



EQUALITY ACTION PLAN

2009 - 2013

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1 Introduction

1.1 Background

The Royal Yachting Association (RYA) is the UK authority for recreational sailing, windsurfing, motorboating and powerboating and the UK Governing Body for sail and powerboat racing. In this Plan, all of the above activities are collectively referred to as 'boating'.

Widening access to the sports represented by the RYA is important for a number of reasons:

- To ensure the future health and sustainability of the sport and of our affiliated clubs, we need to attract new participants from non-boating backgrounds and not rely on people taking up the sport because their families take part in it.
- Increasing the number and range of participants broadens the base of the pyramid from which talented sailors move up the performance pathway to represent their country at European, World and Olympic level.
- More people taking up boating means more people taking RYA courses, purchasing RYA publications and joining the RYA, providing the RYA with income to put back into raising standards and making the sport more enjoyable.
- The RYA must comply with current anti-discrimination legislation, and with its future statutory obligations under the forthcoming Equality Act.
- The RYA is working towards the Equality Standard for Sport, which has been established by the five Sports Councils as a benchmark for the governing bodies to whom they provide funding.

The Equality Standard

The RYA, together with RYA Scotland, RYA Northern Ireland and Welsh Yachting Association, achieved the Foundation level of the Standard in October 2006. The key principle of that level is to show that the organisation is committed to equality. The four national bodies are continuing to work together on the Preliminary level of the Standard because our membership, club affiliation, training centre recognition, training schemes, coaching awards, participation development and GBR squad programmes are UK-wide. Scotland, Wales and Northern Ireland are represented on the RYA Council and have input into RYA policies. They also have their own participation, club development and national youth and junior squad programmes.

The key principles of the Preliminary level are for organisations to show that they understand the current profile of their sport, have identified areas of under-representation, and have set out an action plan to improve equality for those under-represented groups, both internally and through the services and programmes they deliver.

1.2 Policy statement

The Royal Yachting Association is committed to the principle of equality of opportunity and aims to ensure that all present and potential participants, members, instructors, coaches, competitors, officials, volunteers and employees are treated fairly and on an equal basis, irrespective of their gender, age, disability, ethnic origin, colour, religion or belief, social status or sexual orientation.

- The RYA encourages its affiliated clubs and organisations and its recognised training centres to adopt a similar policy, so that they are seen as friendly, welcoming and open to all
- Appointments to voluntary or paid positions with the RYA will be made solely on the basis of an individual's knowledge, skills and experience and the competences required for the role
- The RYA will relax regulations in relation to RYA training schemes which may inhibit the performance of candidates with special needs, provided that the standard, quality and integrity of schemes and assessments are not compromised
- The RYA reserves the right to discipline any of its members or employees who practise any form of discrimination in breach of this policy
- The effectiveness of this policy will be monitored and evaluated on an ongoing basis.

1.3 Aims and objectives

The RYA Strategic Plan 2009-13 includes the following objective:

To ensure that the RYA's services and programmes are inclusive and accessible to all, including under-represented groups.

Our main aims are:

- To make boating an activity that is genuinely open to anyone who wishes to take part
- To change the public perception of boating as an expensive, elitist activity
- To attract new participants who are not from boating families or from areas where boating has traditionally been popular
- To reach a position where the profile of RYA membership more accurately reflects overall participation
- To encourage people from underrepresented sectors of the membership to get involved in the running of the sport at local, regional and national level
- To encourage people from underrepresented sectors of the membership, with relevant competencies, to stand for election to Council and to serve on regional and national committees

1.4 The 2009-13 Equality Action Plan

In line with other RYA business plans, the Equality Action Plan covers the period 2009-13. Although some of the actions have been completed during 2009, the focus of this plan is to detail activity from the point of agreement by the Boards of RYA, RYAS, WYA and RYANI, likely to be in February/March 2010, through to March 2011. Annual updates, April-March, will then be produced in time for future years.

Two phases of consultation will contribute towards this plan. The first phase was with senior staff, Board members, key volunteers, Sports Councils and equality organisations including Sporting Equals and WSFF. The second phase will involve the circulation of this plan, once agreed, to a wider audience including RYA members and clubs via websites and newsletters. Comments and feedback received will inform the detailed action plan for 2011 onwards.

The theme of Equality is reflected in all Development/Performance plans for the period 2009-13.

The plan links specifically to the following objectives in the RYA's Strategic Management Plan 2009-13:

- To increase participation and enjoyment in boating
- To raise standards of sailing, windsurfing, motorboating and powerboating
- To expand the membership base by providing advice and relevant membership benefits.
- To ensure that the RYA's services and programmes are inclusive and accessible to all, including under-represented groups.
- To develop a well-informed, skilled and motivated network of volunteers

as well as to the RYA Sailability development plan 'Making Disability Plain Sailing 2009' which aims:

- To encourage provision and expansion of boating activities and facilities for disabled children and adults through third parties, clubs, centres and organisations
- To promote boating opportunities for disabled children and adults.

The Sailability publication 'Beginner to Winner' aims to identify talented disabled sailors and provide clear pathways through to national competition and ultimately Paralympic sailing, which is an integral part of the RYA's World Class Performance Plan.

The Equality Action Plan also links closely to the 5 interventions specified in the RYA's Sport England funding bid which aim to develop infrastructure, remove barriers to participation and deliver against the Sport England outcomes of Grow, Sustain and Excel:

- Volunteering – to strengthen volunteering in all its forms
- Coaching – to ensure that quality instructing and coaching drives participation
- Clubs and Centres - use existing proven RYA programmes to increase satisfaction and regular participation
- Junior Pathway - strengthen the talent pool

- E-Learning and Communicating - develop an E-Learning facility and use E-Communications to increase regular participation

The theme of equity runs through a number of areas of RYA Scotland's Strategic Plan 2009-13 which includes the following objectives:

- To promote, develop and defend the sports of sailing, windsurfing and motorboating in Scotland by increasing and sustaining participation and enjoyment in boating
- To increase the numbers participating in and enjoying the sport at all levels and across all ages
- To encourage clubs to work with Sailability Scotland to provide opportunities for people with disabilities to engage in the sport
- To promote fair, ethical and enjoyable competition, in order to retain participants in racing for longer
- To increase access to Sailing in the City activities (low cost taster sessions for children) across Scotland.

This supports the **sportscotland** policy statement 'we are committed to ethical and equitable sport, tackling discrimination, promoting equality of opportunity, and ensuring safe and fair participation and performance' and will contribute to 'Reaching Higher', the National Strategy for Sport set out by the Scottish Executive in 2007.

The Plan will contribute to the Welsh Assembly Government's One Wales agenda, including the 20-year strategy for sport and physical activity 'Climbing Higher' and the specific targets set out in the Sports Council for Wales 'Framework for Development of Sport and Physical Activity'. The WYA's Vision, contained in the Strategic Plan for Sailing in Wales 'More and Better Sailing' 2009-13, is to:

- Promote sailing and ensure it is accessible to anyone who is interested in 'having a go'
- Enable the best to reach for the top and encourage the rest to achieve more than they thought possible
- Work to ensure retention of both newcomers and those already involved in the sport.

The Equality programme in Wales will focus principally on programmes related to increasing levels of participation and growing club capacity and address the need to integrate the use of the Welsh language in the sport in line with the Sports Council's guidance to National Governing Bodies.

RYANI's Vision expressed in their plan 'Investing in Performance Sport 2009-13' is that:

- Sailing and Boating will be recognised in Northern Ireland as a lifetime sport and recreation of choice accessible to all, enabled by quality clubs, committed volunteers and world class instructors and coaches; led by an effective professional organisation with a focus on helping people to reach her full potential.

This will contribute to Sport NI's vision of 'a culture of lifelong enjoyment and success in sport which contributes to a peaceful, fair and prosperous society'.

Once approved, the Equality Action Plan will be communicated in the following way:

- Placed on the Intranet and Committee Portal, with a link sent via email to all members of staff and key volunteers
- Discussed at staff team meetings
- Sent by email to all those that contributed to the consultation process
- Placed on the RYA and Home Country Websites
- Articles in the RYA Magazine and relevant newsletters and e-communications sent to RYA members, affiliated clubs and recognised training centres.

This Equality Plan is aimed first and foremost at the RYA's employees, key volunteers, members, affiliated and recognised organisations, although it will also serve as confirmation to external partners of the RYA's commitment to equality.

2 Research and findings

An audit of the RYA's staff, Council (Board) members, Racing Coaches, Race Officials, Members and Elite squads was conducted in 2006, broken down by Home Country. The data showed that there was little difference in the profile of Coaches, Officials or Members between the four Home Countries. The audit was therefore repeated in 2009 on a UK-wide basis, with separate data for staff and Board members only.

It should be noted that the numbers of Board members and staff are relatively small and a difference of a few individuals in any group can make a large difference to the percentages.

The information below focuses on the four main strands of equality: gender, disability, ethnicity and age. The next level of the Equality Standard requires Governing Bodies to look at the areas of religion, socio-economic group and sexual orientation. The issue of religious background will need to be approached in quite different ways depending on the demographics of the area; for example in Northern Ireland we would be looking at equal access to the sport from the Protestant and Catholic communities, whilst in certain areas of England the focus might be on the Muslim population. The collection of data for any of these equality strands must be approached extremely sensitively to avoid alienating existing members and participants.

2.1 Women and girls

What we know

Up to around age 13 or 14 girls and boys take part in RYA training in roughly equal numbers. The proportion of girls in the Junior Zone Squads has risen from 27% in 2004/05 to 42% in 2009/10. However, in common with most other sports, these numbers drop in the older age groups. According to the annual Watersports and Leisure Participation Survey, participation by women (data is for age 16+) in the boating activities represented by the RYA has remained steady at between 35% and 40% (39% in 2008). The most recent Active People survey suggests that 26% of adult participants are female.

This figure is not reflected within the RYA where women account for:

- 17% of membership
- 12% of UK national committee membership (RYA Council 8%, WYA Board 0%, RYAS Council 13%, RYANI Executive 28%)
- 21% of dinghy and windsurfing instructors
- 7.5% of cruising instructors
- 19% of Level 2 racing coaches
- 6% of race officials.

At staff level the proportions are reversed as 62% of RYA employees in England are female. The RYA has recently appointed a woman to take up the post of Chief Executive in February 2010. Although there are not currently any women in senior

management roles reporting directly to the CEO, women hold several key roles just below departmental manager level, for example:

- Communications Manager
- Financial Controller
- Coaching Development Manager
- Chief Windsurfing Instructor
- National Development Officers for Volunteering, Sailing, Windsurfing, Sailability.

Men are under-represented in administrative roles.

In RYA Scotland 6 of the 8 staff are women including the Chief Operating Officer and Development Manager. In Wales there are 2 female and 2 male employees, and in Northern Ireland 2 staff are female and 1 male.

Sources of data and information:

- Annual Watersports and Leisure Participation Survey
- RYA database and monitoring forms
- RYA Elite Squad research
- Discussion with Women's Sport and Fitness Foundation
- WSFF report 'Creating a Nation of Active Women', fact sheets and conferences
- Active People 3 survey

2.2 People with disabilities

What we know

RYA Sailability conducted research in 1996 into the numbers of people with disabilities and the potential market for sailing and boating. The initial focus was on improving facilities and increasing the number of accessible sailing sites, as well as training volunteers. This work continues but the main focus of the current five-year development plan 'Making Disability Plain Sailing 2006-11' is on promoting use of the facilities to encourage more disabled people to take up sailing, both as individuals and through disability organisations. There are currently 125 Sailability sites and more than 5,000 disabled people regularly participating in activities at those sites, as well as over 4,000 volunteers. This does not include the many people with disabilities who sail independently and at RYA affiliated clubs. The latest Active People survey shows 7,100 people with a 'limiting disability or illness' taking part in sailing.

The RYA Sailability charity's main role is to raise funds to support the development plan and to provide small grants for clubs and individuals to assist with specialised equipment etc. The staff implementing the development plan are integrated into the RYA's Sport Development department.

Sailing is a Paralympic sport and the Paralympic squad sailors are supported through the RYA's World Class programme alongside the Olympic squad. A Disability Racing Development Coach has been appointed to identify potential talent and establish a performance pathway from Sailability and club sailing through to Development Squad level, maintaining standards to the same level across the World Class programme. This programme is set out in the plan 'Beginner to Winner'. Each

individual sailor needs specific guidance and has their own personal pathway dependent on their type of disability, which allows for those who do not fit into the classification for the Paralympics.

The RYA is a Disability Symbol employer and guarantees an interview to a disabled applicant who meets the essential criteria in the person specification. However the number of disabled applicants is low (0.3% in 2008/09). 2 members of staff (1%) have stated that they have a disability.

2 RYA Council members (5%) have stated that they have a disability. None of the Home Country Board members have stated that they have a disability.

Only a very small proportion of RYA members (less than 1%) have provided information on whether they have a disability. Until recently the database only had a 'yes' tick box so it is unclear whether people have informed us that they do not have a disability, or have not provided any information. It would therefore be meaningless to attempt to break this information into different categories such as race officials, coaches, etc until we have gathered more data.

Sources of data and information:

- RYA Sailability research and data
- RYA database and monitoring forms
- Active People 3 survey.

2.3 Black and Minority Ethnic communities

What we know

We currently have very little data about Black and Minority Ethnic (BME) participation in boating, although anecdotal evidence suggests that it is very low. The Active People survey suggests that 1.3% of participants are non-white, but this figure should be treated with caution due to the small number of responses. There does not seem to be any research available into barriers to participation in watersports and outdoor activities.

The RYA subscribes annually to a joint Watersports and Leisure Participation Survey and in 2008 requested for the first time that the report should include data on ethnicity. Although the sample sizes are small and several years of data are needed to indicate trends, the 2008 report suggested that 95.8% of participants were white, the next largest group being Asian at 1.7%.

Only 3% of RYA members have completed the ethnicity information on a monitoring form, and of those only a handful are not white. Data on coaches and officials is only slightly more complete.

The main priorities will therefore be to:

- collect data so that the information held is more meaningful
- consult with relevant organisations to gain a better understanding of the barriers to participation amongst BME groups

- continue to promote boating to school age children through the OnBoard programme, much of which is delivered in inner-city areas where BME populations are concentrated
- continue to promote boating to the general public through a wide range of media.

The RYA has one employee in England whose ethnic origin is not white. There are none in the other Home Countries. No RYA Council, Home Country Board or Committee member has stated an ethnicity other than white.

In Northern Ireland the 3 members of staff are each from a different religious community.

Sources of data and information:

- Watersports and Leisure Participation Survey
- Sporting Equals
- RYA database and monitoring forms
- Active People 3 survey.

2.4 Older and younger people

What we know

Boating in all its forms can be enjoyed by a wide range of age groups. The Active People survey shows that 20% of regular participants are aged 16-34, 43.6% are 35-54, and 36% are 55 and over (the survey does not include under 16s).

The RYA's own audit shows that people aged under 40 are under-represented in the RYA's membership, on the RYA Council and amongst Race Officials.

In 2009 25% of RYA members were aged 40 and under. There are large numbers of loyal and long-standing members in the older age groups, but in order to sustain membership growth we need to attract more younger members. Junior membership is being re-launched in spring 2010 and there will be a new Youth category.

There were no RYA Council members aged under 41 in 2009, the largest group (38%) being aged 61-70. This reflects the fact that it is difficult for younger people in employment to find the time to attend meetings, and also that people tend to gain experience on their club and regional committees before standing for election to Council. The age profile of Council is broadly reflective of the membership as a whole.

Race Officials have a similar age profile, with 13% aged 40 and under and 44% 61 and over. It should be borne in mind that it is possible to continue to compete in sailing at a much higher age than in many other sports, leaving fewer people available to officiate.

The breakdown of RYA employees by age shows a reasonably even spread across the 20s, 30s and 40s, with a slightly lower number in their 50s. The number aged 61 and over is gradually increasing following a change in the RYA's normal retirement age from 60 to 65 in 2007.

Sources of data and information:

- RYA database and monitoring forms
- Research on RYA members conducted by Accenture in 2006
- Active People 3 survey

3 Possible barriers to participation

3.1 Women and Girls

	Known or likely barriers
Participants	Women look for: sports that provide social interaction and/or that they can do with their families; activities that are local, convenient and easy to fit around busy working and family lives; high quality, clean facilities; good quality teaching; a warm welcome (WSFF report). Boating is a time-consuming activity. It requires specialist equipment and clothing. Facilities are not always conveniently located and often outdated. Clubs are perceived as unwelcoming.
RYA members	The big difference between the proportion of girls and women in Family membership (47%) and the proportion of women in Personal adult membership (8%) reflects both the drop off in female participation after mid-teens, and the lack of a second adult member category, with the male partner of a boating couple generally being the RYA member.
Instructors	RYANI identified the requirement for sailing and windsurfing instructors to hold a powerboat qualification as a potential barrier; women see powerboat training as male-dominated, comments about 'women drivers' etc.
Elite Squads	There is a large drop-out of girls as sailors make the transition from Junior to Youth squads. Factors identified in research are: more distractions outside sailing and placing a higher priority than boys on school and socialising; not seeing Olympic sailing as a realistic option; shorter performance career due to education, career and family; need for more support in the squad system and different approach to coaching; the sport is historically male-dominated and driven.
Coaches	The lack of girls and women competing at a high level restricts the pool of potential coaches. Coaching above club level involves considerable travel and attendance at weekend events, which is not easy to fit into family life.
Officials	Sail and powerboat racing are technical sports with complex rules which may appeal more to men. Time commitment – see Participation above. At club level, reflecting society in general but often lagging behind, roles have tended to be split on traditional lines with women being responsible for administration, social activities, catering, child protection etc while men run the sport side.
Club volunteers	Busy family and working lives; difficult to take on regular time commitment. Roles traditionally split (as in Officials above) may put off younger volunteers.
National committee and Council members	The RYA Council has recognised that women with the appropriate competencies need to be identified and encouraged to get involved, they may not put themselves forward. National committee members tend to have gained experience at club and regional level first. To an extent the number of women on committees will be linked to the number of women in membership and to more women becoming involved in the running of their clubs. Timing and location of meetings (mainly early evening in London) could be a factor, in addition to the time commitment. The perceived image of an RYA committee member is an older man in a blazer and tie.
Employees	The RYA is successful in attracting well-qualified staff at administrative levels, the majority of whom are women. The number of male applicants for administrative jobs is relatively low, although there are signs that this is gradually changing. This balance is historic and cultural, not unique to the RYA. There are a number of women in roles just below departmental manager level. Most of the more senior jobs require professional and technical qualifications and experience, either within the sport or in another specialised discipline. The number of women working at the senior levels of coaching, instructing and sports administration is small, which limits the pool of potential female candidates.

3.2 People with Disabilities

	Known or likely barriers
Participants	Lack of awareness that sailing and boating are available and accessible to them. Not all disabled people want to or are able to participate in mainstream club activities; they require special provision in terms of both equipment and assistance. Sailability groups need a substantially higher ratio of volunteers to sailors; there may not always be enough volunteers available.
RYA members	Number of disabled members not currently known, therefore not possible to gauge their needs. For people with a visual impairment, the fact that only a small number of RYA publications are available in alternative formats.
Instructors	An instructor must be able to fulfil minimum requirements (eg. relating to hearing, sight, mobility, ability to operate a VHF radio, drive a RIB and give first aid) to ensure the safety of students.
Elite Squads	Lack of class racing structure and pathway for talented disabled sailors below elite level, now being addressed through the 'Beginner to Winner' programme. There was a delay in sailors receiving Paralympic class boats due to issues with the building and importing of boats from Australia.
Coaches	There are requirements for ability to operate a VHF radio, drive a RIB and give first aid which would exclude some disabled people on safety grounds.
Officials	Depending on the role, there are requirements for reasonable sight, ability to operate a VHF radio and to get on and off a RIB which would exclude some disabled people on competence and safety grounds.
Club volunteers	Lack of experience of working with disabled people.
National committee and Council members	As with other minority groups, there are few disabled sailors on club and regional committees to feed into national level. Accessibility of meeting venues.
Employees	Poor public transport links to the headquarters for someone who is not able to drive. Virtually every job involves extensive use of computer systems and the phone which could limit the ability of some people with a visual or hearing impairment to do the job.

3.3 Black and Minority Ethnic communities

	Known or likely barriers
Participants	Not traditionally part of culture of minority communities. BME populations clustered around major conurbations, boating facilities not always accessible. Perception of clubs as unwelcoming.
RYA members	Numbers unlikely to increase while participation is low. This applies to all of the categories below except employees.
Instructors	
Elite Squads	
Coaches	
Officials	
Club volunteers	Perception of clubs as unwelcoming.
National committee and Council members	
Employees	RYA offices are located in areas with quite low BME populations - Hamble in the Borough of Eastleigh (BME population 5%), Edinburgh (4.2%), Belfast (2%) and Gwynedd (1.2%). Applicants for posts requiring specialist boating knowledge are existing participants, coaches, instructors etc, so until we have a more diverse participation base there will be a very small pool of potential BME candidates.

3.4 Older and younger people

	Known or likely barriers
Participants	As for people with disabilities, age is not a major barrier to participation in boating which is often promoted as a sport that can be enjoyed from 8 to 80. Different disciplines tend to appeal to different age groups, due to the level of fitness required, the culture of each activity and also the cost involved, so generally speaking there are, for example, more younger people taking part in windsurfing and more older people taking part in cruising. Over the last few years the focus of the RYA's development programmes has been on increasing participation amongst school age children; this has been very successful and the emphasis has now shifted to encouraging adult participants to take part more regularly.
RYA members	Little differentiation in the membership offer to different groups – now being addressed with the introduction of Instructor, Youth and Junior membership categories.
Instructors	The largest group of dinghy instructors (43%) are in their 20s, dipping to 8.5% in their 30s and then increasing again. Sail cruising instructors are generally older (29% in their 40s, 25% in their 50s). Factors affecting participation at different ages are physical fitness, cost of qualifying, cost of equipment, level of experience required, competing demands on time such as career and family, and whether instructing is done on a voluntary or casual basis or full-time.
Elite Squads	18% of elite squad sailors are aged under 21, 60% 21-30 and 22% 31-40. This is older than for most Olympic sports (UK Sport research post-2004 Games) and reflects both the technical knowledge and experience required and the fact that it possible to continue competing in sailing at an age where many elite athletes in other sports have retired.
Coaches	There is a wide range of ages involved in coaching. There are few perceived age-related barriers, apart from competing demands on time at different life stages such as education, family, career etc.
Officials	It has traditionally been more difficult to recruit younger race officials. Officiating is time-consuming and greatly reduces the time available for the individual to enjoy their own sailing. It is also a technical sport requiring training and experience to understand and interpret the rules.
Club volunteers	There is little data available on the age profile of club volunteers, other than those holding coaching, instructing or officiating qualifications, as they are not RYA members.
National committee and Council members	The time commitment is a barrier to people in employment. Meetings are generally held on weekdays.
Employees	No particular barriers.

4 Action Plan

For each action, the plan below identifies the following:

- Performance indicators to measure whether the action has been achieved
- The department/position responsible for undertaking the action
- The date by which the action will be complete.

Actions will be further broken down within departmental and individual work programmes where specific time and financial resources will be identified. In terms of funding required to deliver the 2010-11 element of this plan, the Performance and Sport Development programmes are set out in the plans and funding applications approved by the five Sports Councils, whilst other areas will largely be undertaken as an integral part of ongoing work funded by the RYA's membership subscriptions and commercial income.

This plan will be monitored in a number of ways:

- The RYA HR and Administration Manager has overall responsibility for ensuring that the plan is implemented
- An Equality Steering Group has been established and will meet at least twice a year to monitor progress
- The key performance indicator relating to each action will determine whether it has been achieved
- Actions will be added to department and individual work programmes and these will be reviewed by managers, RYA committees and home country committees/boards in line with overall monitoring/appraisal processes
- Progress against this plan will be included, along with key performance indicators for all other areas of the organisation, in the annual report for Council
- Progress reports will be provided to the Sports Councils as part of regular monitoring of performance against KPIs.

The Equality Action Plan identifies six key areas:

1. Data collection and analysis
2. Communications and publicity
3. Education and training
4. Recruitment of committee members and staff
5. High performance programmes
6. Sport development programmes.

4.1 Data Collection and analysis

Action	KPI	Who is responsible?	When by?	Progress
Complete work on new website to make joining and renewing membership online easier (old system was too slow to add monitoring questions).	Fully functional online joining facility.	Marketing and IS	July 2009	Complete
Amend database so that Disability field has 'no' as well as 'yes' option.	'No' and 'Declined' options added.	HR and Admin Manager and IS	Sept 2009	Complete
Continue to contribute towards and use Watersports and Leisure Participation Survey (covers whole UK)	Conduct annual review, alongside Active People data, to build clearer profile of participation and analyse trends.	Marketing and Sport Development	Feb 2010 and annually	
Consult the Home Country National Governing Bodies (RYAS, RYANI and WYA) to ensure relevant data is collected specific to their country's needs.	WYA needs to collect Welsh language data and further breakdown of other membership details to report to Sports Council for Wales.	Home country lead officers in consultation with relevant RYA departments.	April 2010	
Increase number of members, coaches, officials etc providing Ethnicity and Disability data on joining and renewal.	Increase members providing Ethnicity data from 3% to 5%. Increase members providing Disability data from 0% to 2%.	Marketing and Membership	Sept 2010	
Analyse Ethnicity and Disability data across different categories: coaches, race officials, etc, when more data available.	Report on statistics against different categories and add actions when appropriate to the plan to address barriers to representation	HR and Admin Manager	Oct 2010	
Work with Sporting Equals and other national governing bodies to gain better understanding of the barriers to BME participation in watersports and outdoor activities.	Research conducted, report received and future versions of this plan updated to address underrepresentation	HR and Admin Manager to liaise with Sporting Equals.	Dec 2010	

4.2 Communications and publicity

Action	KPI	Who is responsible?	When by?	Progress
Circulate good practice guidance on use of terminology and images.	Guidance circulated to Communications staff, Regional/ Home Country Communicators and website contributors.	Communications Manager	May 2009	Completed
Improve accessibility of websites (RYA, RYAS, RYANI and WYA) for disabled visitors.	Websites to comply with recognised AA standards.	Marketing Home Country webmasters	July 2009 As funding permits	RYA completed
WYA website to have a bilingual aspect.		With support of WYA staff and officials.	As funding permits	
Produce a Welsh Language Policy that is in line with the Welsh Assembly Government guidance on Mainstreaming the Welsh Language	Produce a Welsh Language Policy	WYA CEO	April 2011	
Use existing projects, such as OnBoard, Team15, Sailing in the City, to create a diverse library of images that can be used effectively in RYA, RYAS, WYA and RYANI materials	Wide range of images available and evidence of use	Communications Manager	March 2010 and ongoing	
Increase knowledge about underrepresented groups amongst instructors	Information available in training centres and through Wavelength	Training	April 2010 and ongoing	

Action	KPI	Who is responsible?	When by?	Progress
<p>Increase RYAS Sailing Development Group knowledge about underrepresented groups.</p> <p>Work with SDGs to identify underrepresented groups and develop actions to address gaps.</p>	<p>Make information available to SDGs and include updates on meeting agendas.</p> <p>Development of bespoke focused activity to address gaps.</p>	<p>RYAS Development Manager</p> <p>SDGs and RYAS Development Manager</p>	On roll out of SDGs and rolling action	
Increase coverage on RYA and home country websites, in RYA publications and in the media of achievements by women, people with disabilities and people from ethnic minorities	Create a publicity plan for this purpose, identify appropriate media outlets, start to use these and set measures for amount of coverage that is reasonable	Communications Manager	June 2010	
Draw up a plan to produce key publications in accessible formats.	Plan drafted and budget agreed.	Sailability, Training and Publications	Dec 2010 for 2011-12 budget year	
Start to produce key publications in accessible formats including RYA magazine	Publications exist and are being used	Sailability, Training and Publications	April 2011 and ongoing	
Add statement to all RYAS publications making it known how to obtain large print/ accessible format versions	Statement to appear on all publications (when accessible formats are available).	RYAS	Rolling as publications produced.	
RYA/WYA to investigate ways of translating into Welsh key RYA publications that support training and sports development activity.	WYA and RYA Publications to discuss further development.	WYA – CEO RYA Publications/ Marketing	Ongoing discussion in 2010, clear costed funding plan by 2011/12	

4.3 Education and training

Action	KPI	Who is responsible?	When by?	Progress
Conduct Training Needs Analysis amongst staff and Council members.	30% response rate	HR and Admin Manager	May 2009	Complete. 38% of staff and 46% of Council members replied.
Conduct Training Needs Analysis amongst RYAS Sailing Development Group members and coordinators.	Circulate survey. Review requirements and programme training to address the gap.	RYAS Development Manager	After constitution of SDGs.	
Develop in-house training for staff and Council members.	Research general equality and diversity training. Develop training in appropriate formats, building on existing disability awareness training.	Sailability Manager	Plan in place by March 2010 to start delivery in Spring 2011.	
Provide in-house training for RYAS SDG coordinators.	Key staff and SDG coordinators to be trained.		Spring 2011	
RYANI in conjunction with Disability Sport NI to run Disability Awareness Training course for sailing clubs	1 course run	RYA NI DO with DSNI	March 2011	
Introduce bursary scheme and encourage applications from women and people under 35 to train as officials.	6 bursaries per annum	Judging and Umpiring Group/Race Management Group and Race Officials Education Officer	March 2010 and annually	
Effectively promote the assistant instructor qualification for people with disabilities	An increase in the number of people with a disability holding this qualification	Training Sailability	October 2010	

Action	KPI	Who is responsible?	When by?	Progress
<p>Encourage more women to train and qualify as coaches and instructors</p> <ul style="list-style-type: none"> • Investigate barriers to undertaking RYA Instructor and Coach training • Begin to target with positive interventions • Communicate interventions to training centres, coaches and trainers • Increase positive and balanced promotion in RYA material of women in coaching and instructional roles 	<p>Increase number of qualifying women instructors and coaches by 1% of the March 2010 total annually</p>	<p>Training Coach Education</p>	<p>March 2011 and annually</p>	
<p>WYA to proactively target and recruit Welsh speaking Coaches to deliver within clubs and WYA development programmes in key Local Authority areas within North, West and South East Wales</p>	<p>WYA to capture baseline information, then set KPI.</p>	<p>WYA staff</p>	<p>Capture baseline info by end of March 2011. Set KPI from 2011 onwards.</p>	
<p>Encourage clubs in NI to run women and girl only training/boating days/activities</p>	<p>3 clubs in 2010/11, 1 extra club per year thereafter.</p>	<p>RYANI DO</p>	<p>March 2011 and ongoing</p>	

4.4 Recruitment of committee members and staff

Action	KPI	Who is responsible?	When by?	Progress
Review means of advertising vacancies to encourage more ethnic minorities and people with disabilities to access RYA employment opportunities.	Seek advice from external organisations	HR Manager	Review completed and plan in place by Sept 2010	
Address underrepresentation on committees by: Identify and encourage people from underrepresented groups with appropriate skills to join relevant regional and national committees. Review timing and location of meetings. Articles in RYA Magazine etc profiling Council members from a range of age groups and including women, showing them as active participants in their branch of the sport.	Increase number of women on national committees from 12% to 15%	CEO Home Country chief officers	Dec 2010	
Implement Volunteer Charter to facilitate above actions within RYAS committees.	Recruit and train Volunteer Development Officer. Work with each Committee to transition to conform with best practice cited in Charter.	RYAS COO/ Development Manager RYAS Committee Chairmen/COO/ DM	Q3 2010 March 2011	Open Performance and Development Group started, others to follow.
Increase female representation within the WYA governance/ committee structure	Proactive recruitment for Board and Committee structure during 2010 and ongoing	WYA CEO/ Board	Feb 2011 AGM and ongoing	

4.5 Performance programmes

Action	KPI	Who is responsible?	When by?	Progress
Encourage mainstream youth squads to welcome suitably qualified disabled people	Effective guidance available	Racing	June 2010	
WYA to work with Federation of Disability Sport Wales (FDSW) on development of a disability performance structure	WYA to initiate meetings with FDSW and RYA during 2010	WYA HPM and CEO	Initial meetings July 2010, programme launch 2011	
Given participants have to enter the national championships before being eligible for a national squad and that this can be a barrier, investigate ways of providing financial support to those living far away from the event and/or whether this is a reasonable requirement	Report to relevant parties recommending action or justifying current position	Racing	July 2010	
Continue work already introduced to increase number of females in performance squads: Girls' Groups in specific classes to raise the number of girls racing at Youth level; Junior Girls Multi-Class Camp; Youth squad sailors offered squad clothing in a girls' option. CPD session created for coaches on coaching female sailors. Promote female role models including Olympic medalists.	Continue to increase female participation in junior squads	Racing	Nov 2010 and annually	2009-10 junior zone squads show an increase from 33% girls to 42%

Action	KPI	Who is responsible?	When by?	Progress
Increase % of girls in WYA Regional and National performance structure. 2009/10 25% of National Squad and 37% of Regional Squad were female.	Develop intervention strategies with clubs through regional open training and Volvo Champion Club programme.	WYA HPM and RDOs	Plans in place by Nov 2010 for implementation during 2011/12 and 12/13	
Increase number of female entries at WYA National Events.	Develop intervention strategies with clubs through regional open training and VCC programme.	WYA RDOs	Plans in place by Nov 2010 for implementation during 2011/12 and 12/13	
Assess female representation as elite coaches and take steps to remove any existing barriers	Statistics analysed, consultation conducted and plan in place.	Racing, in consultation with WSFF, UK Sport	Dec 2010	
Form Paralympic development squad	Squad in place, even if only in embryonic form	Racing	March 2011	
Increase number of injured/disabled servicemen racing competitively	Operational services pathway	Racing/Sailability in partnership with Toe in the Water Help for Heroes, Army and Navy Sailing Coaches	March 2011	Starting March 2010
Review MOU with Sailability Scotland to ensure Scottish disabled sailors are effectively fed into UK development squads.	Review and agree new MOU.	RYAS COO/DM	Q3 2010	

4.6 Sport Development programmes

Action	KPI	Who is responsible?	When by?	Progress
Encourage more people with disabilities to participate in boating by: making better use of existing information materials; developing effective partnerships with national disability organisations; publicising opportunities at appropriate exhibitions; providing relevant training for volunteers; creating meaningful reward schemes for disabled people.	Targets contained in 'Making Disability Plain Sailing' plan.	Sport Development, Training and Marketing	Reported annually	
Target programmes such as OnBoard and Sailing in the City in areas with a high ethnic minority population	Evidence of such targeting and publicity	Sport Development and Communications	March 2010 and ongoing	
Encourage mainstream clubs to welcome disabled people	Effective guidance available	Sport Development	June 2010	
Develop a "widening participation" toolkit to support clubs to diversify their membership including volunteers, coaches, administrators, etc	Toolkit produced with positive feedback from clubs	Comms Sport Development	Sept 2010	
Consider addressing/sharing knowledge about equality issues with similar NGBs, British Rowing, British Canoe Union for example	Common issues identified and joint activity underway	Sport Development	Sept 2010	
Continue to develop membership categories and benefits to appeal to a wider range of members.	Increase in female membership from 17% to 20% with further increases 2011 onwards. Increase under-18 membership from 1,650 to 3,500 and 18-25 membership from 5,000 to 6,000	Marketing	Dec 2010 March 2010	

Action	KPI	Who is responsible?	When by?	Progress
<p>Maintain female participation by: marketing of RYA Training courses, promoting boating as a family and social sport, using a wide range of media including lifestyle magazines.</p> <p>Support clubs to formulate development plans that include offering good teaching and coaching, providing quality facilities, being more open and welcoming to new participants, promoting themselves locally in places where women at different stages of life are likely to access the information.</p>	<p>Participation stays around 40%, with plans to increase numbers of women becoming engaged in instructing, coaching, officiating, volunteering.</p>	<p>Training</p> <p>Marketing/ Comms</p> <p>Racing</p> <p>Sport Development</p>	<p>Plans in place by March 2011 for 2011-12</p>	
<p>Consider underrepresentation on the basis of socio-economics and/or culture</p>	<p>Information available to include these strands in 2011-12 version of this plan</p>	<p>Sport Development</p>	<p>March 2011</p>	
<p>Review MOU with Sailability Scotland to ensure UK level actions and KPIs are addressed.</p>	<p>Review and agree new MOU.</p>	<p>RYAS COO/DM</p>	<p>Q3 2010</p>	