



Pathways to Zero

Sustainability Strategy

2020-2030

A Vision for a Sustainable UK Recreational Boating Sector

Full Report with References

Contents

1.	Executive Summary: Pathways to Zero	4
2.	Context	8
2.1.	<i>Science and Government Policy</i>	8
2.2.	<i>RYA Policy and Strategy</i>	11
2.3.	<i>Scope</i>	12
2.4.	<i>Balancing Environmental, Social and Economic aspects</i>	13
3.	Objectives	15
3.1.	<i>Environmental Policy Statement</i>	15
3.2.	<i>Principles of the UN Global Compact</i>	15
3.3.	<i>Specific Responses to Global Issues</i>	16
4.	Strategy and Tactics	17
4.1.	<i>Overall Approach</i>	17
4.2.	<i>Baselining</i>	18
4.3.	<i>Prioritising Actions</i>	18
4.4.	<i>Carbon Offset</i>	20
4.5.	<i>Aspects that we Control</i>	20
4.6.	<i>Aspects that we Manage</i>	23
4.7.	<i>Aspects that we Influence</i>	24
4.8.	<i>Partnerships</i>	27
5.	Audit and Review	29
5.1.	<i>Reporting</i>	29
5.2.	<i>Continual Improvement</i>	30
6.	Initial Action Plan	31
	Appendix 1: Key	38
	Appendix 2: Environmental Policy Statement	39
	Appendix 3: Implementation Tools	40
	Appendix 4: Consultation with Stakeholders	41
	Appendix 5: Common Consultation Themes	45
	Appendix 6: Bibliography	47

List of Figures

Figure 1: The Triple Bottom Line	13
Figure 2: The Doughnut Economics Model (Raworth, 2017).....	14
Figure 3: Avoid, Mitigate, Offset, Contribute.....	19
Figure 4: Continual Improvement Cycle.....	30
Figure 5: Continual Improvement – Levels of Control	30
Figure 6: Strategy Development and Delivery Timeline to end Q1 2021	46

1. Executive Summary: Pathways to Zero

The Royal Yachting Association is a membership-based organisation with 112,000 individual members, 1,500 affiliated clubs in the UK and 2,400 affiliated training centres ranging across 58 countries.

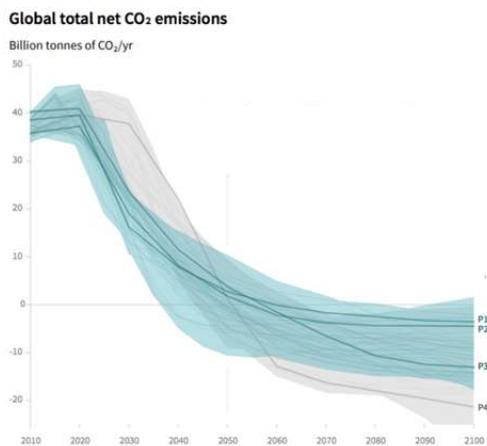
For the past 15 years, the RYA has invested in sustainability initiatives through its support for The Green Blue, a joint information and education programme run in conjunction with our partners at British Marine. In 2018 the RYA's Board committed to enhance that activity by investing further in a sustainability team that would consider the RYA's own activities and impacts and increase its influence in this important area of work. In 2019 a new Environmental Policy was developed and approved which commits the organisation to acting on sustainability issues.



While working alongside other teams to address environmental concerns during the RYA's day-to-day operations, this strategy has been developed to plan, measure and report on our approach.

The RYA is recognised globally as a leader in recreational boating from training, technical, economic, and elite sport perspectives. This gives the RYA a unique ability to shape the future of our sport and to ensure that future is sustainable.

Our sustainability vision is broad and ambitious, and one to which the RYA can aspire to due to its professional reputation, strong brand recognition and international reach.



2030 has been selected as a key review point by the Intergovernmental Panel on Climate Change (IPCC) by which time we need to have reduced our global carbon emissions by 45% in order to stay on a trajectory to net zero by 2050. In turn, this is in line with a 1.5C global temperature rise (IPCC, 2018). 2030 is also the target year for achieving the UN's Sustainable Development Goals, which the RYA supports through its membership of the UN Global Compact.

This document therefore outlines how the RYA will make its contribution to sustainable development over

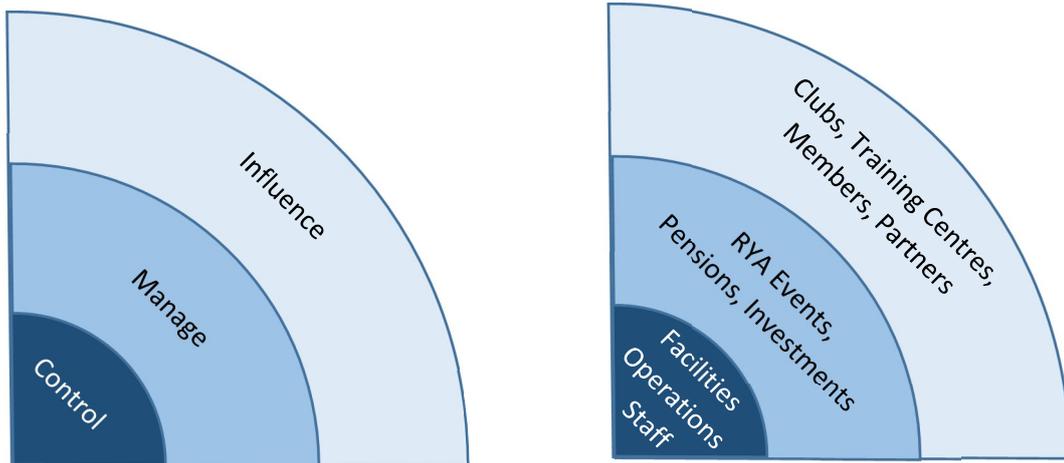
the next 10 years, in response to global threats to our climate and environment that have rightly moved rapidly up the public and policy agenda in recent years. This summary is supported by a background document and a detailed action plan.



Objectives

To achieve our objectives, we will take different approaches depending on our level of control. In line with our Environmental Policy we look to:

- Control our own impacts
- Manage the impact of events and activities that we organise
- Influence our stakeholders



The approach of “*Pathways to Zero*” addresses the climate, biodiversity, waste and pollution, and the social aspects of sustainability, while remaining mindful of economic necessities. In summary we intend to develop these pathways for the RYA and the wider recreational boating sector through:

- **Inspiring Informing and Enabling** our staff, clubs, training centres and the boating public to embed sustainability and to take positive action
- **Transparency** in all that we do: Open measurement, prioritising, monitoring and reporting on progress along with a people-centred approach in line with the Principles of the UN Global Compact
- Developing a **Zero Pollution and Zero Waste Pathway**: minimising waste and pollution and looking to circular economy principles
- Developing a **Zero Carbon Pathway**: making intelligent use of energy and other natural resources with power-down through energy efficiency and power-up through the use of renewables
- Promoting **Biodiversity Net Gain**: Co-existing with aquatic wildlife and seeking opportunities to remedy biodiversity loss
- Influencing through **Procurement and Partnerships**: Sharing our approach and working with our partners to develop pathways for the whole industry that work for boaters and businesses together

Strategy

Embedding

To deliver this ambitious programme, it needs to be embedded across the organisation. To start the process of embedding, and to ensure input from as many stakeholders as possible, a series of meetings was held between September 2019 and March 2020 with staff, clubs, RYA committees and others. In total around 200 people have been consulted at more than 20 meetings.

Our approach of consulting widely with staff, members and clubs is the start of that process to embed sustainability thinking, so that it becomes second nature to consider sustainability when making decisions. Sustainability cannot be an add-on, delivered solely by a specialist team.



Engagement and Communication

We will use all the RYA's communication channels to engage our members, affiliates and the wider boating public in delivering our vision.

Connection to wider RYA Strategy Review

The RYA's next 4-year Strategic Plan will run to March 2025. It is anticipated that the sustainability strategy will be referenced by, and incorporated into, the Strategic Plan during its development.

Sustainability should be considered either as a cross-cutting theme at all levels, or fully embedded in all elements of the Strategic Plan.



Tactics

A tactical approach is being taken to significant impacts that have been identified through the stakeholder consultation process. Some actions have therefore already been taken, and these are identified in the relevant sections below. We will continue to take this tactical approach, responding promptly as we measure our impacts further and set formal targets. Further details of actions can be found in the RYA Sustainability Action Plan.

Audit and Review

The Sustainability Team will develop data recording systems to ensure that all significant aspects are measured and reported upon.

Actions and Next Steps

To ensure timely delivery of the strategy, this document also lays out the initial actions required over the next 12-18 months. In section 6, the actions are pulled together into an action plan with a timeline and responsibilities for delivery. This will be used to drive forward the changes envisaged and will provide a checklist for monitoring progress. The action plan will be reviewed annually and revised to ensure that the strategy remains on track. Where applicable, actions include margin icons to indicate which of the UN Sustainable Development Goals and sustainability criteria they address. A key to these icons is found in Appendix 1.

As noted above, to deliver this ambitious programme it needs to be embedded across the organisation. A list of those who attended the initial sustainability workshops is in Appendix 4, and a summary of the issues raised is in Appendix 5.

Many aspects of this strategy will contribute to the development of management systems across the organisation. A case in point is procurement. This subject arises throughout the RYA's wide-ranging activities and has the potential to be a key driver of sustainability, both for the RYA itself and for our stakeholders. Buy-in from the leadership of the organisation to support these management systems will therefore be key to successful delivery.

Tools will be developed to address social, economic and environmental issues across the areas that the RYA controls, manages and influences. These tools that aid implementation of the strategy are highlighted in Appendix 3.

The RYA's staff look forward to delivering on this ambitious plan, and to seeing its positive impacts on our stakeholders and the natural environment in which all our activities take place.



2. Context

2.1. Science and Government Policy

Key Global Sustainability Issues

Climate Change

Climate change, or global warming, is now recognised as the most important challenge to human health and wellbeing in the medium to long term. We are already seeing the impacts of increased energy in the atmosphere leading to regional flooding, droughts and increases in invasive non-native species.



The UN Framework Convention on Climate (UNFCCC) entered into force on 21 March 1994 following adoption at the Rio Earth Summit in 1992. Today, it has near-universal membership with 197 countries that have ratified the Convention.

With the subsequent adoption of the Kyoto Protocol in 1997 and the Paris Agreement in 2015, Parties to these three agreements have progressively reaffirmed and strengthened their commitment to addressing climate change.

The Paris Agreement's central aim is to strengthen the global response to the threat of climate change, by keeping global average temperature rises this century well below 2 degrees Celsius above pre-industrial levels, and to pursue efforts to limit the temperature increase even further to 1.5 degrees Celsius. To give an idea of the level of action needed, this would entail a global reduction in carbon emissions of 7.5% per annum in the decade to 2030. (United Nations Environment Programme, 2019)

Climate Change Impacts in the context of Recreational Boating

RYA Buildings

Potential infrastructure and services interruptions depending on location of substations, telecoms distributions, etc.

Clubs and training centres – coastal

Sea level rise, storm surge, weather patterns, tidal stream changes, siltation, infrastructure and services.

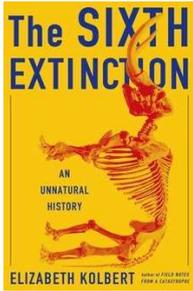
Clubs and training centres – inland

Low water levels, flash flooding, weather patterns, infrastructure and services.

Impacts of boating on climate change

Impacts arise from boating itself (direct fuel use and the embodied energy of boats and equipment) and from travel to and from events, clubs and marinas. The RYA's own impacts range from staff travel, energy use in buildings and procurement through to the indirect impacts of our investments in financial reserves and staff pensions.

Biodiversity



Biodiversity is key to human society. We are reliant on a wide range of ecosystem services to maintain clean water, and to provide pest-resistant crops and sources of new drugs to treat disease. Climate change is impacting on biodiversity through rapidly changing habitats, in parallel with direct human impacts, as detailed in the book *The Sixth Extinction* (Kolbert, 2014).



The UN Convention on Biological Diversity (CBD) was also adopted in Rio in 1992.

The key causes for the loss of biodiversity (species and habitats) are climate change, habitat loss, habitat fragmentation, degrading of ecosystems (e.g. by pollution), and the introduction of invasive species.

Biodiversity Impacts in the context of Recreational Boating

Risks to Boating

Direct potential impacts include loss of boating areas to invasive plant species, flora and fauna blocking cooling systems and a loss of opportunity to view native species in their natural environment.

Indirect impacts include the loss of habitats that form natural coastal and flood defences to boating facilities, or provide sheltered recreational waters (e.g. salt marsh, mudflats and sand dune systems)

Given historic losses of biodiversity, there is a risk that policy changes to protect remaining habitats, or to enhance their poor condition, may restrict access to areas that overlap with popular boating destinations.

Impacts of Boating on Biodiversity

Impacts include accidental transport of invasive species, construction of facilities in sensitive areas, disturbance of habitats, warming of habitats from carbon emissions, underwater noise, anchoring and mooring, alongside the effects of waste disposal (plastics, organic materials, sewage and grey water). Wastes can directly impact wildlife or reduce water quality, indirectly impacting plant and animal growth.

As mentioned above, the shrinkage of habitats and species populations increases the potential for boaters to inadvertently interact negatively with key remaining areas of biodiversity, particularly around estuaries and wetlands.

On the positive side, the RYA's own activities could contribute to species recovery and habitat creation on sites over which we exercise control or influence, together with advice we give to our membership and others on planning and environmental issues.

UN Sustainable Development Goals

The RYA is a signatory to the UN Global Compact, which supports the Sustainable Development Goals, which aim to end poverty, protect the planet and ensure prosperity for everyone by 2030.



“The Sustainable Development Goals are a universal call to action to end poverty, protect the planet and improve the lives and prospects of everyone, everywhere. The 17 Goals were adopted by all UN Member States in 2015, as part of the 2030 Agenda for Sustainable Development which set out a 15-year plan to achieve the Goals.” (United Nations, 2015)

As part of our commitment to the Compact, the RYA also commits to the 10 Principles, which cover the key areas of Human Rights, Labour, Environment and Anti-Corruption (United Nations, n.d.). These Principles align with the RYA’s own values as an organisation.

UK Government Policy

Climate

In January 2018 the UK Government launched its 25-year Environment Plan, “A Green Future” (UK Government, 2018). This document set out a plan to *improve the environment, within a generation*. At the time of writing, the Environment Bill is making its way through Parliament, along with related bills covering Agriculture and Fisheries. These bills will have a profound impact on how the environment is managed within the UK, with a proposed move towards “public money for public goods”.

In June 2019, the Government passed legislation that requires the UK to bring all greenhouse gas emissions to net zero by 2050, compared with the previous target of a reduction of at least 80% from 1990 levels. The definition of net zero is unclear, but the legislation will have a profound impact on future policy.

Regional and local policies are also beginning to address the climate challenge around the UK, with 274 out of 408 (two thirds) of District, County, Unitary & Metropolitan Councils having declared a Climate Emergency as of 6th February 2020 (Climate Emergency UK, 2020). Many are now seeking advice as to how to achieve their goals.

Biodiversity

National biodiversity policy is derived from the UK Post-2010 Biodiversity Framework (JNCC / DEFRA, 2012). The Framework is supported by strategies for each of the UK countries. The overriding objective is to halt the loss of biodiversity and continue to reverse previous losses through targeted actions for species and habitats.

At the time of writing, the most recent biodiversity strategy for England is *Biodiversity 2020* (DEFRA, 2011). For Scotland it is *2020 Challenge for Scotland’s Biodiversity* (Scottish Government, 2013). Within Northern Ireland, the country strategy is provided by *Valuing Nature* (DOENI, 2015). For Wales the Environment Strategy was published in 2006, with protection of natural resources enshrined in law by the Environment (Wales) Act 2016 (Welsh Government, 2016). The forthcoming Environment Bill (2020) may see a similar framework for England.

The Boating Sector

International Olympic Committee (IOC)



The IOC launched its sustainability strategy in October 2017. This was in response to sustainability being one of the three pillars of the Olympic Agenda 2020, their strategic roadmap for the Olympics movement. Their approach is to split their activities into the Organisation, the Olympic Games, and the wider Olympic Movement (International Olympic Committee, 2017). The RYA has adopted a similar model of “Control, Manage, Influence”, in order to have the greatest possible impact. Throughout this strategy, the RYA mirrors the IOC’s aims to inspire and assist our stakeholders, to catalyse change, and to act as a role model within our sport.

World Sailing



World Sailing ratified their Sustainability Agenda 2030 in 2018, detailing how the sport will contribute to the United Nation's Sustainable Development Goals and the IOC's Sustainability Strategy (World Sailing, 2018). The focus of Agenda 2030 is on the wider sport, rather than on World Sailing's own activities, so the majority falls within the RYA's Managing and Influencing scope.

The RYA fully supports World Sailing's Agenda 2030 and was a key stakeholder in its development. This strategy is aligned with their recommendations and the actions we have identified will contribute towards their recommendations to deliver sustainability through “*technical standards, events, training, venues and facilities, members and participation*”.

2.2. RYA Policy and Strategy

RYA Environmental Policy

The overarching objective of this strategy from an environmental perspective is to set a framework to build on and to deliver the RYA's approved Environmental Policy Statement, which is included at Appendix 2.

The Environmental Policy acts as a high-level statement of intent and commits the organisation to resourcing the management of our environmental impacts.

RYA Strategy Cycle

This year, 2020, sees the start of the next cycle of the RYA's Strategic Plan. This sustainability strategy will form a key element of that Plan. (Note: development of the strategic plan has been put on hold during the Covid-19 pandemic, but it is anticipated that the timeline for the next Strategic Plan will still run through to 2025 in line with funding requirements for the Olympics).

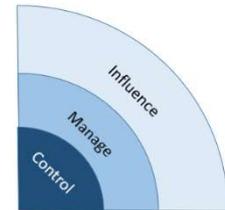
Allied to the RYA's overarching Strategic Plan is the development of Regional Plans, led by the Sports Development team, which will also have sustainability at their core.

This Sustainability Strategy will be reviewed at each renewal of the RYA's 4-year Plan and will be revisited in its entirety during 2030 to reflect what will inevitably be a significantly changed operating environment by that time. 2030 is the target date for achieving the UN Sustainable Development Goals, and the point at which many commentators believe we should have essentially ceased global carbon emissions if we are to avoid catastrophic climate change.

2.3. Scope

The scope of this strategy covers all of the RYA's activities within the UK, with an influencing role over the wider recreational boating sector. The scope is split into three sections, with varying degrees of control. The RYA aims to:

- **Control** our own direct activities
- **Manage** activities that we undertake with others
- **Influence** activities that are outside of our direct control and management



Each element of the scope is important in its own right. Small changes by a large number of people that we influence may have a greater collective impact than large changes within our direct control.

Physical Locations

Within the RYA's direct scope of Control are:

- RYA House
- Compass House
- The Boat Store
- Portland House
- Unit 22 Portland (Development Unit)
- Unit 26 Portland (Performance Unit)

Home Countries

The development of this strategy has included the Home Countries as key stakeholders, although initially its scope will not formally extend to their operations, given that they are separate legal entities as opposed to subsidiary businesses.

Therefore the Home Countries will incorporate relevant policies and processes from this strategy into their own National strategies, as they see fit.

Wider Influence

The RYA is a membership-based organisation with 112,000 individual members, 1,500 affiliated clubs in the UK and 2,400 affiliated training centres ranging across 58 countries. The structure of our organisation provides an opportunity to directly influence our membership and affiliated organisations with respect to sustainability and biodiversity issues. Current activities that will assist the RYA in delivering this strategy include club & training centre Affiliation, The Green Blue and the Planning & Environment advice service.

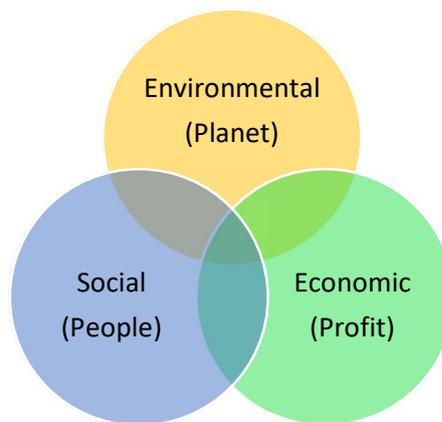
The RYA is recognised globally as a leader in recreational boating from training, technical, economic and elite sport perspectives. This gives the RYA a unique ability to shape the future of recreational boating through its influence across the sector, including through its membership of World Sailing and the European Boating Association and its partnerships with industry bodies such as British Marine.

2.4. Balancing Environmental, Social and Economic aspects

The classic definition of sustainable development in a human context is “Meeting the needs of the present without compromising the ability of future generations to meet their own needs” (Brundtland Commission, 1987). This inter-generational, people-focused definition still stands up to scrutiny.

This was subsequently translated into the “three legged stool” or “triple bottom line”, where sustainability is at the centre of a successful balance between environmental, social and economic influences:

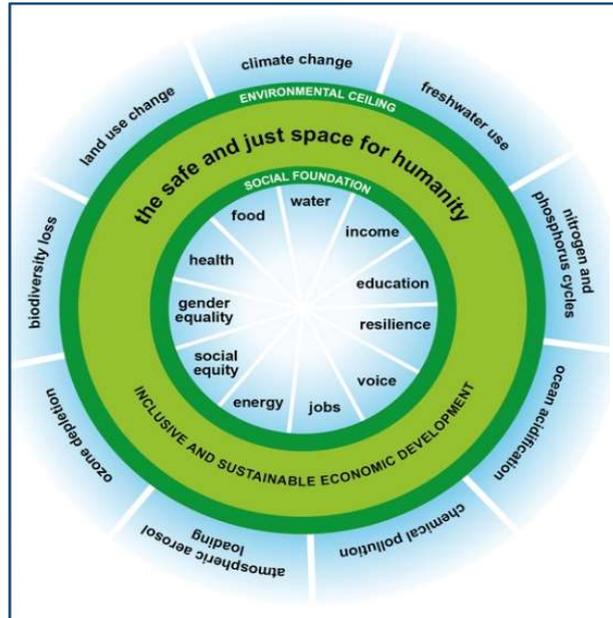
Figure 1: The Triple Bottom Line



To balance these demands, we need to recognise that both the environmental and social aspects have “tipping points” beyond which degradation and decline are inevitable. The economic aspect, by contrast, is traditionally focused on continual growth, with no recognition of limits.

A more recent view of a sustainable world is given by the “doughnut” economic model. This considers a successful economy as one that is designed to deliver on the social and environmental needs of humanity, and indicates progress towards that model by visualising under- and over-shooting the core doughnut:

Figure 2: The Doughnut Economics Model (Raworth, 2017)



This model incorporates the idea that the limiting factors are social and environmental, with the economic aspect being modified to achieve sustainability in all three. At the time of writing, this approach is being taken up in Amsterdam to help develop a more sustainable economy on emergence from the Covid-19 lockdown. (Raworth, 2020)

This strategy attempts to balance these needs through proposals for embedding critical thinking within teams and the development of a range of baselines, targets, policies, procedures, reporting and auditing.

3. Objectives

In order to contribute to the Vision of a Sustainable UK Recreational Boating Sector, we have set the following Objectives.

These Objectives are tied in both to our existing commitments, and to the recognition that there are significant global challenges to which the RYA can contribute in terms of education, influence and direct mitigating actions.

3.1. Environmental Policy Statement

High level environmental objectives are stated in the existing Environmental Policy Statement, a copy of which can be found at Appendix 2:

Control

- Maintain a register of relevant legislation to ensure legal compliance
- Work towards implementing an Environmental Management System which conforms to ISO14001
- Manage our use of chemicals and ensure effective storage to reduce the risk to the environment
- Minimise our use of fossil fuels, and hence our climate impact, through effective use and maintenance of our vehicle and boat fleet and through energy efficiency measures in our buildings
- Follow the Waste Hierarchy: reducing, re-using and recycling our waste where reasonably practicable through a variety of onsite and offsite recycling facilities, minimising the impact of residual waste through responsible disposal
- Include environmental and ethical considerations in purchasing decisions wherever practicable
- Set realistic objectives and targets for environmental performance, and monitor and review our environmental performance annually to demonstrate our commitment to continual improvement
- Review this policy statement on an annual basis

Manage

- Ensure effective working practices are in place to reduce the risk of pollution and control risks from environmental hazards during events organised by the RYA

Influence

- Engage with and communicate the importance of environmental good practice to our employees, members, suppliers and other stakeholders and support them where practicable in improving their own environmental performance
- Annually report on progress to our stakeholders and to the wider public

3.2. Principles of the UN Global Compact

As a signatory to the UN Global Compact, we are committed to supporting the achievement of the Sustainable Development Goals by 2030, and to abiding by their ten principles, which therefore form additional Objectives:

Human Rights

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and

Principle 2: make sure that they are not complicit in human rights abuses.

Labour

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

Principle 4: the elimination of all forms of forced and compulsory labour;

Principle 5: the effective abolition of child labour; and

Principle 6: the elimination of discrimination in respect of employment and occupation.

Environment

Principle 7: Businesses should support a precautionary approach to environmental challenges;

Principle 8: undertake initiatives to promote greater environmental responsibility; and

Principle 9: encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

3.3. Specific Responses to Global Issues

As a globally respected and responsible organisation that has committed to minimising its environmental impact, supporting the UN Sustainable Development Goals, and to educating and communicating with its stakeholders, the RYA will work on its own behalf and with key partners to produce:

- A pathway to net zero carbon for the RYA
- A pathway to net zero carbon for the recreational boating sector
- Enhanced guidance for boaters that will contribute to maintaining biodiversity and helping vulnerable habitats and species to recover

These far-reaching objectives will address our, and recreational boating's, responsibilities towards the climate and biodiversity emergencies.

4. Strategy and Tactics

4.1. Overall Approach

Embedding

Key to the success of this strategy, and in delivering on the objectives, will be embedding its principles across the organisation. Sustainability cannot be seen as an add-on, delivered by a specialist team.

Our approach of consulting widely with staff, members and clubs is the start of that process to embed sustainability thinking, so that it becomes second nature to consider sustainability when making decisions.



Action 1: Create a network of RYA internal sustainability champions, who will liaise with the sustainability specialists and help each team to consider and address its impacts



Action 2: Train the sustainability champions to ensure that they have sufficient knowledge to address day-to-day issues, and to enable them to act as internal auditors for the proposed Environmental Management System

Action Plan

It is essential that an action plan is produced so that progress can be made and measured. Throughout this strategy actions are highlighted as above and these are collated in section 6 below, alongside the timeframe and responsibilities for each action.

Engagement and Communication

We will use all of the RYA's communication channels to engage our members, affiliates and the wider boating public in delivering our vision.



Action 3: Develop a Communications Plan to Inspire, Inform and Enable all of our stakeholders to engage with this strategy and to maximise its positive impact

Connection to wider RYA Strategy Review

The RYA's next 4-year Strategic Plan will run to March 2025, in line with the requirements from UK Sport. It is anticipated that the sustainability strategy will be referenced by, and incorporated into, the Strategic Plan during its development.

Sustainability should be considered either as a cross-cutting theme at all levels, or fully embedded in all elements of the Strategic Plan.

Tactics

A tactical approach is being taken to significant impacts that have been identified through the stakeholder consultation process. Some actions have therefore already been taken, and these are identified in the relevant sections below.

4.2. Baselineing

An initial assessment of the significance of activities and impacts has been made (see Appendix 5: Common Consultation Themes). This assessment is based on team and club workshops and is the judgement of those present.

A system of formal monitoring will be developed that records our impacts over time so that we can determine significance and trends based on the whole range of RYA activities.



Action 4: In order to formalise impact measurement for future actions, we will collect data on all aspects of our operations in order to set a baseline

The baseline year will be April 2018 to March 2019, with best estimates used for:

- Carbon impact of RYA direct operations
- Carbon footprint of RYA events (estimated)
- Carbon footprint of RYA membership (simple parameters, to be refined over time)
- Waste streams and ultimate destination
- Compliance with existing legislation



Action 5: Develop a monitoring and evaluation model to enable prioritising of actions based on carbon and waste impacts



Action 6: Enrol in an online environmental legislation service to ensure the RYA is aware of all relevant laws and regulations relating to its activities

Baselines will be updated as more information becomes available, to enable valid comparisons with current data and trends to be established.

4.3. Prioritising Actions

Carbon Emissions

Quoting from the UNFCCC “Climate Neutral Now” initiative:

Climate neutrality is a three step process, which requires individuals, companies and governments to:

1. *Measure their climate footprint;*
2. *Reduce their emissions as much as possible;*
3. *Offset what they cannot reduce with UN certified emission reductions.*

Over time the need for offsets is going to decline as energy systems become ever more low carbon, healthy ecosystems like forests expand, and we arrive at a climate neutral world in the second half of the century. (UNFCCC, 2020)

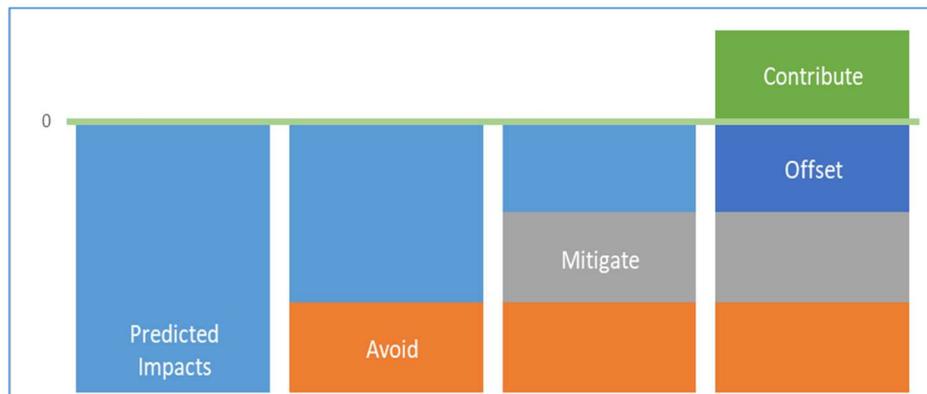
Baselineing using a carbon model will enable the RYA to make decisions based upon a balance between impacts and costs. The following staged approach will be taken:

1. Avoid harmful activities wherever possible
2. Mitigate essential activities that are harmful, either by changing behaviour, improving efficiency, or changing supply choices

3. We will develop a carbon offset policy such that once all activities have been assessed and either avoided or mitigated, we can consider offsetting the remaining impacts through globally recognised organisations
4. Where possible, we will consider contributing to positive impacts through our choices of suppliers and use of our estate, for example through installation of renewable energy

In summary, we will take the following actions to bring our impact to zero, and to ultimately make a net contribution to the environment:

Figure 3: Avoid, Mitigate, Offset, Contribute



Action 7: Once our baseline is agreed, we will set base targets and stretch targets for improvements over the next 4 years (in line with the RYA's main strategy cycle).



Action 8: Report annually on carbon emissions in line with the Streamlined Energy and Carbon Reporting (SECR) protocols (DEFRA, 2019)

Absolute targets will be appropriate for some activities such as office energy consumption, but those directly related to delivery will be set per unit of output.

Biodiversity

The RYA's main vehicle for promoting biodiversity issues to members is The Green Blue. This advice covers pollution prevention, wildlife disturbance and habitat protection.



Action 9: Continue the promotion of wildlife protection through the Green Blue. Review the link between the main themes of the initiative (climate change, pollution, invasive species, etc.) and biodiversity protection

With respect to planning and environment advice, the RYA assists our affiliates in two main areas that have the potential to impact biodiversity:

- Advice to affiliates on planning permission for new developments (e.g. club houses)
- Advising on Marine Management Organisation (MMO) licensing for facilities (e.g. jetties, pontoons, moorings, etc.).
- We also assist with the related requirements of Environmental Impact Assessments and Habitats Regulations Assessments.

The RYA also advises affiliates on the implications of conservation designations for their activities (e.g. Natura 2000 sites, Sites of Special Scientific Interest). This includes avoiding actions which undermine the favourable conservation status of a site, or operations that are potentially damaging to the features of a site.

Present guidance for promoting biodiversity in design and planning includes No Net Loss and Biodiversity Net Gain, where enhancements can be made to a development (e.g. habitat enhancement, planting, conservation of features, use of nest boxes, siting of bat boxes). Primarily these concepts are applied to terrestrial and freshwater areas of developments, and have not been used to enhance marine environments.



Action 10: Promote biodiversity enhancement within our affiliated clubs and training centres through a proactive campaign based on No Net Loss and Biodiversity Net Gain. Develop advice on biodiversity enhancement techniques for marine structures

Currently, the RYA responds to MMO licence applications (renewable energy, aquaculture, marine structures, etc.) from external developers, with a focus on maintaining maritime safety and access. Given the experience within the RYA, it would be possible to expand our responses to promote biodiversity, using The Green Blue and our internal planning and MMO licence advice to members.



Action 11: Develop internal guidance, based upon the Green Blue and MMO licencing consultation guidance, to assist in promoting biodiversity advocacy in RYA responses to consultation

4.4. Carbon Offset

We will annually measure our net carbon impact and, given our membership of the UN Global Compact, place a value on that impact based on their \$100 per tonne target (UN Global Compact, 2016).



Action 12 Develop a formal carbon offset policy that ensures maximum carbon reduction and recognises that, over the period covered by this strategy, there are some RYA activities that cannot be undertaken without emitting carbon

It is important that the carbon offset approach is not used to disguise impacts that could be reduced or mitigated in other ways. The approach of continual improvement, along with valuation at the \$100 per tonne level, will ensure that regular reviews of activities are undertaken to avoid this outcome.

4.5. Aspects that we Control

Facilities

Heating, cooling, lighting, hot water and kitchen facilities in our buildings all contribute significantly to our carbon impacts. The RYA has already switched to a green energy supplier. However, we also need to address any inefficiency within these systems and working methods.

To reduce the workload on existing staff, we should work with an external specialist company to monitor energy use and propose investment projects, with business justification, that will reduce that use.



Action 13: Commission an external service to manage energy supplies and run projects to reduce building energy use



Action 14 Prioritise suitable actions to achieve a 10% reduction in facilities energy use per annum, the target to be reviewed annually

Equipment

The 45 RIBs that the RYA uses for events are all equipped with standard outboard engines. Usage patterns of these should be reviewed and a plan put in place to replace with lower impact propulsion as such equipment becomes viable for our particular use.

Usage patterns of the RIBs, in terms of their location, should also be reviewed with a view to reducing transport time, emissions and / or costs.



Action 15 Review usage patterns and location of RIBs to determine if alternative working methods and propulsion systems are viable and would reduce staff time, engine emissions and /or costs

HR Policies

The RYA already has comprehensive HR policies and staff benefits in place. These will be reviewed to ensure that they comply with all of the Principles of the UN Global Compact.



Action 16: Review HR policies to ensure that they meet all of our commitments under the Ten Principles of the UN Global Compact

Larger organisations are obliged to publish gender pay gap data. The RYA should undertake to publish this data voluntarily, and to take action to address any shortcomings.



Action 17: Publish the RYA's Gender Pay Gap from 2020 onwards, along with an action plan to address any issues identified

The RYA has put significant work into addressing gender balance on committees and within race management, as well as promoting equality of participation. This includes on-going staff training programmes covering unconscious bias and disability awareness (the latter run by our Sailability team). However, further action will be required in order to fully achieve balanced representation from all groups on committees and on the main Board.



Action 18: Develop and implement an action plan to increase participation by underrepresented groups as race officials, on RYA committees and on the RYA Board, along with advice to affiliates to achieve the same goal

Travel

There are two aspects to travel, work-related and commuting. This section address work-related travel, as it falls within the organisation's control. Commuting falls within the management section and is addressed below.

The sustainability workshops have highlighted uncertainty among staff about their ability to balance more sustainable public transport options with the additional cost, and the benefits of time available to work when travelling by public transport as opposed to when driving.



Action 19: Review the expenses policy to ensure that it encourages appropriate behaviour and emphasises more sustainable options

Procurement

Procurement is an activity that can have a significant impact on performance across all aspects of sustainability – economic, environmental and social. The buying power of the RYA represents an opportunity to influence our supply chains to maximise our positive impact, while simultaneously managing costs.

Initially, we will analyse existing patterns of procurement and focus on repeated, large-scale business.

We will develop specific policies for relevant supply chains, such as meeting venues, paper, food, cleaning materials etc. where environmental impacts are identified as significant and suitable alternative supply chains exist.

We will not develop our own assessment tools but will use existing standards to determine product suitability such as FSC, the European eco-label, MARPOL, Ethical Consumer ratings, Fair Trade Foundation and the Soil Association Organic Standard.



Action 20 Create a procurement policy including an approved supplier list; assess suppliers against a range of existing environmental standards and ensure that this is taken into account when sourcing both goods and services

This approach will also cover quality and H&S issues with suppliers, to ensure product suitability and to support future certifications such as the ISO9001 quality standard.

As a Company Limited by Guarantee, the RYA does not have shareholders and all profits are utilised for the benefit of the organisation's members, affiliates and partners.

Promoting the RYA as a not-for-profit company would be of benefit in terms of people's perception of the organisation, and seeking to work with like-minded businesses would enhance our sustainability credentials.

The RYA should therefore consider the ownership model, environmental policy and certifications of suppliers and, where possible, purchase from community interest companies, co-operatives and other not for profit organisations.



Action 21: Include the structure and ownership model of suppliers as one criterion for selection within the procurement policy

Finance

In line with UK law and the Principles of the Global Compact, the RYA has an anti-bribery policy. In order to enhance this and to ensure that all transactions with members, partners, customers, suppliers and affiliates are transparent, we will institute a hospitality register to record all gifts given or received over an agreed value.



Action 22: Extend the anti-bribery policy to institute an open register of hospitality to ensure transparency in the accepting and giving of gifts

To demonstrate to our stakeholders that our accounting policies and approach to taxation are in line with best practice, we will apply for the Fair Tax mark (Fair Tax Mark, n.d.).



Action 23: From 2020/21 accounts onwards, achieve the Fair Tax mark

4.6. Aspects that we Manage

Events

National and International events that are organised by the RYA, including the Dinghy Show, have significant environmental impacts. While visitors will make their own decisions, the RYA can manage staff, the venue and the event itself to minimise impacts, and influence the behaviour of visitors through advice on transport options and, where appropriate, through notices of race and sailing instructions.



Action 24: Work with venues to ensure that all events have a sustainability plan in place, impacts are measured and lessons learned for future events



Action 25: Produce a travel plan for all major events that the RYA organises and set target reductions in emission per capita; support clubs and training centres in preparing plans for their own events



Action 26: Ensure all RYA events are single-use plastic free by the end of 2020

Finance

The RYA has financial reserves, and it invests in pension funds for its staff. Unless we are proactive, these investments could be in businesses that are not aligned with our values or the objectives of this strategy.



Action 27: Review investment policies for reserves and pensions, and ensure that the policies of our investment partners align with our sustainability objectives

Commuting

The challenges of traffic management around Hamble Lane mean that staff are often caught in long delays. The railway station is some distance outside the village and a majority of staff drives to work. This is a wider issue than the RYA can address alone.



Action 28: Work with other businesses on Ensign Way to develop a travel to work plan for the industrial estate and to collectively lobby local councils for improved, more sustainable transport options

4.7. Aspects that we Influence

Sponsors and Member Benefits

Sponsors will have an impact both on the validity of claims to sustainability that the RYA can make, and on the perception of the organisation's commitment to its sustainability goals. Selection of sponsors should therefore bear in mind our sustainability objectives. This is a complex area and one where the overall impact on the organisation will need to be carefully considered.



Action 29: Develop a policy on sponsorship deals to improve alignment with the RYA's sustainability objectives. Review existing sponsorship deals as they fall due.

A related area is that of partners who offer member benefits. Again, these relationships should reflect wherever possible the RYA's sustainability objectives.



Action 30: Develop a policy on member benefits to improve alignment with the RYA's sustainability objectives. Review existing member benefit deals as they fall due.

Wider Industry Sustainability

Zero Carbon

While wider sustainability issues in the recreational boating sector cannot be addressed by the RYA directly, we do have significant influence and a long-standing network of contacts in key organisations at both national and international level. We will work with this network to develop a pathway action plan for zero carbon and zero waste to be delivered by the industry. Issues covered by this plan should include:

- Advanced power systems for propulsion and equipment, including retrofit
- End of life boats, including the legacy fleet
- Equipment and materials selection, waste and recycling
- Behavioural change in respect of vulnerable habitats and species
- Pollution and invasive species control

This will be a particularly challenging piece of work, which the RYA will be unable to undertake alone. However we will use our influence to help to direct the development of this plan.



Action 31: Work with our partners including British Marine, ICOMIA, the European Boating Association, World Sailing and the IOC to develop a zero carbon pathway for the recreational boating sector, to be delivered by 2030

Zero Waste

The wider industry has a significant impact on waste streams as well as on carbon emissions. Many of the high-tech materials used in modern vessels, along with maintenance and in-use processes, can result in waste streams being generated.

The pathway will take the model of the circular economy as its starting point and will work with our partners to set out a clear plan of action.



Action 32: Work with our Industry partners to develop a zero waste pathway for the recreational boating sector, to be delivered by 2030

Zero Pollution

There are three aspects to pollution from recreational boating. In use, vessels discharge grey and black water and are regularly cleaned with various products. During refuelling and general maintenance accidental discharges of fuels may occur. During annual maintenance, in particular the removal and reapplication of antifouling, water may be polluted with invasive species and harmful chemicals. These three aspects can only be addressed through a whole industry approach.



Action 33: Work with our Industry partners to develop a zero pollution pathway for the recreational boating sector, to be delivered by 2030

The Green Blue

Outreach

It is important that we continue to help people to make straightforward choices through provision of guidance, information, training and direction through policy. The Green Blue has been providing guidance on sustainability and raising awareness of environmental best practice for 15 years.



Action 34 Continue to work with British Marine to develop The Green Blue resources to assist boat users, clubs and training centres alongside the wider industry



Action 35 Provide guidance to staff to aid decisions in their personal as well as work life

Funding

In its current form, and with its current work programme, The Green Blue is adequately funded in terms of materials and equipment. However, its activities are limited by the time resource available. Winning the World Sailing 11th Hour Racing Sustainability Award 2019 has raised the profile of The Green Blue and provided seed money to start to address this issue.



Action 36 Create a UK-wide TGB volunteer network, with a national co-ordinator, to increase outreach capability and measure impact, using approaches in line with recent research for RYA club volunteers

Securing the future of The Green Blue’s funding, and widening the base of that funding, requires us to consider the legal structure of the programme.



Action 37 Expand the number of partners involved in funding The Green Blue, in order to expand operations and increase resilience



Action 38 Review the legal structure of The Green Blue, and consider whether charitable status would help its future development and fundraising

Training

Embedding sustainability messages and sustainable approaches into all of our training programmes is likely to have a significant impact, given the 250,000 participants annually.

The RYA will ensure that training programmes embed issues such as wildlife disturbance, habitat loss, pollution and energy use within existing curricula. This approach ensures that sustainability is fully embedded as an element of good practice and does not require additional time within the training programme.



Action 39 The Training Department and the Sustainability Team to work together to ensure best practice from a sustainability perspective is embedded in courses as existing courses are reviewed and new courses developed

Training centres around the world that are accredited to RYA standards are required to meet certain basic criteria. Accreditation requirements will be updated over time to increase the emphasis on sustainability criteria.

4.8. Partnerships

A key partnership is The Green Blue, the RYA's joint programme with British Marine, which promotes environmental education and provides resources and advice to recreational boaters and the wider boating industry. This partnership has been in place for 15 years at the time of writing and an agreement is already in place to continue the great work of the programme through to 2022.

Many organisations are working on sustainability issues, and the RYA should not repeat the work of others. Furthermore, the RYA only represents part of the large recreational boating sector and will need to work with others to deliver our vision.

In order to deliver this strategy in a timely and cost efficient way, it is necessary to partner with those organisations and to use their expertise and networks to amplify our own. Current partners are listed here where not covered in discussions above. Others will be added over time.

Outreach

Existing partners for outreach include The Final Straw Solent for action on ocean plastics, the British Universities Sailing Association for work with students and the Aero Class Association for boat users.

Training, Professional and Networking Bodies

The RYA is a member of the Fit for the Future network, which provides opportunities for shared learning, information and training for sustainability professionals.

Members of the Sustainability Team are encouraged to move towards full professional membership of the Institute of Environmental Management and Assessment.

Members of the team are encouraged to update their knowledge through CPD and attendance at relevant conferences, seminars, webinars etc.

Procurement

Opportunities arise through our procurement partners to further amplify our actions. The switch to Ecotricity as our main energy supplier is a good example where they offer incentives for other organisations and individuals to switch to a green energy tariff.



Action 40: Work with our partner Ecotricity to encourage clubs, training centres, members and staff to switch to a green energy supplier



Action 41: Direct energy switching partner benefits towards The Green Blue in order to amplify their impact

International Bodies

Membership of the UN Global Compact gives us access to internationally-recognised advice and case studies to help us to develop our thinking.

The RYA has also signed up to the UNFCCC Sports for Climate Action Network which, along with their partnership with the British Association for Sustainability in Sport (BASIS) gives access to a wide network of professionals within the sporting community. This relationship will be developed further to tie the RYA's objectives in with global plans for our sport.

Biodiversity

The RYA furthers the promotion of biodiversity through the Green Blue, providing planning and environmental advice to affiliated clubs and training centres, and engaging with partnerships promoting sustainable boating.

The RYA has partnered with Natural England, the Ocean Conservation Trust and other bodies to deliver the LIFE ReMEDIES project (Reducing and Mitigating Erosion and Disturbance Impacts affecting the Seabed).



Action 42: Continue to work with the LIFE ReMEDIES partnership and others to enable the RYA to minimise the recreational boating impact on, and to maximise the enhancement and promotion of, biodiversity

5. Audit and Review

5.1. Reporting

The Sustainability Team will develop data recording systems to ensure that all significant aspects are measured and reported upon. In order to demonstrate compliance and to ensure independent audit, the following will be put in place:

Aspects that we *Control*



Action 43: An Environmental Management System will be put in place that complies with ISO14001 and the system will be externally audited in line with that standard

Aspects that we *Manage*



Action 44: An Event Management System will be put in place that complies with ISO20121 and the system will be audited either internally or via a key partner such as World Sailing.

Aspects that we *Influence*

Membership of sustainability programmes including the UN Global Compact and Fit for the Future require us to report annually on performance against broad sustainability objectives. These memberships will be maintained and the annual reports made available through the RYA's website as well as those of the programmes themselves.

Reporting to Members and Other Stakeholders

The RYA's Planning and Sustainability Committee (PSC) meets at least three times per year. Members of the Committee have a broad range of experience as planning specialists, officers with statutory environmental bodies, legal advisers, environmental specialists, and as sailors. They provide an external view of activities and useful advice to the team as needed.

Formal annual reporting is required to:

- Communicate with all stakeholders in the form of a review of actions and progress as part of the ISO14001 framework
- Contribute to an annual Statement of Commitment and Communication on Progress for the UN Global Compact
- Contribute to the Fit for the Future energy framework

A summary of the sustainability annual review will be incorporated into the RYA's Annual Report and Accounts.



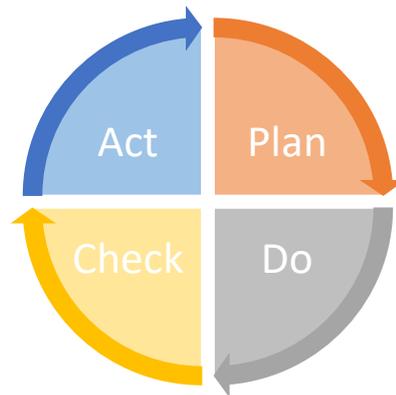
Action 45: Include reporting on progress with our sustainability objectives within the Annual Report and Accounts from 2021 onwards

5.2. Continual Improvement

All ISO management standards, whether for Quality, Environment, Health & Safety or other aspects of a business, require an approach of continual improvement. This is shown in the Plan, Do, Check, Act cycle below.

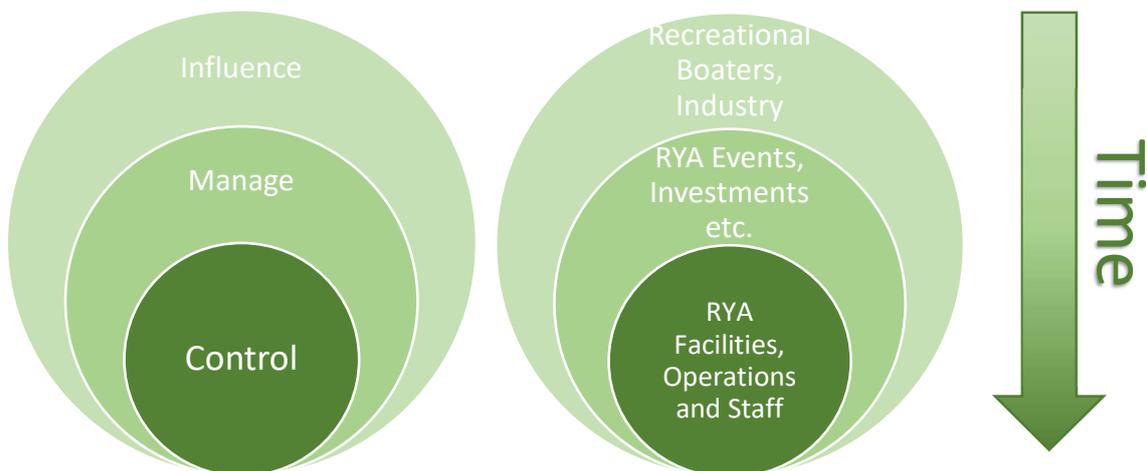
The concept requires the setting of increasingly challenging targets over time, in order to demonstrate continual improvement.

Figure 4: Continual Improvement Cycle



The other aspect of continual improvement is gaining increased management control over significant impacts by moving elements of our activities from influencing to management, and from management to control. This will be achieved over the longer term by increasing the expectations that we have of our supply chain and affiliated organisations.

Figure 5: Continual Improvement – Levels of Control



6. Initial Action Plan

The table overleaf collates all of the actions identified within the strategy, and allocates a timeline along with suggested participants. This action plan will form the basis of setting team and individual sustainability goals. Internal reporting will be quarterly, with external reporting annually in line with Section 5 above.

These initial actions are for delivery in the first 12-18 months of the strategy's existence. This action plan will be reviewed annually and revised to ensure that the strategy remains on track and in line with the latest scientific understanding of the issues to be addressed. Inputs to that review and revision process will be:

- A progress review of this action plan
- Reports from ISO14001 and ISO20121 audits
- Outputs from consultation with stakeholders
- Recent scientific studies on actions required to achieve international targets, particularly reports from the Intergovernmental Panel on Climate Change and the Convention on Biological Diversity
- New and revised environmental legislation

Note: some target dates have been altered from the first draft to accommodate currently known impacts on working patterns and resource availability caused by Covid-19. An intermediate review will be required as further changes are made to UK Government guidelines on working, and as financial matters are resolved.

Key

- | | |
|--|--|
| A: Accountable, make sure the work is done | R: Responsible, undertake the work |
| C: Consult, provide input | I: Inform, keep informed of progress and actions |

Ref	Relevance	Action	Timeframe	Sustainability Team	Exec / Board	Finance	HR	Racing	Sport Dev	Training & Pubs	Facilities	Membership
1.		Create a network of RYA internal sustainability champions, who will liaise with the sustainability specialists and help each team to consider and address its impacts	Dec-20	RA								
2.		Train the sustainability champions to ensure that they have sufficient knowledge to address day-to-day issues, and to enable them to act as internal auditors for the proposed Environmental Management System	Mar-21	RA								
3.		Develop a Communications Plan to Inspire, Inform and Enable all of our stakeholders to engage with this strategy and to maximise its positive impact	Sep-20	RA								
4.		In order to formalise impact measurement for future actions, we will collect data on all aspects of our operations in order to set a baseline	On-going	RA								
5.		Develop a monitoring and evaluation model to enable prioritising of actions based on carbon and waste impacts	Dec-20	RA								
6.		Enrol in an online environmental legislation service to ensure the RYA is aware of all relevant laws and regulations relating to its activities	Jun-20	RA								
7.		Once our baseline is agreed, we will set base targets and stretch targets for improvements over the next 4 years (in line with the RYA's main strategy cycle)	Dec-20	RA		C	C	C	C	C	C	C
8.		Report annually on carbon emissions in line with the Streamlined Energy and Carbon Reporting (SECR) protocols (DEFRA, 2019)	Mar-21	RA							C	

Ref	Relevance	Action	Timeframe	Sustainability Team	Exec / Board	Finance	HR	Racing	Sport Dev	Training & Pubs	Facilities	Membership
9.		Continue the promotion of wildlife protection through the Green Blue. Review the link between the main themes of the initiative (climate change, pollution, invasive species, etc.) and biodiversity protection	Ongoing	RA								
10.		Promote biodiversity enhancement within our affiliated clubs and training centres through a proactive campaign based on No Net Loss and Biodiversity Net Gain. Develop advice on biodiversity enhancement techniques for marine structures	Sep-20	RA								
11.		Develop internal guidance, based upon the Green Blue and MMO licencing consultation guidance, to assist in promoting biodiversity advocacy in RYA responses to consultation	Sep-20	RA								
12.		Develop a formal carbon offset policy that ensures maximum carbon reduction and recognises that, over the period covered by this strategy, there are some RYA activities that cannot be undertaken without emitting carbon	Dec-20	RA		C					C	
13.		Commission an external service to manage energy supplies and run projects to reduce building energy use	Dec-21	C		A					R	
14.		Prioritise suitable actions to achieve a 10% reduction in facilities energy use per annum, the target to be reviewed annually	Dec-20	C		A					R	
15.		Review usage patterns and location of RIBs to determine if alternative working methods and propulsion systems are viable and would reduce staff time, emissions and /or costs	Dec-20	C				RA	R			

Ref	Relevance	Action	Timeframe	Sustainability Team	Exec / Board	Finance	HR	Racing	Sport Dev	Training & Pubs	Facilities	Membership
16.		Review HR policies to ensure that they meet all of our commitments under the ten principles of the UN Global Compact	Sep-20	C			RA					
17.		Publish the RYA's Gender Pay Gap from 2020 onwards, along with an action plan to address any issues identified	Sep-20	I			RA					
18.		Develop and implement an action plan to increase participation by underrepresented groups as race officials, on RYA committees and on the RYA Board, along with advice to affiliates to achieve the same goal	Mar-21	I	RA		C	R	R			
19.		Review the expenses policy to ensure that it encourages appropriate behaviour and emphasises more sustainable options	Sep-20	C		RA						
20.		Create a procurement policy including an approved supplier list; assess suppliers against a range of existing environmental standards and ensure that this is taken into account when sourcing both goods and services	Dec-20	C		RA						
21.		Include the structure and ownership model of suppliers as one criterion for selection within the procurement policy	Dec-20	C		RA						
22.		Extend the anti-bribery policy to institute an open register of hospitality to ensure transparency in the accepting and giving of gifts	Jun-20	C		RA						
23.		From 2020/21 accounts onwards, achieve the Fair Tax mark	Mar-21	I		RA						
24.		Work with venues to ensure that all events have a sustainability plan in place, impacts are measured and lessons learned for future events	Sep-20	AC				R	R	R		R

Ref	Relevance	Action	Timeframe	Sustainability Team	Exec / Board	Finance	HR	Racing	Sport Dev	Training & Pubs	Facilities	Membership
25.		Produce a travel plan for all major events that the RYA organises and set target reductions in emission per capita; support clubs and training centres in preparing plans for their own events	Dec-20	C				R	RA			
26.	 	Ensure all RYA events are single-use plastic free by the end of 2020	Dec-20	C				R	RA			
27.	 	Review investment policies for reserves and pensions, and ensure that the policies of our investment partners align with our sustainability objectives	Mar-21	C	RA	C						
28.	 	Work with other businesses on Ensign Way to develop a travel to work plan for the industrial estate and to collectively lobby local councils for improved, more sustainable transport options	Dec-21	RA	C							
29.	 	Develop a policy on sponsorship deals to improve alignment with the RYA's sustainability objectives. Review existing sponsorship deals as they fall due	Dec-20	C	A			R				
30.	 	Develop a policy on member benefits to improve alignment with the RYA's sustainability objectives. Review existing member benefit deals as they fall due	Sep-20	C								RA
31.	 	Work with our partners including British Marine, ICOMIA, the European Boating Association, World Sailing and the IOC to develop a zero carbon and zero waste pathway for the recreational boating sector, to be delivered by 2030	Dec-21	RA				C				
32.	 	Work with our Industry partners to develop a zero waste pathway for the recreational boating sector, to be delivered by 2030	Dec-21	RA								

Ref	Relevance	Action	Timeframe	Sustainability Team	Exec / Board	Finance	HR	Racing	Sport Dev	Training & Pubs	Facilities	Membership
33.		Work with our Industry partners to develop a zero pollution pathway for the recreational boating sector, to be delivered by 2030	Dec-21	RA								
34.		Continue to work with British Marine to develop The Green Blue resources to assist boat users, clubs and training centres alongside the wider industry	On-going	RA								
35.		Provide guidance to staff to aid decisions in their personal as well as work life	Sep-20	RA								
36.		Create a UK-wide TGB volunteer network, with a national co-ordinator, to increase outreach capability and measure impact, using approaches in line with recent research for RYA club volunteers	Dec-20	RA								
37.		Expand the number of partners involved in funding The Green Blue, in order to expand operations and increase resilience	Jun-21	RA								
38.		Review the legal structure of The Green Blue, and whether charitable status would help its future development and fundraising	Jun-21	RA	C	C						
39.		The training Department and the Sustainability Team to work together to ensure best practice from a sustainability perspective is embedded in courses as existing courses are reviewed and new courses developed.	Jun-20 to Mar-23	C					RA			
40.		Work with our partner Ecotricity to encourage clubs, training centres, members and staff to switch to a green energy supplier	Sep-20	RA						C		C
41.		Direct energy switching partner benefits towards The Green Blue in order to amplify their impact	Sep-20	RA								

Ref	Relevance	Action	Timeframe	Sustainability Team	Exec / Board	Finance	HR	Racing	Sport Dev	Training & Pubs	Facilities	Membership
42.		Continue to work with the LIFE ReMEDIES partnership and others to enable the RYA to minimise the recreational boating impact on, and to maximise the enhancement and promotion of, biodiversity	To 2023	RA								
43.		An Environmental Management System will be put in place that complies with ISO14001 and the system will be externally audited in line with that standard	Mar-21	RA	C	C	I	C	C	C	C	C
44.		An Event Management System will be put in place that complies with ISO20121 and the system will be audited either internally or via a key partner such as World Sailing	Dinghy Show 2021	RA				C	C	C		C
45.		Include reporting on progress with our sustainability objectives within the Annual Report and Accounts from 2021 onwards	Mar-21	R		A						

Action Plan Version Control¹

Version	Drafted by	Reviewed by	Approved by	Date of Approval / re-approval	Review Date
1.0	Phil Horton	Planning and Sustainability Team, PSC Chair, Head of Sustainability World Sailing	Sarah Treseder	16 th June 2020	May 2021

¹ Note: original Sustainability Strategy document contains V 1.0 of the Action Plan.

Appendix 1: Key

Margin symbols are used throughout to indicate links from actions highlighted in the strategy to the UN Sustainable Development Goals and the People-Planet-Profit model of sustainability.

	No Poverty		Reduced Inequalities
	Zero Hunger		Sustainable Cities & Communities
	Good Health & Well-being		Responsible Consumption & Production
	Quality Education		Climate Action
	Gender Equality		Life Below Water
	Clean Water & Sanitation		Life on Land
	Affordable & Clean Energy		Peace, Justice & Strong institutions
	Decent Work & Economic Growth		Partnerships for the Goals
	Industry, Innovation & Infrastructure		



People



Planet



Profit

Appendix 2: Environmental Policy Statement



Environmental Policy Statement

The RYA recognises that the protection of the environment is an integral part of our business and a prime responsibility of management at every level. Our members enjoy the experience of boating in a clean environment and we want to ensure that they continue to be able to do so. We believe that environmental damage is avoidable so will do everything that is reasonably practicable to prevent it.

All RYA employees are responsible for managing the organisation's impact on the environment and minimising the resulting effects whenever possible.

The Directors and Managers of the RYA will provide necessary resources including finance, personnel, training and equipment, to ensure that our environmental management arrangements are implemented effectively.

We will comply with applicable environmental legislation, prevent pollution, identify and minimise risks to the environment posed by our operations, and ensure continuous improvement in our performance

In order to manage and improve our environmental performance we will:

Control our own impacts

- maintain a register of relevant legislation in order to ensure legal compliance
- work towards implementing an Environmental Management System which conforms to ISO14001
- manage our use of chemicals and ensure effective storage to reduce the risk to the environment
- minimise our use of fossil fuels, and hence our climate impact, through effective use and maintenance of our vehicle and boat fleet and through energy efficiency measures in our buildings
- follow the Waste Hierarchy: reducing, re-using and recycling our waste where reasonably practicable through a variety of onsite and offsite recycling facilities, minimising the impact of residual waste through responsible disposal
- include environmental and ethical considerations in purchasing decisions wherever practicable
- set realistic objectives and targets for environmental performance, and monitor and review our environmental performance annually to demonstrate our commitment to continual improvement
- review this policy statement on an annual basis

Manage the impact of events and activities that we organise

- ensure effective working practices are in place to reduce the risk of pollution and control risks from environmental hazards during events organised by the RYA

Influence others

- engage with and communicate the importance of environmental good practice to our employees, members, suppliers and other stakeholders and support them where practicable in improving their own environmental performance
- annually report on progress to our stakeholders and to the wider public

Signed:

Date:

29th July 2019

Sarah Treseder, CEO

Version 1 Original Approval July 2019

Appendix 3: Implementation Tools

	Control	Manage	Influence
People (Social)	<ul style="list-style-type: none"> HR Policies Finance Policies ISO18001 Equality & Diversity Policies 	<ul style="list-style-type: none"> Procurement Policy Safeguarding Policy Equality & Diversity Policies 	<ul style="list-style-type: none"> Procurement Policy Affiliation & Recognition requirements Partnership & Sponsor requirements Transparent Reporting
Planet (Environmental)	<ul style="list-style-type: none"> ISO14001 Procurement Policy Expenses Policy 	<ul style="list-style-type: none"> ISO14001 ISO20121 Procurement Policy Lift share app 	<ul style="list-style-type: none"> The Green Blue Affiliation & Recognition requirements Procurement Policy Partnership & Sponsor Agreements Transparent Reporting
Profit (Economic)	<ul style="list-style-type: none"> Procurement Policy Anti Bribery Policy Hospitality Register 	<ul style="list-style-type: none"> Procurement Policy Pensions and Reserves Investment Policies 	<ul style="list-style-type: none"> Procurement Policy Partnership and Sponsor Agreements Transparent Reporting

Appendix 4: Consultation with Stakeholders

Each 45-60 minute session consisted of an initial presentation followed by discussion around issues, priorities and actions. Each session opened with a brief context-setting video featuring the voice of Julia Roberts as Mother Nature (Conservation International, n.d.). 200 people were included in 22 sessions.

Appendix 5 has a summary of the issues raised and discussed.

Staff

Cruising, Legal & Government Affairs 24th September 2019 – 13 people²

Howard Pridding	Kate Fortnam	Duncan Savage
Carol Paddison	Andrew Norton	Eleanor Cuff
Mandy Peters	Olivia Wells	Bernie Yockney
Jo Moulton	Phil Horton	Jackie Reid
Andrea Gates		

Central Services, 16th October 2019 – 6 people

Dave Strain	Jon Jarvis	Andy Galvin
Lisa Rogers	Rod Annetts	John Dyke

Sports Development 5th November 2019 – 11 people

Susie Nation-Grainger	Celia Edgington	Victoria Lenz
Cat Ferguson	Hannah Cockle	Michelle Gent
Melissa Chapman	Charlotte Buchanan	Gareth Brookes
Joff McGill	Alistair Dickson	

Training and Publications 7th November 2019 – 15 people

Richard Falk	Jane Hall	Beth Ingason
Anthea Lovell	Vaughan Marsh	Sarah Pavey
Isabel Mason	Steen Ingerslev	Rachael Upton
Becky Gilbert-Wood	Justine Bowman	Chloe Andrews
Mollie Knowlden	Amy Frampton	Olivia Wright

Digital & Communications 29th November 2019 – 10 people

Craig Bennion	Brad Coulson	Margarita Tsakiridou
Victoria Herrick	Loretta Spridgeon	Ben Holloway
James Eaves	Tarek Baba	Gavin Brooks
Robyn Kill		

CEO Office 3rd December 2019 – 3 people

Sarah Treseder, CEO	Jude Rose	Rose Maynard
---------------------	-----------	--------------

Membership 5th December 2019 – 4 people

Conor Swift	Deb Cornick	Emma Slater
Natalia Wiewiora-Hawkins		

² Where people attended more than one session, they are counted in the first session attended

Racing 6th January 2020 – 28 people

In Person:

Ian Walker	Niall McLeod	Sara Lumholdt
Anna Warren	Hollie Cornell	Julie Stanley
Jess Beecher	Will Carson	Jo Busson
Mark Nicholls	Charlie MacKean	Alex Wardall
Olivia Risk	George Zavos	Beth McKellar
Adam Parry	Richard Aspland	Mark Robinson
Sarah Marjoram	Jacqui Roberts	Rebecca Evans
David Mellor	Cherie Dodd	

Dialling in:

Duncan West	Tim Hall	Debbie Woof
Chris Atherton	Paul Wren	

RYA Scotland 10th January 2020 – 6 people

James Allan	Pauline McGrow	Marc Turner
Matt Toynebee	Robin Nicol	Nikki Stewart

Regional Development Officers 15th January 2020 – 8 people

Gareth Brookes	Robbie Bell	Sam Usher
Rob Howlett	Steve Mitchell	Adam McGovern
Susie Moore	Ben Hodgson	Nikki Stewart
Ailsa Muskett		

Northern Ireland, 24th February 2020 – 6 people

David Williams, Treasurer	Jackie Patton, Chair	James Farrell, Performance Manager
Mary Martin, RDO	Lisa McCaffrey Active Clubs	
Richard Honeyford, COO	Gayle Logan, Admin	Roy Totten, Board

Wash-up session 12th February 2020 – 9 people

Hafsa Bibi	Megan Power	Lucy McGregor
Stuart Carruthers	Emma Muddiman	Rachel Andrews
Craig Burton	Helen Stainsby	Tracey Knubley

Sailability Development Team, 1st April 2020 – 7 people

Joff McGill	Connie LeBrun	Leon Ward
Brett Cokayne	Melissa Chapman	Sarah Stibley
Jane Ellison	James Wheeldon	

RYA Committees

Planning and Sustainability Committee and Regional Support Network 24th October 2019 -19 people

PEC Committee and Corresponding Members (in person):

Steve Arnold	Jonathan Bailey (Chair)
Howard Potter	Tanya Ferry
Peter Cardy (Chair CGAC)	Robert Willows
Stephen Jenkinson	

PEC Committee and Corresponding Members (dialling in):

Steve Axford Hanna Nuutilla

Regional Support Network (in person):

Nick Taylor (North East) Bob Calver (East)
Paul Rayner (South East) David Williams (Northern Ireland)
John Eddington (Wales) Mike Butterfield (Wales)
George Crowe (London) Gerard Downes (South)

Regional Support Network (dialling in):

Dave Curno (South West)

In attendance:

Kate Fortnam The Green Blue Campaign Manager
Olivia Wells RYA Sustainability Officer
Duncan Savage RYA Planning and Environmental Officer
Phil Horton RYA Environment and Sustainability Manager
Howard Pridding RYA Director of External Affairs
Victoria Herrick RYA Director of Strategy
Graham Russell RYA Scotland Planning and Environmental Officer

Cruising and Government Affairs Committee, 12th November 2019 – 9 people

Peter Cardy (Outgoing Chair) Phil Aspey (Incoming Chair)
Howard Pridding (RYA staff) Phil Horton (RYA staff)
Stuart Carruthers (RYA staff) Loretta Spridgeon (RYA staff)
Carol Paddison (RYA staff) Emma Cotton (RYA staff)
Paul Bishop (Standing Member) Giles Paxman (Standing Member)
Lynda Towers (RYA Scotland) Siobhan Kenny (Standing Member)
Tony Hockley (Standing Member) Gus Lewis (Standing Member)

Affiliated Club Conferences

South West, 9th November 2019 – 5 people

First meeting, no formal record kept of attendees

Midlands, 16th November 2019 – 5 people

Maria Zoche, Chelmarsh Sailing Club Beryl Reed, Heart of England Offshore Cruising Association
Geoff Johns, Shustoke SC Jane Thorpe, Toddbrook SC
Neil Patrick, Cransley SC

South, 17th November 2019 – 9 people

Edwina Acaon, Hayling Island Sailing Club Michelle Ansell, Royal Lyminster Yacht Club
Deborah Boles, Ashlett Sailing Club Linda Bryant, Brading Haven Yacht Club
Gareth Griffiths, Lyminster Town Sailing Club Joyce Martin, Gurnard Sailing Club
Mark Moranne, Dell Quay Sailing Club Brian O'Leary, Gerrards Cross Sailing Association
Emily Robertson, Royal Southern Yacht Club

London and South East – 8 people

Tracy Cousins, Minnis Bay Windsurfing Club Graham Eaton, Newhaven Yacht Club
Brian Lamb, Wilsonian Sailing Club Mark Rose, Varne Watersports Centre

Elena Setterfield, KSSA
Diana Thompson, Crawley Mariners Yacht Club

Bernard Smith, Wilsonian Sailing Club
Richard Turnnidge, Minnis Bay Windsurfing Club

East, 23rd November 2019 – 11 people

Tom Clayton, Shotley SC
Doug Macewen, RYA East Region
Keith Miller, Hickling Windsurfing Club
Philip Naylor, Orwell YC
Richard Wright, Hertford County YC
Jonathan Bolton, Coldham Hall SC
Alison Moore, Aldeburgh YC

Peter Cox, Shotley SC
Ian Menzies, Royal Harwich YC
Di Munro, Slaughden SC
Philip Peaston, Hickling Windsurfing Club
Bob Calver, RSN East Region
Howard Pridding, RYA HQ

North East, 30th November 2019 – 1 person

Simon Webb, South Pennine Boat Club

North West, 1st December 2019 – 8 people

Harriot Pullman, Hollingworth Lake Sailing Club
Jeremy Myers, Royal Mersey Yacht Club
Michael Moore, Bassenthwaite
Colin Howard, Fiddlers Ferry Sailing Club

David Greenall, Pilkington Sailing Club
Joe Hitchen, Wigan Sailing Club
Adam McGovern, RYA North West Region
Richard Corner, Fiddlers Ferry Sailing Club

World Sailing

Dan Reading 19th March 2020

Appendix 5: Common Consultation Themes

		Cruising, Legal and Government Affairs	Support Services	Sports Development	Training & Publications	Digital & Communications	CEO Office	Membership	Racing	RDOs	CGAC	PSC and RSNS	Club Conferences	RYA Scotland	Whash up Session	Sailability	World Sailing	RYA Northern Ireland	Control / Manage / Influence	OVERALL SIGNIFICANCE ³
	Number present ⁴	13	6	11	15	10	3	4	28	8	9	19	45	6	9	7	1	6		200
Travel	Staff work travel ⁵	H	H	H	M	H	H	L	XH	H	H	H	H	H	H	H		H	C	H
	Commuting	M		M		H	H	H	H		H				H				M	H
	Customer & Event Travel			M	H				H	H			H	H		M	H		I	H
	RYA RIB Transport								H	H		H		H				L	C	M
Procurement	Paper & Printing	M	M		H	M	H		M	M				L	H			L	C	M
	Staff facilities ⁶					M	M	M						L	M				C	M
	Partners / sponsors					M		M	M							H	H		CI	M
	General Procurement		H																CI	H
Energy	Office Energy Use, inc. data centres		H			H	M	H	H			M			H				C	H
	Wider Sport Energy Use						M				H		H			M	H		I	H
	RYA RIB fuel use								M			H				M	M		M	M
Waste	Events Waste		M	H	M	M				M			H		H		H	H	M	M
	Wider Sport Waste						H		M		M		H	M		M			I	H
	Plastics		L	H	M			M	M				M	M	M		M	L	M	M
	Office Waste		M				M	M						L	L			L	C	M
	End of Life Boats									H	H	H		M		H	H		I	H

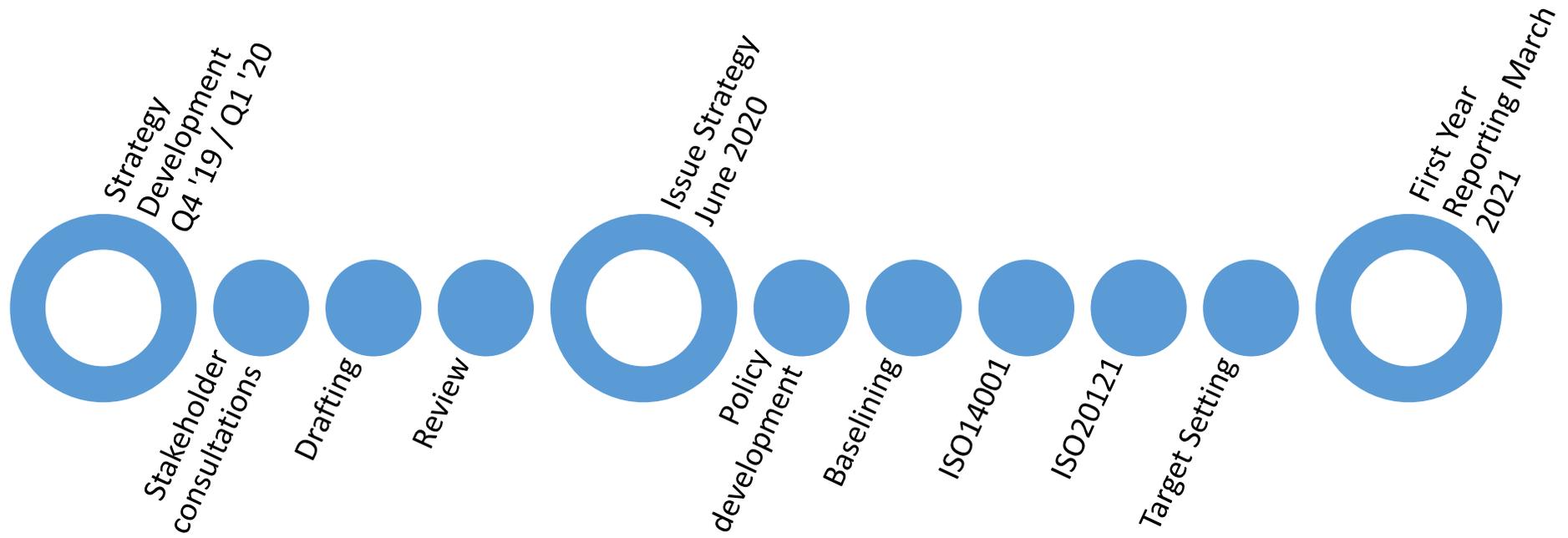
³ The overall impact is based on the whole organisation, or the wider sport where relevant. Some issues only appear once or twice, but are still considered high impact overall.

⁴ Where people attended more than one session, they are included in the count for the first session attended.

⁵ Each team noted potential impacts as High, Medium or Low

⁶ Including canteen equipment and snacks etc.

Figure 6: Strategy Development and Delivery Timeline to end Q1 2021



Appendix 6: Bibliography

Brundtland Commission, 1987. *Our Common Future*, s.l.: Oxford University Press.

Climate Emergency UK, 2020. *List of Councils who have declared a Climate Emergency*. [Online]
Available at: <https://www.climateemergency.uk/blog/list-of-councils/>
[Accessed 18 3 2020].

Conservation International, n.d. *Conservation International*. [Online]
Available at: <https://www.conservation.org/nature-is-speaking/julia-roberts-is-mother-nature>
[Accessed 05 03 2020].

DEFRA, 2011. *Biodiversity 2020: A strategy for England's wildlife and ecosystem services*. [Online]
Available at:
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/69446/pb13583-biodiversity-strategy-2020-111111.pdf
[Accessed 30 4 2020].

DEFRA, 2019. *Environmental Reporting Guidelines*. [Online]
Available at:
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/850130/Env-reporting-guidance_inc_SECR_31March.pdf
[Accessed 2 3 2020].

DOENI, 2015. [Online]
Available at: <https://www.daera-ni.gov.uk/sites/default/files/publications/doe/natural-policy-biodiversity-strategy-to-2020-2015.pdf>
[Accessed 30 4 2020].

Fair Tax Mark, n.d. *Fair Tax Mark*. [Online]
Available at: <https://fairtaxmark.net/>
[Accessed 13 3 2020].

International Olympic Committee, 2017. *IOC Sustainability Strategy*. [Online]
Available at: <extrassets.olympic.org/sustainability-strategy/>
[Accessed 03 02 2020].

IPCC, 2018. *Special Report on Global Warming of 1.5C*. [Online]
Available at: https://www.ipcc.ch/site/assets/uploads/sites/2/2019/06/SR15_Hheadline-statements.pdf
[Accessed 15 3 2020].

JNCC / DEFRA, 2012. *Post 2010 Biodiversity Framework*. [Online]
Available at: <http://data.jncc.gov.uk/data/587024ff-864f-4d1d-a669-f38cb448abdc/UK-Post2010-Biodiversity-Framework-2012.pdf>
[Accessed 30 4 2020].

Kolbert, E., 2014. *The Sixth Extinction*. s.l.:Bloomsbury.

Raworth, K., 2017. *Doughnut Economics*. s.l.:Random House.

Raworth, K., 2020. *kateraworth.com*. [Online]
Available at: <https://www.kateraworth.com/2020/04/08/amsterdam-city-doughnut/>
[Accessed 30 4 2020].

Scottish Government, 2013. *2020 Challenge for Scotland's Biodiversity*. [Online]
Available at: <https://www.gov.scot/publications/2020-challenge-scotlands-biodiversity-strategy->

[conservation-enhancement-biodiversity-scotland/](#)

[Accessed 30 4 2020].

UK Government, 2018. *A Green Future: Our 25 Year Plan to Improve the Environment*. [Online]

Available at:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/693158/25-year-environment-plan.pdf

[Accessed 18 03 2020].

UN Global Compact, 2016. *Setting a \$100 price on carbon*. [Online]

Available at: <https://www.unglobalcompact.org/news/3361-04-22-2016>

[Accessed 18 02 2020].

UNFCCC, 2020. *Climate Neutral Now*. [Online]

Available at: https://unfccc.int/climate-action/momentum-for-change/climate-neutral-now?utm_source=MFC+Newsletter%2C+February+2020&utm_campaign=MFC+Newsletter%2C+February+2019&utm_medium=email

[Accessed 10 03 2020].

United Nations Environment Programme, 2019. *Cut global emissions by 7.6 percent every year for next decade to meet 1.5°C Paris target*. [Online]

Available at: <https://www.unenvironment.org/news-and-stories/press-release/cut-global-emissions-76-percent-every-year-next-decade-meet-15degc>

[Accessed 30 4 2020].

United Nations, 2015. *The Sustainable Development Goals*. [Online]

Available at: <https://www.un.org/sustainabledevelopment/development-agenda/>

[Accessed 11 03 2020].

United Nations, n.d. *The Ten Principles of the UN Global Compact*. [Online]

Available at: <https://www.unglobalcompact.org/what-is-gc/mission/principles>

[Accessed 13 03 2020].

Welsh Government, 2016. *Environment (Wales) Act 2016*. [Online]

Available at:

<http://www.senedd.assembly.wales/documents/s48648/Environment%20Wales%20Bill%20as%20passed.pdf>

[Accessed 30 4 2020].

World Sailing, 2018. *Sustainability Agenda 2030*. [Online]

Available at: <https://www.sailing.org/about/Sustainability.php#.Xk1D1m52tkl>

[Accessed 19 02 2020].