



RYANI CLUB AND COACHING DEVELOPMENT PLAN

2014 – 2017

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FORWARD

SHEELA LEWIS, CHAIR RYANI BOARD

I believe this Development Plan is the most effective mechanism our Organisation (RYANI) has created to date that enables the dissemination of our Strategic Plan in a manner that is relevant to all our Stakeholders.

This forms the foundation of activities that will support the continued growth in participation across all areas of Boating delivered by RYANI in support of Clubs and RYA Personal Members.

This a significant challenge for the small team of RYANI staff and the Board view this as one of our most important priorities.

John Magowan, Chair RYANI Development, Education, Safety and Training Committee

IT IS THROUGH OUR CLUBS THAT WE CAN BEST EDUCATE AND ENTHUSE THE PEOPLE IN OUR SPORT AND TO CONTINUE SAILING THROUGHOUT THEIR WHOLE LIFE.

OUR AIM HAS BEEN TO DEVELOP CLUBS AND COACHING IN NORTHERN IRELAND BY PROVIDING TRAINING AND WORKSHOPS THAT BRING CLUBS AND COACHES TOGETHER, ARE BASED ON NEEDS AND THE EVER CHANGING LEGISLATIVE, POLITICAL AND SPORTING CLIMATE. THIS PLAN WILL PROVIDE A FOCUS AND WILL CONTRIBUTE TOWARDS RYANI, RYA AND SPORT NORTHERN IRELAND STRATEGIC PLANS. THE PLAN WILL BE UPDATED ANNUALLY BASED ON FEEDBACK FROM OUR STAKEHOLDERS.

OUR DEVELOPMENT OFFICER HAS A VERY VARIABLE AND HEAVY WORKLOAD, BUT WITHOUT HER, PROMOTION AND MANAGEMENT OF SAILING AT THE CURRENT OR FUTURE LEVEL COULD NOT CONTINUE.

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 boating, including dinghy and yacht racing, motor and sail cruising, RIBs and sports boats, powerboat racing, windsurfing, inland cruising and narrowboats, 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

The RYANI Strategic Plan 2013 – 2017 is available in full on [our web site](#).

The RYA is the British boating association with an international presence. Personal membership can help you get more out of the boating you do. Your membership;

- Adds your voice to 102,000 existing RYA members ensuring that legislators, regulators and other authorities understand, and take account of, recreational boating activity.
- Gives you unlimited access to specialist and technical advice, news and bespoke support from our experts.
- Means money saving offers and discounts.
- Helps provide relevant, globally recognised training, certification, personal and professional qualifications.
- Supports you through the RYA's World Class coaching programmes, for young to adult sailors, giving you the chance to compete nationally and internationally.

RYANI STRUCTURE

The RYANI Board is made up of a Chairman, Vice Chairman, Hon Treasurer, Chair of the Training and Development Committee, Chair of Performance Committee and up to five members.

The Board meets six times each year and is governed by the [Articles of Association](#).

RYANI Council is made up of the RYA affiliated clubs in NI, each club nominates a representative for each event. To ensure that RYANI Board decisions and considerations reach the maximum number of our stakeholders, the traditional Council meetings have been replaced by meetings that will attract the widest number of stakeholders and be of most benefit.

There will be three meetings of the Council per annum;

- The Annual General Meeting in October
- The Annual Award Ceremony in November
- The Vice Commodores meeting in *January*.

There will be further communication, meetings and workshops that meet the needs of the Council and clubs (detailed below) throughout the rest of the year.

In Northern Ireland there are currently:-

Type	2013*	2014*	2015	2016	2017
RYA Affiliated Clubs and Associations	39	39	39	39	40
RYA Recognised Training Centres (RTC)	38	38	38	38	40
Shorebased RYA RTCs	13	13	-	-	-
Non-Club RYA RTCs	16	16	-	-	-
RYA Champion Clubs	14	14	14	14	15
RYANI ClubMark Clubs	2	2	3	4	5
Class Associations	-	-	-	-	-
RYA Club Members	9459	9388	9500	9600	9700
RYA Personal Members in NI	1034	1067	1120	1176	1235

Table 1. RYA Clubs and members in NI. *correct as of 31 December of each year

The Committees

The two sub-Committees are made of a selection of representatives deemed to relevant represent their sections. Each Committee work alongside their respective member of staff to achieve the aims of the strategic plan, and any associated works.

The Training and Development committee meet a minimum of 3 times per annum and help direct the work of the development officer and are involved in the role out of this plan. It is the job of this committee to overview monitor this plan, with the development Officer on an annual basis.

RYANI Staff

The RYA employ 4 members of Staff in NI, there are also a number of other supported roles in the province; Sailability Development Officer, Race Management Advisor, Rules Advisor and Regional Communicator (currently vacant).

The 4 staff are the Chief Operations Officer, who is part-time and the Administrative Officer who is full time. Both these roles are funded by RYA – by RYA members in NI. The Performance Manager and Development Officer are both full time roles and are funded by Sport Northern Ireland. Both these roles are supported by committees, who’s chairmen sit on the RYANI Board. (Further detail in RYANI Strategy).

The Development Officer

The Development Officer (DO) is responsible, chiefly, for club, instructor and coach development in the province. This plan sets out the working areas of the DO, including the steps required to make an impact in the governance, volunteering and running of clubs and also in ensuring that there is succession planning and continuing development for coaches. In working in this role the DO also helps clubs with a myriad of other issues, often relating them back to the key experts in RYA or in the local area.

This plan will help the DO in achieving the targets by allowing clubs, centres and boaters an understanding of what the governing body is trying to achieve.

The Performance Manager

The Performance Manager (PM) is responsible for ensuring that the RYA performance pathway remains in place in NI and is supported. Within this plan there are areas that overlap the PM and DO's responsibility, chiefly around coaching measures. The PM and DO work closely to ensure best results from their efforts.

RYANI PURPOSE AND MISSION

The Purpose and Mission Statements are shown below and this Plan's objective is to work towards fulfilment of our Mission Statement. This Plan is produced for the benefit of all our Members, Affiliated Clubs, Club RTC's, Commercial RTCs and Class Associations.

RYANI Purpose

To kindle, nurture and support a lifelong passion for boating in all its forms by all groups of participants.

RYANI Mission 2013 - 2017

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.

Implementation of the Plan will be the responsibility of the Development Officer (DO), with the active support of the Performance Manager (PM), Administrative Officer and Chief Operations Officer (COO) as well as advice from the Training and Development Committee and the Board of RYANI. Meeting the mission statement will also depend on support of clubs, coaches and the many volunteers who engage with the work of the RYANI and the DO.

FUNDING

The total budget of RYANI in 2013 was £239,398 the bulk of the funding comes from Sport NI (61%) and RYA (29%) with the remainder (10%) being individual payments from events and smaller funds e.g. Mary Peters Trust. The below is the breakdown of funding for sport development, the role out of this plan, in NI; 18% of the total.

Funder	Fund	2013-14	2014-15	% of total income	Comments 2015-17
Sport NI	Performance Focus	£30K	£30K DO	12.5	Non-increasing rate. Programme funding to 2017 only.
		DO Post	Post		
Sport NI	Coaching Legacy	£4000	£3000	1.2	Likely to end 2015-16
Sport NI	Performance Focus development budget	£5000	£0	0	Only available in 2013-14
RYA	Development	£2500	£2500	1	Stable
RYANI	(income from programme)	£2500	£2500	1	Dependant on programme income of previous year.

Table 2: RYANI Development Funding Breakdown.

There are further unknowns with the current impact of the plans to decrease the Department of Culture Arts and Leisure (DCAL), the parent department of SportNI. It is anticipated that the DCAL budget cut will have an impact on the above figures. A negative impact in funding will result in RYANI reassessing the goals in the plans. RYANI has recently achieved funding from a participation stream, "Active Clubs". This post will add a huge amount to sport development in the region. The post is not yet in place but will bring almost £200,000 to the sport over the next 4 ½ years. (Ending in 2018)

Maintaining the budget is a target.

COMMUNICATIONS

RYANI has written a Regional Communicator (RC) Strategy document for NI. This document sets out the targets of for communication to be managed by the RC, staff and board. Currently the RC position is vacant.

All Board communications are direct by e-mail to the club contact. Paper communication is used only if necessary (for 3 formal Council events).

Each year we hold an awards ceremony at which we award up to 7 categories which cover clubs, participants and coaches of all levels. The Training and Development Committee manage the delivery of RYANI awards including nomination categories process, selection of winners and management

RYANI has a comprehensive web site, regularly updated.

- www.rya.org.uk
- www.ryani.org.uk

In addition RYANI communicates through social media; Facebook, Twitter Pages along with regular E-Newsletters.

Each staff member has direct telephone lines or mobile phones.

The DO also meets regularly 1 to 1 with clubs and answers email and phone queries daily.

Format	2011	2012	2013	2014	2015	2016	2017
Newsletters (freq.)	5	13	19	16	12	12	12
Website hits	862,188	1,003,067	1,025,733	669,791	1M	1M	1M
Facebook (likes)	-	-	449	615	645	678	711
Twitter (followers)	-	-	508	685	719	754	793
No of Award categories	2	5	6	7	8	9	10

Table 3: Communication Statistics.

The Targets are to:-

- Maintain or Increase website hits to 1,000,000 per annum
- Retain the number of Newsletters at a minimum of 12 per annum
- Increase the number of Facebook and Twitter users to around 700 and maintain that level.
- Investigate means of measuring club interactions (meeting/emails)
- Maintain our level of 7 award categories a year.

CLUB DEVELOPMENT

Club Development is led by the DO, who is supported by advice and guidance from the Training and Committee and has a responsibility to:-

- Assess training needs.
- Formulate and promote annual training plan (this document) by type of training, number and location as appropriate and monitor the outcome of the plan.
- Disseminate advice and information on education, training and safety
- Organise and promote at least one forum per annum
- Assist in the formulation, implementation and monitoring of the development content of the Associations Strategic plan.
- The organisation and management of special events.
- Establish and maintain a development database.
- Provide 1 to 1 club support
- Promote good practice in clubs

Annual Development Programme*	
1	Training Conference
2	Child Protection Training events
1	Disability Awareness Course
3	Club Development Workshops
1	Race Management Conference (biannual)
1	Regional Race Officer Conference (biannual)
1	Rules Advisor Conference (biannual)
1	Senior Instructor Course**
1	Race Coach Level 2 course (up to 3)
(1)	(Class Associations Event)
1	RYA Champion Club Coordinators meeting
1	RYANI ClubMark meeting

Table 4: Club Development Annual Programme
 * Minimum annual events
 ** SI course only when required

The Introduction Section covered the large numbers of differing types of Clubs and Centres. In addition to the measurable targets, the DO spends considerable time on associated work of assistance, encouragement, guidance, publicity and ancillary work to publicise the sport and to encourage Clubs to improve. This includes:-

- Meeting/setting up potential new Clubs/RTC's/Champion Clubs/Clubmark Clubs etc.
- Publicity.
- Attendance at major yachting events and other major maritime publicity opportunities.
- Assisting at major sailing events such as, cruising conference, Youth Championships.
- Responses to Government/Environmental Initiatives such as pending legislation, proposed Wind Farms, Major Grant applications etc.

The DO analyses the need for and benefit of Club Development events and courses, organising them at convenient times during the year. These courses will change depending on demand, particularly due to changing legislation, governing body requirements etc. The DO will also promote courses and training provided by other bodies that would be of use to clubs and centres, such as Sport NI "Club Leaders Programme".

Key to club development are the accreditation programmes offer by the RYA. In working towards an accreditation, such as RYA Champion Club, a club will cover areas and topics that need to be addressed for the club to grow stronger. The accreditation available to clubs are interlinking and a full suite of accreditations indicates that a club is strong, forward thinking, and should therefore make progress.

Year	No. of Development Events	Number of clubs/RTCs reached	Number of attendees
2013-14	14	13	225
2014-15	11	15	275
2015-16	11	17	325
2016-17	11	20	375

Table 5: Events and Attendees

The Targets are:-

- 25% Clubs reached annually by development events, rising to 50% by 2017
- By September annually, analyse demand and need for particular types of event on the development programme.
- Organise 11 events annually.
- Organise 1 training conference per year
- Meetings with clubs to increase to 10 per year by 2017.
- DO attendance at RYA National Training Conference and Home Countries meeting.
- 2 ClubMark Clubs increasing by 1 per year to 4 in 2017
- 38 RTC's to be maintained.
- 14 RYA Champion Clubs to be maintained
- Club Membership. Monitor annually.
- RYA membership. Monitor annually.

The number of RYA Champion Clubs (RCC) in Northern Ireland as a percentage per unit of population is higher than anywhere else within the UK.



RCC status is based on an assessment of a number of criteria including club management structures and governance generally; training and racing structures; availability of suitable boats and equipment as well as safety arrangements. The assessment is aimed at ensuring high quality support and facilities for young sailors and learners.

Looking to the future the aim is (as a minimum) to maintain that relatively high percentage of Champion Clubs and in parallel, to ensure that those standards are maintained at each such club through a review process.

In addition, RYANI has been encouraging clubs to move forward from the RCC accreditation to the ClubMark accreditation which helps club with planning for the future. The aim is to extend the number to the point where the majority of RCCs are also holders of ClubMark.



PERFORMANCE

The Performance Manager together with the Performance Committee shall deal with all matters relating to the encouragement, promotion and development of performance in boating at the highest levels of competition including in particular the overall management and development of the Northern Ireland Youth Squad and the support of other talented performers and in particular:-

Provide general advice, guidance and assistance on:-

- Strategy for the development of performance boating in Northern Ireland
- Obtaining financial assistance from Sports Northern Ireland and any other sources for encouraging and supporting participants in performance boating
- Monitor and report on the implementation of performance plans.
- Identify talented performers and determine selection at specific events.
- Talent Coach Development plan for development.

Within the area of Club Development there are activities where the roles of DO and Performance Manager are very closely related and where close cooperation between RYANI colleagues is essential in order to achieve successful performance outcomes.

Key to performance success is the building of strong and well managed clubs with effective learn to sail and learn to race programmes, particularly for young people. Subsequent encouragement and support to participate in Open and Regional sailing events provides the opportunity for the most successful young performance sailors to have their abilities and potential recognised and with that the prospect of being selected for a Provincial Performance Squad.

Throughout the transition from learner to competent performance sailor there will be input from instructors and coaches at club level and squad coaches at Regional level. It is important that the overlap between instruction and coaching is managed in a seamless way to ensure that potential is recognised, encouraged and developed.

The objective remains to be the development of clubs which will have the necessary resources, structures and skills to provide that base from which the performance sailors are produced. In order to achieve that, the commitment continues to be the maintaining of a close and flexible working relationship with the Performance Manager, particularly in the area of coaching. By continuing to

work closely together to the agreed ambition to ensure that those with the necessary talent, interest and commitment are helped to maximise their potential.

TRAINING

The DO is responsible for ensuring that sufficient Instructors/Trainers/Coaches are available and the Recognised Training Centres (RTC's) are properly managed and inspected annually. All instruction must be carried out to RYA structures and standards.

The DO is responsible for ensuring that the numbers at each level are adequate and that the correct numbers at each level are maintained. This involves encouraging potential instructors to be available and having the appropriate training courses run annually.

WORKFORCE AUDIT

Type (on 31/12/yy)	2013*	2014	2015	2016	2017
Coach Assessor (CA)	7	7	5	5	5
Dinghy Senior Instructor (DSI)	86	99	100	100	100
Dinghy Instructor (DI)	274	305	250	250	250
Windsurfing Trainer (WT)	0	1	1	1	2
Windsurfing Senior Instructor (WSI)	5	5	5	6	7
Windsurfing Instructor (WI)	5	19	20	24	30
Powerboat Trainer (PT)	4	4	4	4	4
Powerboat Instructor (PBI)	131	142	120	120	120
Coach Tutor (CT)	1	1	1	1	1
Race Coach Level 3 (RCL3)	11	8	8	8	8
Race Coach Level 2 (RCL2)	43	35	28	28	28
Race Instructor (DI endorsement) (RI)	78	78	70	70	70
Regional Race Officer (RRO)	9	9	10	10	10
Regional Judge (RJ)	0	1	1	1	2
Regional Umpire (RU)	0	1	1	1	2

Table 6: Key Workforce Audit. The numbers in grey denote the required numbers in each field, below which there will be difficulty in meeting the demands of the training schemes in NI.

Each discipline has its own specialist Instructors:

- The highest level in Sailing is the Coach Assessor and below that, Senior Instructors and Instructors.

- In competition there are also specialist Coaches; Race Coach Tutor, World Class Coach L4, Podium Coach L3, Club Race Coach L2, and Race Instructor endorsement.
- In Windsurfing there are Windsurfer Trainers, Senior Instructors and Instructors.
- In Powerboating there are Powerboat Trainers and Instructors.
- A specialist Regional Race Officer Trainer can raise Race Officers to Local, Regional, National or International standards.
- A specialist Rules Advisor can instruct on the Racing Rules of Sailing and 'in depth' rules interpretation to members as well as serving on Sailing Juries.

The RYA Schemes also include specialist coaches in these further disciplines, all of which can be found in NI; Inland Waterways, Personal Watercraft, Cruising Schemes (sail and motor), specialist short courses (first aid to diesel engine course and more.)

Targets are:-

- By April 2015, confirm that the present numbers are adequate or update to a level considered adequate for current predictions.
- By April annually carry out an audit and analyse future coach requirements.
- By September annually have Instructor training courses planned.
- By January annually have 75% of RTC's Inspected. (Annual Inspections)
- By January annually maintain 0% RTC centres with inspection overdue by 3 years
- By April annually have 40% of Champion Clubs revalidated.(Biannual inspections)
- Establish a Champion Club Coach Network with at least one coach from each RCC (14) and including opportunities to join up with the Talent Identification (Squad) Coaches.
- Achieve 2 qualified race coaches in each RCC
- Highlight achievement through Annual awards for coaches.
- Establish why there is a shortage of Senior Instructors in NI.

SAILABILITY

RYA Sailability was set up by the Royal Yachting Association (RYA) to give adults and children with any form of disability the opportunity to take up the sport and learn the skill of sailing.

The DO works closely with the RYANI Sailability Development Coordinator (SDC) who is responsible for guiding and advising the Clubs and Centres.

Good relations throughout Ireland are vital and the SDC is part of Sailability Ireland which, in 2014 has established a series of competitive events for sailors with a disability. The Hansa Irish Nationals will take place in Carrickfergus for the first time August 2015.

The RYA Sailability Volunteer logbook scheme can assist in the achievement RYA National and Youth Sailing and Powerboat Schemes. This makes the sport even more accessible and enjoyable for all abilities. In addition to this, there is also the RYA Sailability Certificates of Achievement providing recognition to those who build up their skills whilst helping with the running of a centre.

RYA Sailability Foundation Sites.

Belfast Lough Sailability in Carrickfergus is the main Centre in NI but the below clubs have achieved RYA Sailability Foundation accreditation, which sets out that they have assessed their club facilities accessibility:

- Co Antrim Yacht Club, Craigavon Watersports Centre, Cushendall Sailing and Boating Club Donaghadee Sailing Club, and Quoile Yacht Club.

The Targets are:-

- 5% Participation growth
- Maintain number of clubs Sailability Foundation Status
- Be represented on Sailability Ireland committees

COMMERCIAL RTC'S/SAILING CENTRES

The DO is responsible for establishing opportunities for closer working with non-club RTCs including; link with clubs/schools, delivery partners for instructor courses and events.

The non-club RTCs include some large sites such as Share Holiday Village, Craigavon Watersports Centre, Kinnego Marina as well as Outdoor Education Centres run by the Education Boards.

There are already some strong links between the RYANI and these sites, but there are a number of opportunities to build on.

The Target:-

- Seek out opportunities to work closely with centres to increase availability of the sport.

CLASS ASSOCIATIONS

Class associations are bodies responsible for organising the event calendar and/or developing their particular class in the region. Class associations can be All Ireland, UK or regional. They are membership organisations and as such can be aided in a similar method to a club. There is currently a representative of class associations on the Training and Development Committee. Key classes to target would be those already supported by the RYA in Britain, for example; Topper, Laser, RS (FEVA), 420, Mirror, Optimist. The mentioned classes are however (by in large) junior and youth classes (U18). Further spread of classes would increase the age range supported.

The Target:-

- Identify and develop a network of class associations in NI with identified representatives by June 2016.

SUMMARY

The aims of this plan have been borne out of discussions with the RYA, Sport NI and within our Board and Training and Development Committee. It sets out in greater detail, how we main to achieve the goals of our strategic plan. It is not covering the entirety of the work by the organisation in this area. The plan will be reviewed, at least annually, and will change to suit the needs or climate at the time.

RYANI will continue to seek out opportunities to grow the sport in NI and extend the aims set out in this plan. Recently, the organisation has achieved further funding from Sport NI through Active Clubs fund for a new post which should start in 2015. This means a new full time position with budget for spend, adding to the amount and quality of club, coach and volunteer development available to RYA clubs and Training Centres. The addition will affect the targets in this plan, which will need to be updated accordingly.

APPENDIX 1: SUMMATION OF ALL TARGETS

Target	2013	2014	2015	2016	2017
RYANI Council Events	3	3	3	3	3
Communication					
Newsletters	19	16	12	12	12
Award Categories	6	7	7	7	7
Website Hits	1,025,733	669,791	1,000,000	1,000,000	1,000,000
Facebook	449	615	645	678	700
Twitter	508	685	700	700	700
Club Development					
Clubs reached through events	25%	25%	30%	40%	50%
Development Events	-	14	11	11	11
No.of Clubs/attendees	13/225	15/275	17/325	20/375	23/400
Training Conference	1	1	1	1	1
ClubMark Clubs	2	2	3	4	5
RYA RTCs	38	38	38	38	38
RYA Champion Clubs	14	14	14	14	14
Club meetings	-	-	10	10	10

Target	2013	2014	2015	2016	2017
DO attendance at RYA National Events	2	1	1	1	1
RCC revalidation (alternating) by April	100%	50%	50%	50%	50%
NI Affiliated Club membership	9459	9305	-	-	-
RYA personal membership (NI)	1034	1067	-	-	-
Training					
Review Workforce Audit and make recommendations	-	-	<i>To be completed</i>	<i>To be reviewed</i>	<i>To be reviewed</i>
RTC annual Inspections	-	70%	75%	75%	75%
RTCs inspections overdue by 3 years or more	-	-	0%	0%	0%
RCC Revalidation annually	-	-	40%	40%	40%
Champion Club Network	-	5	14	14	14
No. RCL2 Coaches	43	35	28	28	28
Sailability					
Participation	-	5159	5259	5359	5416
Sailability Foundation Sites	5	5	5	5	5
Class Associations	-	-	<i>Establish Contacts & gauge need.</i>	<i>Establish Network</i>	<i>Continue Network</i>
Commercial RTC's meetings	-	-	3	3	3

APPENDIX 2: REFERENCES

RYANI Strategic Plan

http://www.ryani.org.uk/sites/default/files/files/Ryani%202013_2017%20final%20Strategy.pdf

RYA Strategic Plan

<http://www.rya.org.uk/aboutus/howwework/Pages/policiesandobjectives.aspx>

Sport Matters: The strategy for sport and physical recreation for Northern Ireland 2009 -2019

<http://www.sportni.net/about/SportMatters>

Watersports Participation Survey 2013

http://www.rya.org.uk/SiteCollectionDocuments/sportsdevelopment/Watersports_survey_Market_Review_2013_Executive_Summary_.pdf

UK Coaching Framework

<https://www.sportscoachuk.org/uk-coaching-framework-overview>

Coaching Ireland Strategy

http://www.coachingireland.com/coaching_strategy.htm

SRA: Sport Clubs Survey 2013

<http://www.sportandrecreation.org.uk/policy/SSC>

www.ryani.org.uk



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