



STRATEGIC PLAN

APRIL 2017 – MARCH 2021



PURPOSE

To Promote and Protect Safe, Successful and Rewarding British Boating

MISSION 2017 - 2021

Be more tailored in everything we do in order to increase our relevance and value to members, affiliates and stakeholders

VALUES

Inclusivity

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

Responsibility

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

Excellence

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

Integrity

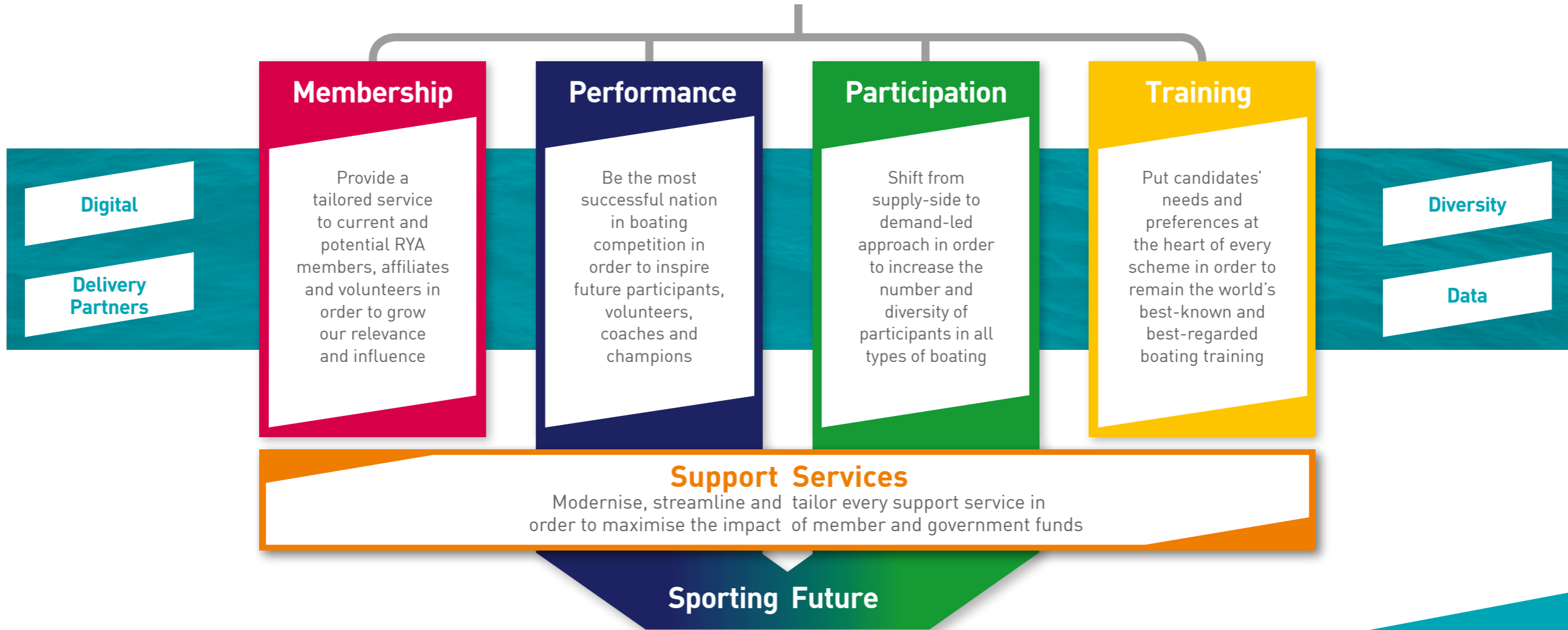
We work in a transparent and sincere manner; making balanced and impartial decisions.



Overview

MISSION

Be more tailored in everything we do in order to increase our relevance and value to members, affiliates and stakeholders



Membership

Mission 2017-21

Provide a tailored service to current and potential RYA members, affiliates and volunteers in order to grow our relevance and influence



Strategies

Engage Volunteers

Clear structure, motivating roles

Improved diversity

Reward and recognition

Training including digital and other transferable skills

Support Affiliate Development

Respected advice and useful information

Legal, financial and safeguarding services

Proactive & tailored to affiliate needs (digital marketing, comms)

Identify common issues, share best practice

Tailored Service to Members

Communications, recruitment and retention

Respected advice and useful information

Relevant, unique and valued member benefits

Bespoke local and national events

Engage members in setting policy

Retain Freedoms Protect interests

Clear manifesto and consistent stance

“Education not legislation”

Freedom of access & right of navigation

Promote sustainable boating

Improved Digital Offer

Web & social media joining

Use database to predict relevant offers

Digital benefits and services

Electronic magazine

Member communities

Enablers

Trusted relationships as must-consult partner across the sector

Excellent communication with members, clubs, classes, volunteers, the boating public

Robust, segmented, accurate and timely data internally and externally sourced

Measures

Detailed member and affiliate profiles

Lapser and joiner rates for each category

Lobbying and membership PR value

Web visitors and social media engagement



Performance

Mission 2017-21

Be the most successful nation in boating competition in order to inspire future participants, volunteers, coaches and champions



Strategies

Grow Sail Racing Participation

- Refresh offshore at elite and pathway level
- Promote club yacht & keelboat racing
- Develop youth racing in school / university
- Support specialist areas of racing

Provide Valued Racing Services

- Support & develop club volunteer network
- Handicap services for fair & regular racing
- Digital services to clubs, classes & competitors
- Flagship national & international events

Be the World's Best Olympic Sailing Nation

- Deliver the 2020 WCP Performance Strategy
- Support Paralympic pathways and lobby for re-inclusion in 2024
- Represent GBR interests internationally
- Better support sailor transitions from Youth to Podium, and on exit

Maintain Youth & Junior Talent Pathway

- Retain more sailors in the broader sport
- Inclusive & accessible racing around the UK
- Monitor new trends in classes and format
- Retain full alignment with Home Countries
- Improve governance standards for classes

Recalibrate Powerboat Racing

- Stronger governance
- Limit safety and reputational risks
- Training of drivers and officials
- Targeted growth and promotion
- Financially sustainable

Enablers

Sponsorship & funding strategy, with optimal resource utilisation

User-centred approach in all that we do

Development, reward & recognition of coaches, staff & volunteers

Measures

World and European medallists in all supported classes

Number and profile of key volunteer communities

Squad composition and progression

Handicap system returns



Participation

Mission 2017-21

Shift from supply-side to demand-led approach in order to increase the number and diversity of participants in all types of boating



Strategies

Broader Delivery Network

Clubs, commercial providers & marinas

Develop robust multi-sport offer

"Pay & Play" ownership alternatives

Regional Participation Plans

Tailored, local, plans supporting core activity

Trial opportunities with local clubs

Focus on conversion to regular participation

Integrated RYA teams

Local communications

Promote and Market Boating to All

Demolish perception of "elitism"

Build awareness & connection via shows, digital, advertising, press

Create, support or leverage mass participation events

Ensure retention of existing core participants

Encourage lapsed boaters to return to the sport

Strengthen Routes into Boating

Direct work with schools & youth groups

Holiday to club links

Family & friends core introduction programme

Closer liaison with sailors leaving the squad pathway

Targeted Diversity

More Black, Asian & Minority Ethnic role models

Differentiated marketing

Sailability tailored by impairment group

Charity partners

Enablers

Consumer insight data & market Intelligence

Collaboration with sports and charity partners

Enhanced digital & physical communications

Measures

Diversity of participant profile

Number of providers, sessions & regulars by programme

Club participation in core programmes and providing regular data

Engagement with Start Boating site and digital campaigns

Training

Mission 2017-21

Put candidates' needs and preferences at the heart of every scheme in order to remain the world's best-known and best-regarded boating training



Strategies

Best Supported Delivery Network

- Advice, resources & services to RTCs
- Instructor training, reward & recognition
- Appropriate support for club-level training
- Coding services
- Instructor diversity

Embed Digital Learning

- Robust, secure platforms & process
- Promote range of RYA digital resources
- User support from RYA and centres
- Central qualifications registration

Candidates First Culture

- Up to date and appealing syllabus & materials
- Flexible training options
- Great customer experience from booking to certificate
- Communications and targeted marketing
- Careers opportunities
- More accessible to people with disabilities

Build International Profile

- Consolidate existing partnerships & target new key markets
- Enhance recognition of RYA qualifications
- Commercial sector
- Licensed publications
- Foreign language tuition

Broader RYA Impact

- Water safety standards & education
- Pathway via training to participation
- Bespoke benefits for instructor members
- RTCs as member
- Joining Points

Enablers

Quality standards & control systems

Collaboration with partners & stakeholders

Brand promotion, protection

Measures

Number of certificates issued by scheme

E-learning candidates & sales of e-books

Number of overseas centres & countries recognising RYA qualifications

Quality assurance results

Support Services

Mission 2017-21

Modernise, streamline and tailor every support service in order to maximise the impact of member and government funds



Strategies

Insightful Management Information

- Automated Key Performance Indicators
- Database is clean, non-duplicated, and well structured
- Bespoke user-enabled reporting
- Accurate source data

Valued & Effective HR Services

- Organisation structured to meet strategic needs
- Diverse, engaged, and satisfied RYA staff
- Motivating, appropriate reward & recognition
- Safe and inspiring working environment

Think Digital

- Multi-platform, user-friendly digital presence for comms and commerce
- Digital processes embedded in internal ways of working
- Clear policies on usage
- Robust, secure, Payment Card Industry compliant systems
- Customer Relationship Management tools & techniques

Financially Secure

- Well-managed cash and working capital
- Modern, efficient transactional processes
- Robust, informed tax positions
- Diversified income streams
- Appropriate reserves

Governance Compliance

- Relevant Board, Council & committee structure / terms of reference
- Modern, consistent key policies & governing documents
- Risk management and safeguarding

Enablers

Online HR system delivers real value

Staff up-skilled across all departments

Buildings strategy

Measures

Staff retention and engagement

Financial and data integrity measures

Partner Governance rating

Social media interactions and impact



Cross functional programmes



Digital

- Member engagement and digital communities
- Member recruitment and joining routes
- Digital benefits
- Handicapping, measurement and certification services
- Event and squad management
- Digital promotion and engagement with racers
- Clubs portal
- Digital "one stop shop" for new participants
- E-learning and e-books
- Modular course design
- Instructor communication, engagement and professional development
- Foreign language resources
- Sharepoint, online store, social media

Diversity

- Balanced representation of all participants
- Volunteer base, RYA committees and regions
- RYA membership profile
- Advice to clubs on diversity issues
- Race Officials and Coaches
- Youth and Junior squads
- Licence holders
- Targeted appeal to new participants from Black, Asian & Minority Ethnic communities
- Sailability expansion
- Course accessibility to diverse candidates
- Instructor diversity
- More BAME, female and disabled role models of all levels
- Course adaptations
- Increased workforce diversity
- Recruitment policy and practice
- Input from sector specialists

Data

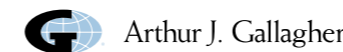
- Member trends and demographics
- General sports participation trends
- Participant hours / miles logged
- Motivations and consumer insight
- Evidence-based lobbying
- Club, class & regional participation data
- Integration with NAV
- Handicapping data integrity
- World Class Programme predictive analysis
- ACTOR targets (Awareness, Connection, Trial, Outcomes, Regular)
- Qualifications record
- Candidate insight & motivations
- Instructor data
- Business Intelligence
- NAV data integrity
- Sharepoint usage
- Diversity profiles

Delivery Partners

- RYA affiliated clubs and class associations
- Recognised training centres and commercial providers
- UK Sport
- Sport England and county sports partnerships
- Home Country organisations, sports councils and institutes
- World Sailing and British Olympic Association
- Union Internationale Motonautique
- Maritime & Coastguard Agency
- Marine industry partners
- Charities and trusts
- British Marine
- Manufacturers, suppliers and marinas
- Other watersports national governing bodies
- Child Protection in Sport Unit
- Sponsors and benefit partners
- Insurance, audit and software providers



Key stakeholders and delivery partners





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