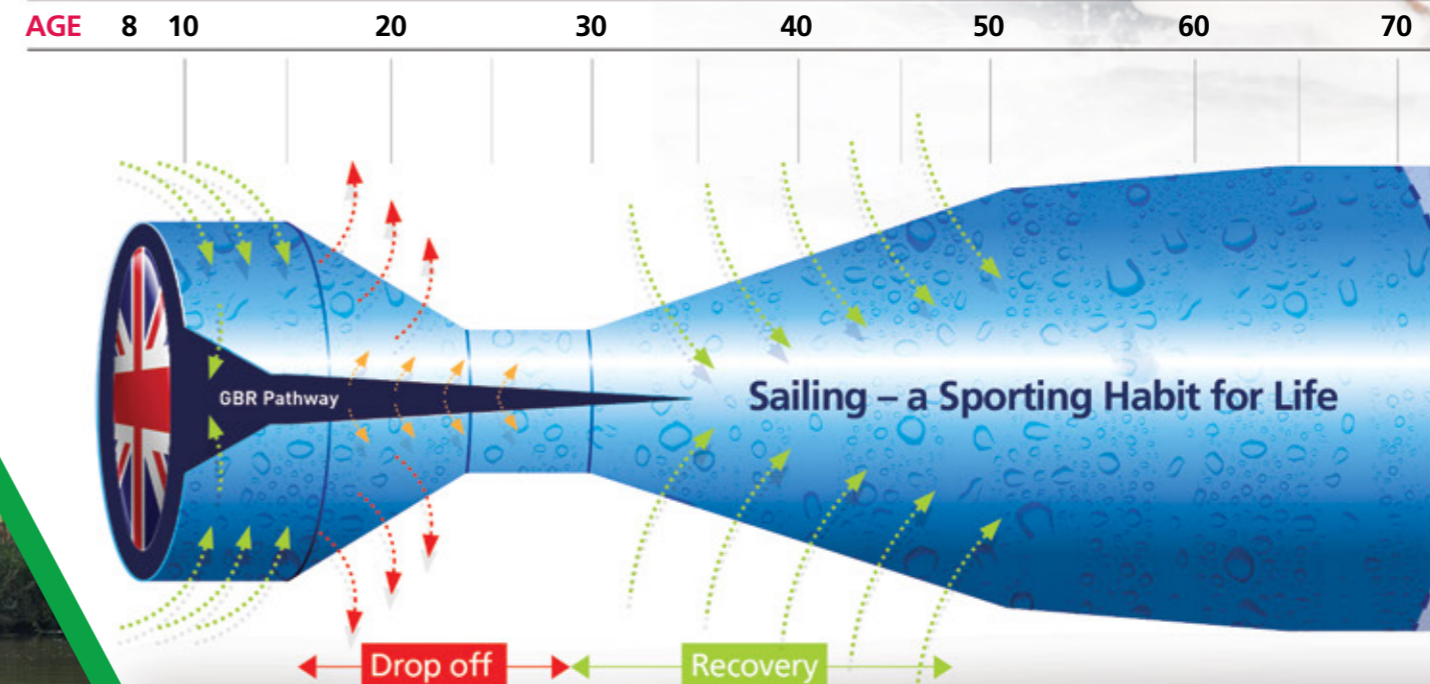
To have a vibrant, sustainable network of clubs and other organisations in order to make boating more accessible and attractive to all

Goals

- Develop targeted participation programmes with clubs, centres, marinas and class associations to:
 - Grow adult participation in all disciplines
 - Further widen accessibility for young people
 - Reduce 14-24 participation drop-off and build a credible higher education/ further education programme
- Step-change disabled participation to 50,000
- Improve data capture, measurement and evaluation of all RYA activity
- Create a holistic club development strategy to deliver real value to every affiliated club
- Focused activation in 180 key modernised clubs
- Feed the UK talent pathway via regional squads
- Improve the marketing of boating and of the RYA

Measures

- Number of providers, sessions and regulars by Programme (Sailability, OnBoard, T15, Active Marina, University)
- Number of clubs participating in core programmes and providing regular data capture
- Number of clubs attending key RYA events
- Number of attendees at RYA Dinghy Show
- PR value from participation media coverage



Training

Purpose

To provide the world's best recreational and professional boating training schemes

2017 Mission

To ensure the content, support materials, delivery and presentation of all RYA training is up to date, accessible and appealing to candidates, in order to remain the most universal and respected schemes

Goals

- Invest in developing the best people/materials (“focused courses continually updated”)
- Accelerate new media strategy for both materials and delivery (e-books and e-learning)
- Maintain quality control and inspection standards
- Provide bespoke support to training partners – from communications to technical advice
- Increase access for disabled sailors to RYA training
- Support the commercial and professional sectors
- Review of publications portfolio route to market, performance and alignment to schemes
- Modernise data-capture and record keeping
- Improve the marketing of training schemes
- Determine international strategy (language, location, recognition of RYA qualifications)

Measures

- Number of certificates issued, total and per scheme
- Number of e-learning candidates
- Number of holders commercial endorsements
- Quality assurance results
- Number of instructors and centres (not necessarily increase)
- Publications volume, value and margin
- Number of countries that recognise RYA qualifications
- Revenue, margin and working capital targets

11 schemes

46 countries

2,500 RYA training centres

23,500 RYA instructors

180,000 RYA course completions a year

340,000 RYA books sold each year



Support Services

Purpose

To provide high-quality, effective and efficient central support services to all RYA activities

2017 Mission

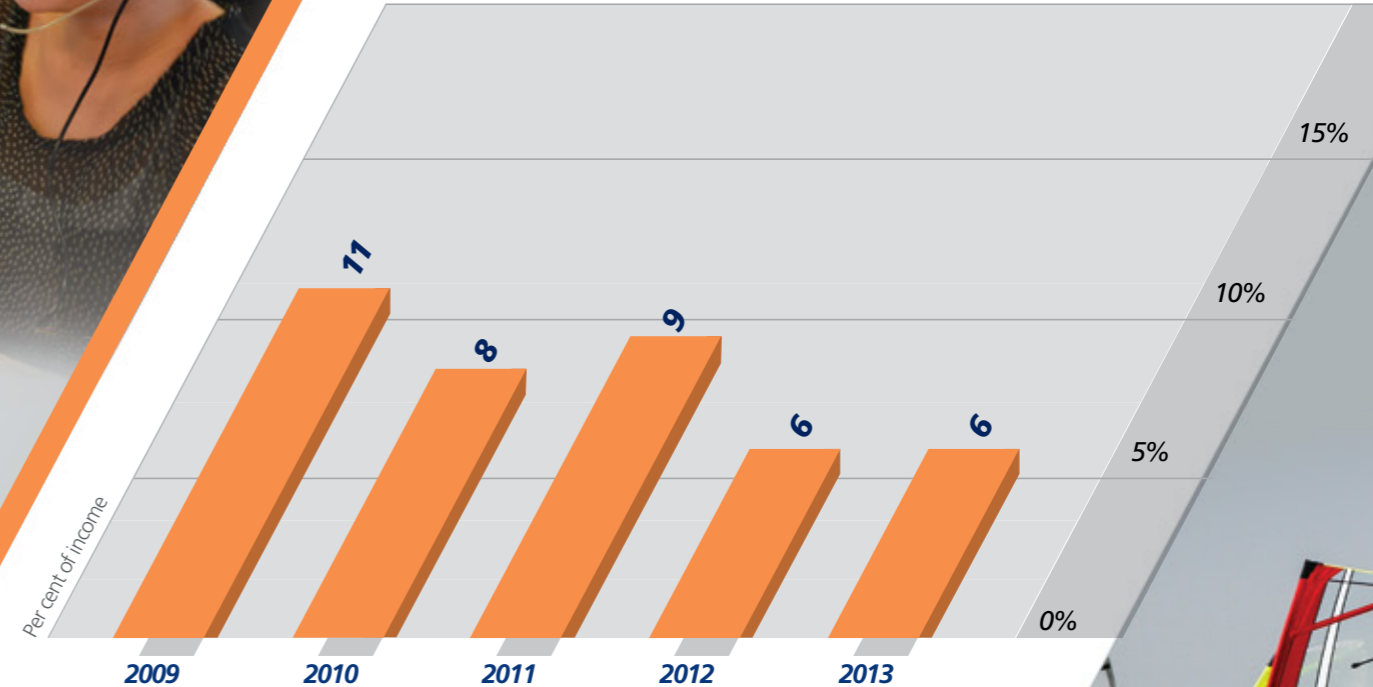
To increase the efficiency of Support Services within existing spend ratios in order to prioritise funding for initiatives and provide the best value to members

Goals

- Robust IS&T systems including disaster recovery, PCI, network performance and facilitation of remote working and data sharing
- Efficient procurement procedures minimise cost
- Financially strong with appropriate levels of working capital and reserves
- Excellent standards of Governance – retain “green” self-assurance Sports Council audit rating
- Protect additional income sources
- Strong internal HR systems and processes
- Full compliance on equality, safeguarding children and vulnerable adults – and advice to partners
- Seamless customer experience in dealing with RYA – from online orders to reception visitors
- Outstanding data management, providing valued reporting and KPIs to the business

Administrative Expenditure

Excluding staff costs

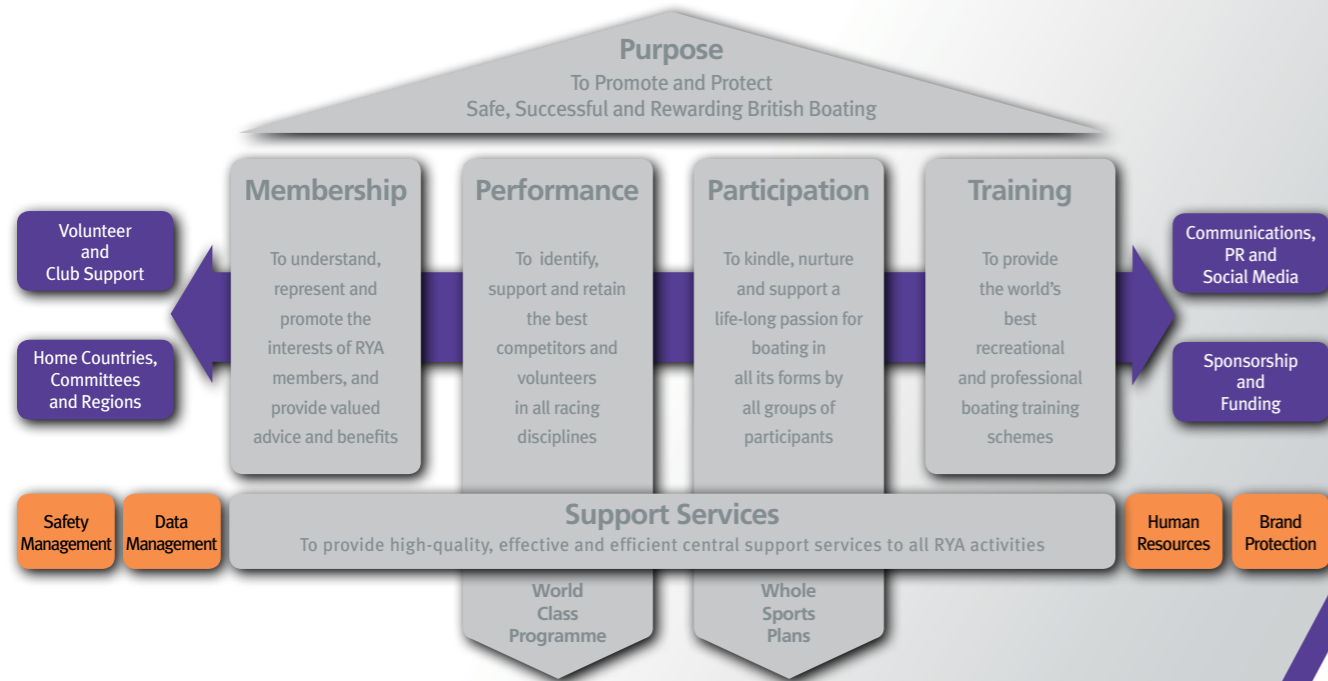


Measures

- Service department cost as per cent of total income
- Actual versus budget income, margin, over head and surplus
- Stock levels and debtor days
- Per cent availability of network per cent faults rectified in 24 hrs
- Per cent income from non-government sources
- Per cent orders despatched within 48 hours

Association Wide Projects

The plan identifies eight major association wide projects which impact every area of the strategy



Volunteer and Club Support

Mission

Ensure all volunteers and clubs value RYA relationship. *The RYA will respect, resource and reward its volunteers*

Goals

- Clarify club needs and desires, then deliver valued advice and services
- Initiate new ways of supporting, training, rewarding and engaging with volunteers
- Better two-way communication between RYA and clubs, and between RYA and volunteers
- Web facility for clubs and club volunteers/staff

Measures

- Clubs: Number of affiliated clubs engaged with number of applicants for Club of the Year Award
- Volunteers: Number of volunteers, profile and number of applicants for Volunteer Awards

Home Countries, Committees and Regions

Mission

To ensure the structure, membership and accountabilities of all RYA committees fully support the overall Purpose and Mission

Goals

- Clear and consistent purpose for regions that is fully integrated into strategy
- Broader base of engagement
- Alignment of regional volunteers and staff
- Committee succession planning
- Review policy committee TORs, staff support and volunteer engagement

Measures

- Growth in membership per region
- Members as per cent of boat users per region

Communications, PR and Social Media

Mission

To raise the profile of the RYA and maintain our position as the recognised “voice of boating” among all key boating communities

Goals

- Improved and targeted communications strategy to:
 - Retain existing personal members and affiliated clubs
 - Increase awareness of RYA key messages and activities among non-members
- Dedicated, resourced RYA Social Media approach
- Clear role for regional/sector-specific PR teams

Measures

- Member, non-member and club feedback
- Growth in PR value
- Number of Twitter followers and number of Facebook “likes”

Sponsorship Funding

Mission

To build mutually beneficial partnerships with sponsors at overall and activity level

Goals

- Sponsorship properties per activity
- Clarify “whole sport” proposition
- Resourcing to gain and maintain support
- British Olympic Association / UK Sport opportunities

Measures

- Funding secured (sponsor contribution and value in kind)
- Number of years signed (sponsor retention)
- Sponsor feedback

Safety Management

Mission

To ensure that safety afloat is an embedded and visible element of all RYA activities

Goals

- Robust safety management system in place
- Clear accountability for staff and volunteer roles
- External communications to clubs/participants/training centres and other stakeholders

Measures

- Number of communications sharing safety messages
- Per cent of RYA job descriptions and committee terms of reference with explicit reference to safety
- Number of reported incidents during RYA activities
- Stakeholder feedback on safety management system communications

Human Resources

Mission

To ensure the RYA staff is structured, managed and remunerated to best deliver the strategy

Goals

- Organisation structure to reflect plan priorities
- Deliver plan for staff development and succession
- Review interaction with contractors/outworkers
- Increase workforce diversity in all measures

Measures

- Staff satisfaction and retention rates
- Workforce diversity and diversity applicants for advertised roles
- Number of internal promotions

Data Management

Mission

To maximise the connectivity and usefulness of the personal, boat and organisation data held by RYA

Goals

- Identify, clean and connect all existing data records – and source new external data
- Formal policy for controlling changes to the database structure and content
- Agree actions and initiatives arising from data which will contribute to the RYA Purpose

Measures

- Number of duplicated/incomplete records
- Value generated from customer relationship management initiatives



Brand Protection

Mission

To build a consistent, respected and recognised brand platform in order to maximise value to RYA

Goals

- Universal application of brand iconography internally
- Clear guidelines for clubs, recognised training centres and other external stakeholders
- Policy for detecting and tackling infringements
- Consistent approach in Home Countries

Measures

- Number of infringements detected/per cent corrected
- Per cent brand recognition in public surveys



Our Stakeholders





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