



Strategic Plan
April 2013 – March 2017

Introduction

The Royal Yachting Association (RYA) is the UK governing body for sail and powerboat racing and the UK national authority for all forms of recreational and competitive boating including sailing, wind and kitesurfing, motorcruising, powerboating, sportsboating, inland waterways boating and personal watercraft.

The Royal Yachting Association Northern Ireland (RYANI) is a company limited by guarantee and acts for the RYA in Northern Ireland. The Chairman of RYANI is an ex officio member of the RYA Council.

This strategic plan aligns with the RYA Strategic Plan and also includes goals and KPIs which relate directly to targets agreed with Sport Northern Ireland (SNI) under “Performance Focus”, the NI funding programme for sport for 2013-2017.

Background

This plan builds on progress made in the four year funding period 2009-2013 during which time RYANI delivered successful outcomes in the key areas of governance, club and coach development and performance (with 3 sailors competing in the 2012 Olympic Regatta, our best ever level of representation). There has also been excellent progress made in the area of Sailability.

The RYANI staff of 3 full-time and 1 part-time officer are guided and supported by a strong team of volunteers who make up the Board of Directors of RYANI and from which the Chairmen of the Performance and Development Committees are drawn. RYANI staff are employees of the RYA and work closely with RYA colleagues.

Looking Ahead

RYANI will continue to work closely with the RYA and with SNI, our two main funders, in order to deliver on our “Purpose”. RYANI will also continue to co-operate with and further develop good working relationships with a wide range of other bodies most notably the Sports Institute Northern Ireland (SINI), the Welsh Yachting Association (WYA), RYA Scotland and the Irish Sailing Association (ISA). The relationship with ISA is an important one in the area of Performance in view of the current situation where sailors from Northern Ireland can opt at national level to compete for either the United Kingdom (GBR) or Ireland (IRL). For a variety of reasons, not least the considerable cost and time commitment involved in regular travel to GB, a good number of NI sailors opt for the Irish route. Such cost and time influences are to be addressed as far as possible during the period covered by this plan.

For 2013-2017 the approach to funding from Government, through SNI, to Governing Bodies in NI (including RYANI) has been based on an evaluation of progress already made by Governing Bodies with objectives subsequently agreed for the four year period ahead. That process which commenced with a detailed self-appraisal; has resulted in the setting of a number of targets for each sport by SNI.

The summary position for RYANI in terms of 2012 status and targets for 2017 in five key areas of activity is shown in the appendix; that has had a significant influence on the goals and KPIs in the body of this plan.



RYANI Purpose



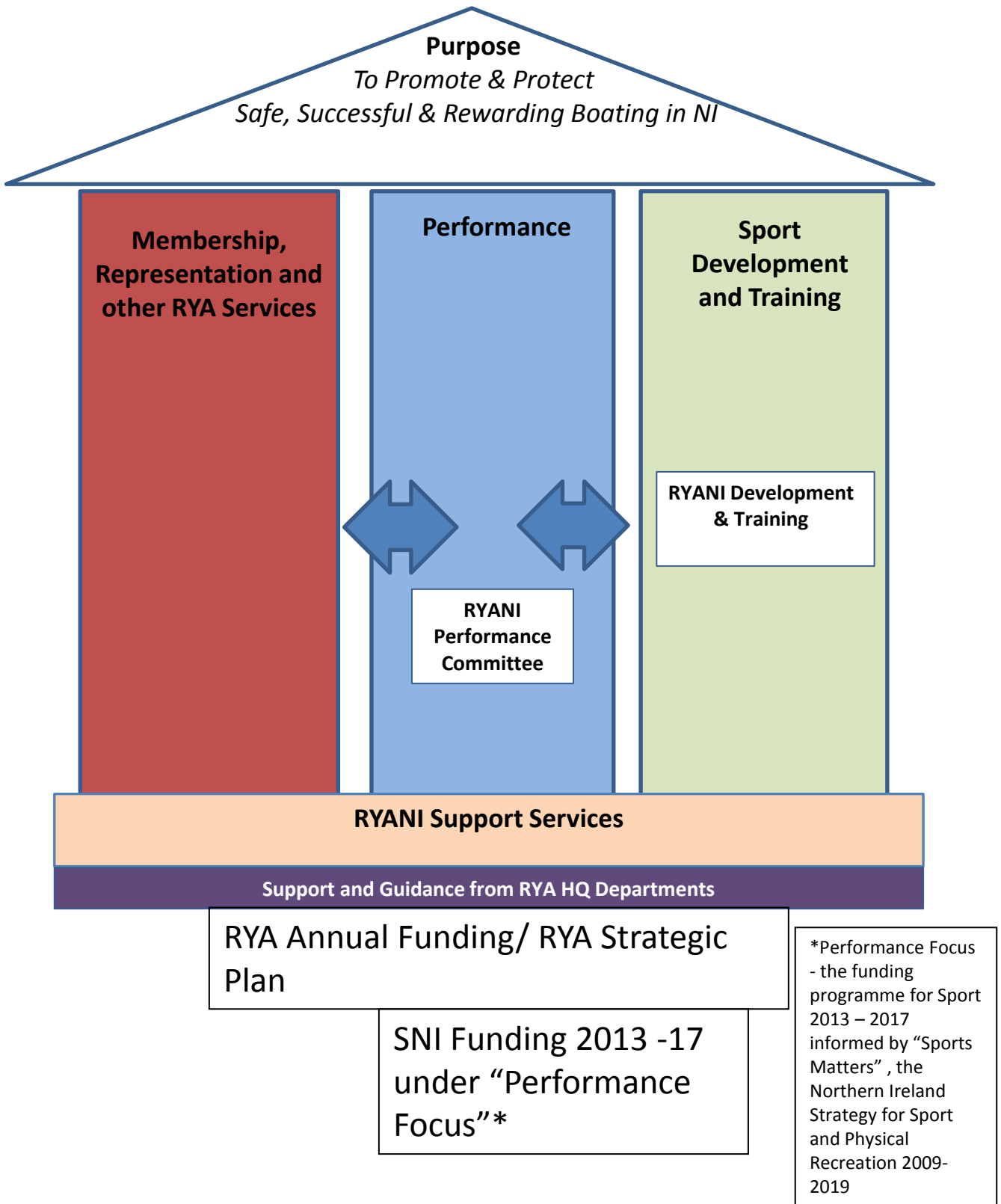
RYANI 2013-17 Mission

Raise the profile of our sport through effective representation, increased membership and promoting world class training, facilities and successes.

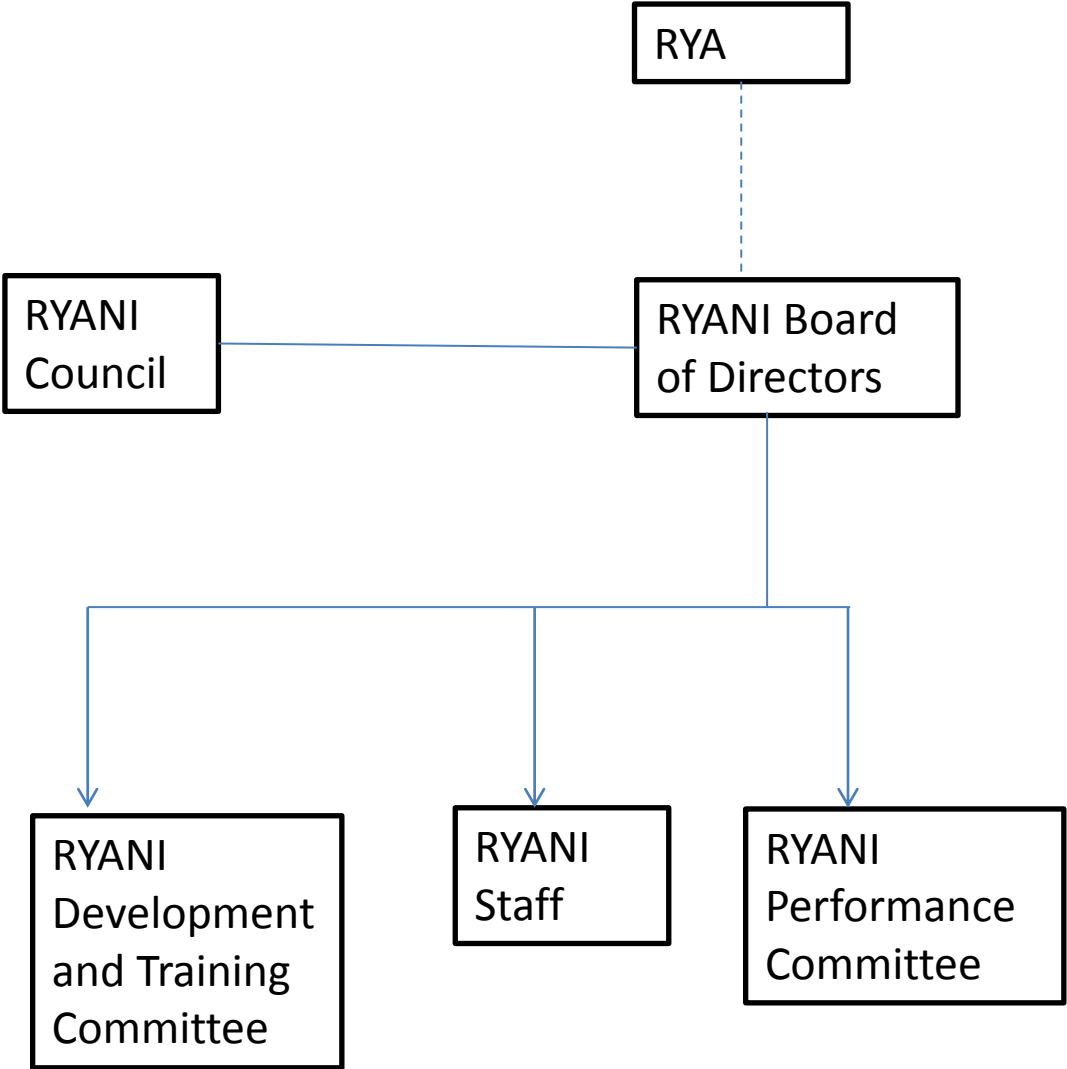
RYANI Values

- **Inclusivity**– we work to ensure boating is accessible & 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 a core belief.
- **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

Plan Structure



RYANI STRUCTURE CHART



Membership And Representation

Purpose

To understand, represent & promote the interests of RYA members, and provide valued advice & benefits in Northern Ireland

2017 Mission

To work closely with RYA to increase our relevance to boaters and achieve a 5% increase in membership over the next 4 years

Goals

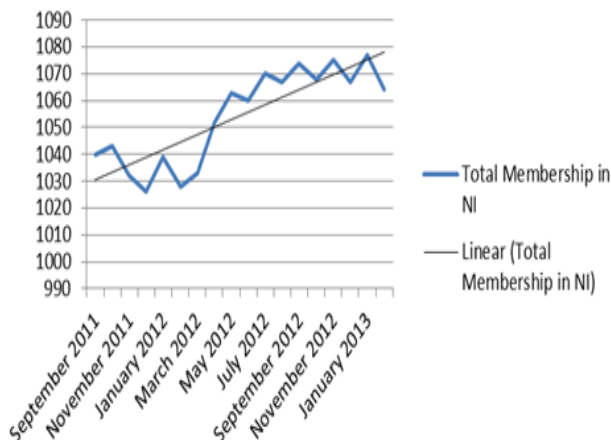
Assist RYA to Express to RYA affiliated Club Members in NI in particular:

- Tangible & intangible benefits / “why join” proposition for member communities (*Cruisers, Racers, Inland, Coastal, Sail, Power etc*)
- End the confusion over Personal RYA Membership vs belonging to an RYA affiliated club
- Provide the highest quality information and advice to members on cruising, technical, environmental and regulatory issues
- RYA Manifesto II: issues & desired outcomes clearly defined & communicated “the voice of boating”
- Lead behavioural change regarding the coastal and inland water environment
- Increased localised membership activity in NI
- The highest rated boating website in NI
- Improve status as must-consult partner with industry and government stakeholders in NI

KPIs

- # of people joining RYA
- # of people attending RYANI events
- Website core statistics.
- Feedback from members and others
- Extent to which RYANI is consulted in respect of related matters

Total Membership in NI



Sport Development And Training

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 in place by 2017 a vibrant sustainable network of clubs and other organisations, volunteers, coaches and instructors in order to make boating more accessible and attractive to all.

Goals

- 80% of clubs nominating a representative to Council.
- Increased number of clubs engaged in RYANI programmes per year.
- Build better clubs through accreditation & Training (VCC/CM/RTC).
- Encourage and support establishment of new centres/clubs in areas not served by existing clubs.
- Increase Sailability participation by 5% and improve training provision therein.
- Encourage and support provision of training programmes including RYA Training Schemes and where necessary get directly involved in the provision of such training.
- Develop the network of class associations in NI with identified representatives available to serve in RYANI's committee structure
- Identify and establish contact with other bodies with whom we could develop a partnership including community initiatives and cooperation with local authorities.
- Increase profile of clubs and volunteers.
- Create a holistic Club Development Strategy to deliver real value to every affiliated club.
- Maintain (as a minimum) number of coaches and officials
- Take a lead in maintaining quality control and inspection
- In respect of Performance Focus, attain "Embedded" in Club Development Systems
- In respect of Performance Focus, attain "Embedded" in Coaching Systems

KPIs

of clubs attending Council Meetings
affiliated clubs (and their members)
Open rate of Newsletters/followers on FB and Twitter
training schemes certificates sold in NI
number of clubs with RYA /RYANI accreditation
Availability of volunteers to serve on Committees.



Performance

Purpose

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

2017 Mission

To develop a Nation of Champions – athletes who are well prepared for long term, Olympic level pressures and have the attributes to win medals at international level.

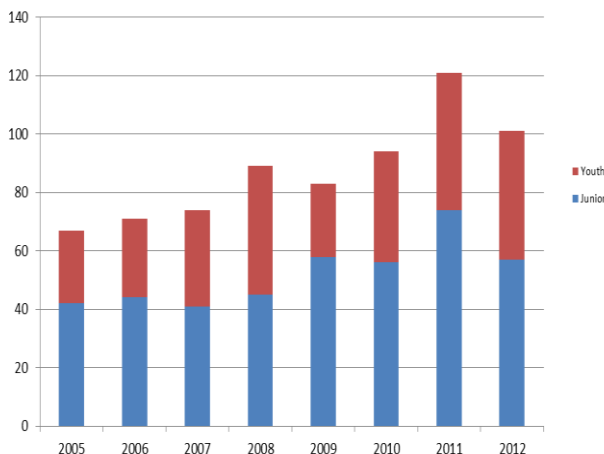
Goals

- 1 athlete competing at Rio 2016 (with a stretch target of 2)
- Increase opportunities for any individual to join the performance pathway at every stage
- Retain the excellence of our Youth and Junior Pathways whilst ensuring they are affordable and accessible to all
- Create an athlete centred approach in partnership with SINI for selected elite sailors
- NI sailors achieving top 8 and top 16 at International Championships
- Train, inform and support the highest quality coaches, and volunteers.
- In respect of Performance Focus, reach overall “Embedded” in High Performance Systems
- In respect of Performance Focus, attain “Embedded” in Talent Systems

KPIs

- # athletes on Olympic Squads/ campaigning
- % progression of sailors at each stage of the pathway
- # Sailors on National Squads annually (junior to Senior)
- % increase of sailors at RYANI Youth Championships
- # coaches attending CPD annually
- SportNI reviews on Talent Systems and High Performance

Youth Champs Participation 2005-12



PERFORMANCE PYRAMID

World Class Programme Pyramid



Support Services

Purpose

To provide high-quality, effective & efficient local support services to all RYANI Activities

2017 Mission

To increase efficiency and effectiveness of Support Services within existing spend ratios while ensuring compliance with statutory and other key requirements

Goals

- Retain “Substantial” level of assurance in audit of Governance
- Full compliance on Equality, Safeguarding children & vulnerable adults – and providing advice to clubs and other affiliated bodies
- Seamless customer experience in dealing with RYANI
- Create a data management system, providing valued reporting and KPIs to the business
- Develop skills audit for Board of Directors.
- Develop a RAG system for the strategic plan.
- Improve CPD opportunities for the Board Members and staff.
- In relation to Performance Focus, maintain “Embedded “ in Governance and Clulture

KPIs

- Level of spend of SNI funding
- Invoices paid within 30 days
- Debtors collected within 30 days
- Bank reconciliations carried out every 2 months
- A member/customer experience survey
- Feed back from Board, Performance and Development Committees, sailors, staff and volunteers
- Satisfactory outcomes from SNI reviews



Communications PR & social media

Mission

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

Goals

- Improved & targeted communications strategy to:
 - ✓ Retain existing personal members /affiliated clubs by demonstrating value proposition
 - ✓ Increase awareness of RYA /RYANI key messages, RYA /RYANI activities and value proposition to non-members
- Adopt central RYA Social Media approach
- Engage and provide material for local media and monitor

KPIs

- Member, non-member and club feedback
- PR value
- # social media interactions



Board, Council and Committee

Mission

To ensure that the structure, membership and accountabilities of RYANI Board, Council and committees fully support and contribute to the overall Purpose and Mission

Goals

- Clear & consistent purpose for RYANI
- Broader base of engagement (e.g. female committee representation)
- Committee succession planning
- Review Articles of Association and Operating Procedures to maintain their relevance

KPIs

- Growth in membership
- Levels of attendance at Council, Board and Committee meetings
- Retention of Directors, Council and Committee members.
- Outcomes against targets across all areas of activity



The RYANI in numbers

	Y/e Mar 2009 Actual	Y/e Mar 2010 Actual	Y/e Mar 2011 Actual	Y/e Mar 2012 Actual	Y/e Mar 2013 Target	Y/e Mar 2014 Plan	Y/e Mar 2015 Plan	Y/e Mar 2016 Plan	Y/e Mar 2017 Plan
RYA Personal Members in NI				1,033	1,077				1130
Affiliated clubs & classes				39	39	39	39	39	41
Recognised Training Centres				64	64	64	64	64	64
Sailability participants	36	82	162	162	165	168	171	174	178
Monthly website visitors			1300	1800	1836	1872	1908	1944	1980
% of info e- mails read				35%	35	35	35	35	35