

Navigating the Future

The five year strategic plan
for sailing, windsurfing and
boating in Northern Ireland

2023 – 28



**The RYA Northern
Ireland is the National
Governing Body for
the sports of sailing,
windsurfing and
powerboating in
Northern Ireland.**

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Introduction

We are proud to present the new strategy for sailing and boating in Northern Ireland, Navigating the Future.

The strategy has been months in the making and we want to thank everyone that has helped shape the direction of travel for the next five years, through completing online surveys, to taking part in person and online workshops, to checking and challenging our thinking as we have moved through various iterations.

There are lots of great things that already happen across Northern Ireland and at the heart of the strategy is about being proud of and celebrating the sport, the people and places within it and the local and national heritage. As a sport there is much to celebrate and we will ensure that those that play a part in making the sport happen at all levels and those that commit to achieving on the world stage, feel valued and are recognised for the roles they play.

Of course, whilst there is fantastic work taking place to develop, sustain and grow the sport, we will still strive to improve. The strategy has been built from the ground up, starting with what volunteers, participants, coaches, instructors and officials talked about being the key issues holding back the development of the sport, and where the biggest opportunities lie. This enabled key themes and priorities to be identified that sit front and centre of this exciting new strategy for the sport.

Foreword

As the national governing body for Sailing, Windsurfing, and Powerboating at all levels across Northern Ireland, we are thrilled to unveil the strategic direction for RYA Northern Ireland over the next five years.

Our staff team provides valuable support for the day-to-day operations of the governing body, but it is the commitment, energy, and enthusiasm of the volunteers, coaches, officials, and instructors on the ground that drives the delivery, growth, and development of the sport.



As an organisation, we are committed to staying aware of the ever-evolving sporting, environmental, and financial landscape, and continually evolving to ensure that the sport adapts to cater for changes in how people want to engage in and consume sport.

Through living by the organisations values, we will strive to foster a culture of inclusivity, collaboration, and mutual support, so that all members of the sailing and boating community feel welcome, empowered, and inspired to pursue their passions and aspirations.

Together, we will work hard to build a community that celebrates diversity and embodies the spirit of adventure and exploration that makes life on the water so exhilarating.

Susan McKnight
Chair

Greg Yarnall
Chief Executive Officer



How was this strategy developed?

Nearly 100 different voices have had the opportunity to contribute to the development of the latest RYA NI Strategy, through:



Reviewing progress and insight



Learning conversations and one on one interviews



Club and Training Centre surveys



Webinars



Staff and Board workshops



Check and challenge sessions with clubs, training centres and volunteers

What do you mean when you say 'Our' strategy for boating?

By 'our' we mean everyone involved in making the sport happen in Northern Ireland.

While we understand that not everyone will be directly involved in every aspect of our strategy. By uniting under this shared vision and aligning our work against the longer term goals, we can create a thriving and sustainable future for the sport in Northern Ireland.



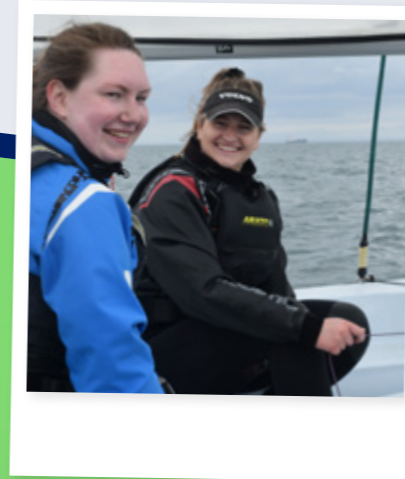
'Our' Strategy

With a focus on:

The People involved in making the sport happen

At the core of the new strategy is people, because without the dedicated volunteers, instructors, coaches, and officials who make the sport possible, it simply would not exist.

Our top priority is to ensure that every person involved in the sport feels valued, appreciated, and supported in their efforts. We are committed to providing ample opportunities for personal and professional development, and to fostering a culture of inclusivity, respect, and collaboration. For the purposes of this strategy, 'people' encompasses volunteers, coaches, instructors, technical officials, board and staff members, and anyone else who plays a role in bringing the sport to life.



The Pathways that allow people to enjoy, develop and engage in the sport

Connected pathways are a critical element to the delivery of the strategy in Northern Ireland.

Pathways involve entry, development in and potentially exiting one or more elements of the sport. Historically this has been attributed to performance programmes, however, we see this as pathways through the sport for any participants, volunteers, coaches and officials.

The Places where the sport happens

Places, facilities, and equipment are paramount to successful delivery of activity.

For the context of this strategy, when we use the term 'places', we are including Affiliated Clubs, Recognised Training Centres, Sailability Clubs or anywhere else where the sport takes place.

We are acutely aware that these are challenging times, with rising energy and equipment costs. We recognise these obstacles, and a critical aspect of this strategy is finding ways to enhance collaboration and communication between all stakeholders, so that we can maximise funding and resource opportunities. By working together more effectively, we can ensure that the places where our sport occurs can continue to thrive and grow.

People need clear opportunities where they can engage, learn or develop in their chosen area, whether it is competitive, recreational, participating, or in support of activity. Transitions are a key part of this, where people look to move through various stages of learning and development.

We see the development of appropriate and more flexible pathways as crucial to the continuing success of the sport in Northern Ireland, which will include better understanding the lived experiences of a range of participants to help influence how pathways are developed.

Vision

'An active community working together on or around the water, where everyone has a place.'

Mission Statement

Supporting communities to create fun and inclusive environments, empowering individuals to develop and succeed through their chosen pathways, all while fostering a love of being on or around the water.

What does the vision mean?

'An active'

As part of the new strategy, Navigating the Future, we will prioritise finding ways to encourage people to become more active or to rediscover their passion for the sport. We are committed to identifying ways to motivate qualified individuals to take on active roles in their communities, while also providing support and guidance to those who are currently pursuing qualifications or considering doing so in the future. Our strategy will also focus on revamping our pathways to ensure that we have the right kinds of activities and initiatives in place to engage people more frequently and more meaningfully in the sport.

'community working together'

The core of the strategy is centered on fostering a sense of community amongst those involved in the sport, working collaboratively towards shared objectives. By leveraging the collective skills and experience of individuals across Northern Ireland, positive change can be achieved. It is clear that the aims set out in this strategy cannot be delivered without a concerted effort from the entire community, working together to overcome any obstacles that may arise.

'where everyone has a place'

A key part of this strategy is about identifying and then addressing why there is a gender disparity in the sport, alongside how participants and the sports workforce can be more representative of the population of Northern Ireland. When deciding what to focus on and how access to the sport is addressed, it will be led by understanding the lived experiences of those we are aiming to reach, working together with under represented groups to find solutions.

Vision

Values

What you can expect from us

We have set out a series of values and what these mean to us. These values will serve as the foundation for everything we do and will guide our behaviours, actions and decisions as a team.

These were not decided by sitting round a table, but through informal conversations about what was important and inspiring to people involved in the sport.

We believe living these values will enable stronger relationships with people, places and partners to be built and lead to a vibrant and successful future for the sport in Northern Ireland.



Approachable & supportive



Visible



Brave and adventurous



Transparent



Passionate and proud



Embracing equality

Values

Approachable and supportive

We want people to feel comfortable reaching out for support, whether to a member of staff or Board or another volunteer, coach, instructor or official. We will work hard so that this is easy to do and ensure that support mechanisms are in place for everyone.

Visible

We want to be where the action is happening and believe that we learn the most when we get out from behind desks and are on the ground engaging with the People and Places involved in making the sport happen. Sometimes this will be out at events or club activity, other times it will be about bringing people together and enabling conversations to happen.

Brave and adventurous

We will be brave in testing and innovating new ideas that can help develop, diversify or grow the sport, replicating the behaviours we see every day across the sailing and boating community. From a new participant getting into a boat for the first time to an Official venturing abroad for their first international event, the people involved in the sport are constantly pushing themselves to grow and improve and we will endeavour to do the same.

Transparent

We will be open and transparent about the decisions we make and how we make them, being honest about what we can and can't do. Transparency will promote better decision making and allow for constructive feedback and continuous improvement, ultimately leading to better outcomes for the sport.

Passionate and proud

We will be proud of the sport, the achievements and milestones reached by **People and Places** and **passionately celebrate Northern Ireland and the heritage of the sport in this country.**

Embracing equality

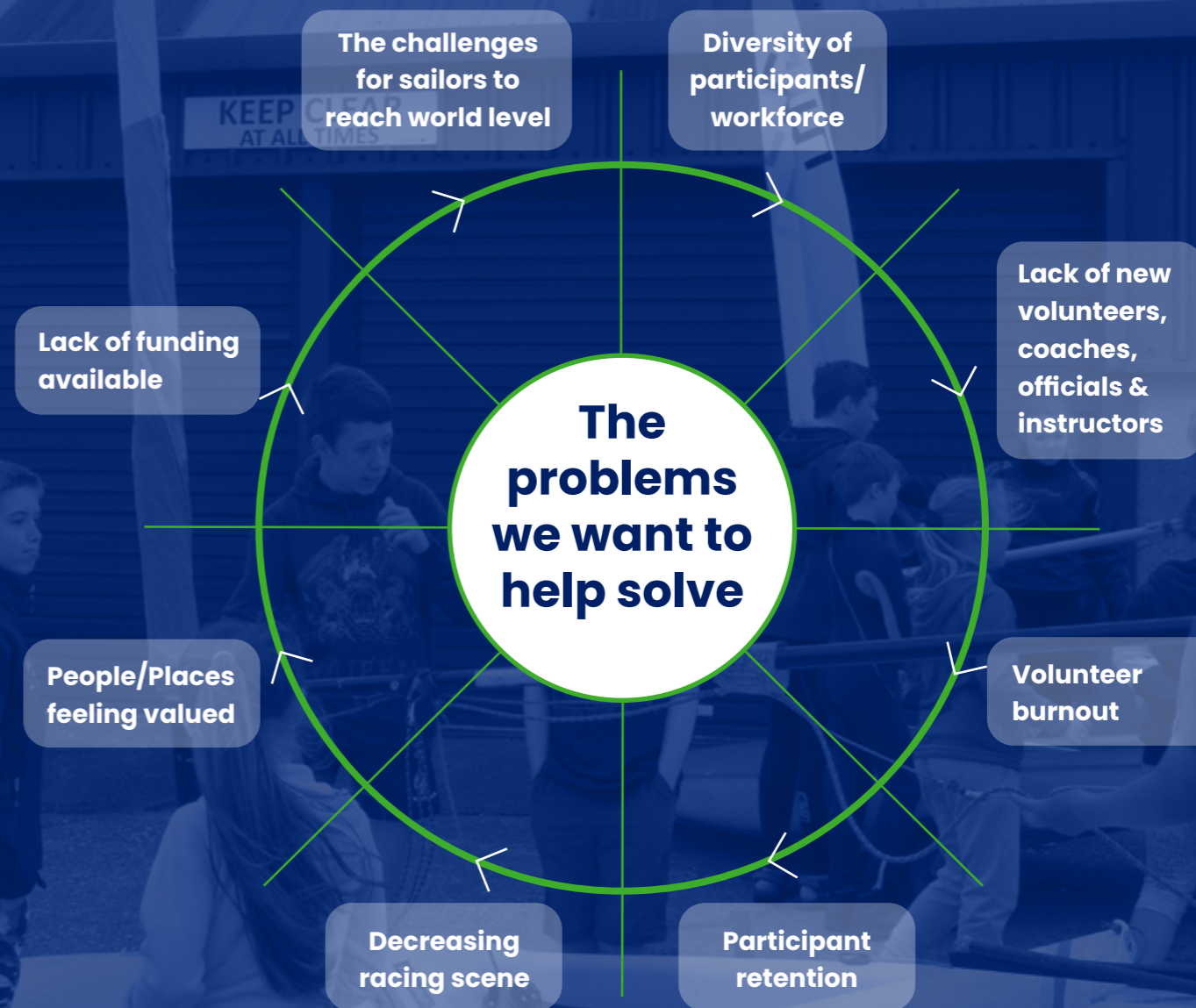
We will do more work to understand the diversity, or lack of, that exists in all areas of the sport, so we know where progress needs to be made. Where there is an under representation in our sport, we will take positive action to influence change.



Challenges

Whilst developing this strategy we listened intently to the challenges being faced and the experiences of a range of people involved in the sport, which ranged from club volunteers, to instructors, to coaches or officials, as well as participants and/or their parents.

The most common challenges across these groups are:



Opportunities

We are excited that despite the challenges we face, there are plenty of reasons to be excited for the future of the sport and the opportunities for us to grow and succeed in the coming months and years.

opportunities

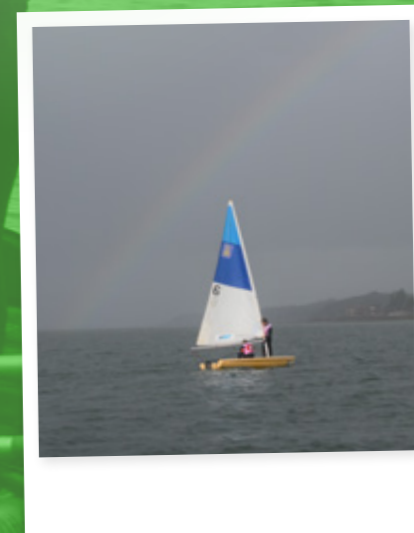
First and foremost, there is a fantastic network of people and places, that are committed to seeing the sport prosper in Northern Ireland.

If the people and places in the sport are connected more often, working towards collective goals, we have an amazing opportunity to build on the incredible heritage that exists in NI. For a relatively small nation, NI has consistently punched above its weight, producing multiple Olympians, European or World Champions, world renowned officials and those that have gone on to have successful voluntary or professional careers in the sector.

We have a fantastic suite of programmes to engage new, or retain existing people in and are part of an organisation (the RYA) that is respected globally, where access to resources and tools can support some of the leading people in the world in their respective fields that are from or live in NI.

Finally, we want to highlight the opportunity for continued development of the people and places in the sport. None of this strategy will be delivered without people and we are committed to investing in those that want to work alongside us to achieve the aims set out in this strategy.

By working together, being prepared to try new things and being clear about what we want to achieve we can aspire to set standards that other home countries or countries worldwide aspire to.



Strategic Direction

We wanted to ensure the direction of travel was clear, whilst also allowing us to adapt as we improve understanding about the priorities outlined in this strategy.

We have set out four 'Strategic Aims' and five 'Strategic Foundations', which have been identified as key areas to help the sport overcome the challenges listed earlier.



Strategic Aims

The strategic aims of the organisation provide a clear path for decision-making, resource allocation, and operational activities, which enable the achievement of defined medium and long term goals. These aims were established after extensive consultation with a diverse group of stakeholders who contribute to the sport's success.

1

Inspire people to give or continue to give their time

We consistently hear from clubs and centres about the risk of volunteer burnout due to the difficulty of attracting new volunteers and keeping current volunteers active.

There is a need to recognise that volunteering is changing and as a sport we need to consider the ways we can change or enhance volunteer experiences to fit today's and future lifestyles. There are two important aspects of this aim:

- 1 We have a committed and enthusiastic network of volunteers that exist already. It is important we spend time supporting and recognising these volunteers, so they remain connected and motivated to continue to give their time.
- 2 To continue to develop the sport, we need to attract new people to volunteer to reduce the burden on existing volunteers. There are 9753 members of clubs across Northern Ireland, which is a good place to start, whilst recognising other external avenues that could be explored.

We will do this by:

Longer Term Vision (5 years):

- Clubs and organisations have a clear vision for the future that helps them identify workforce needs
- There has been an increase in the number of active volunteers, coaches, officials and instructors and clubs are less concerned about volunteer burnout
- There is a culture of learning and development, and the sport is well connected to share best practise
- The People involved in volunteering, coaching, instructing and officiating in clubs and in governance roles are becoming more representative of the population in NI
- There is a wider pool of coaches in place that are capable of coaching across performance pathways
- There are the right number, quality and diversity of people to support the development and learning of the future workforce

Medium Term Goals (2-3 years):

- Volunteers are feeling more valued
- Clubs are seeing an increasing number of volunteers, coaches, officials and instructors come forwards
- As a sport there is an understanding about the benefits of having a diverse workforce
- There is an increasing awareness of who volunteers are and the roles that they carry out
- A programme of learning and development that actively engages volunteers is being provided
- The stories of people and communities in the sport are being told and celebrated regularly

2

Improve diversity

Despite the strong history of the sport in the country, there is no hiding that as a sport we can do more so those involved in the sport better reflect the population of Northern Ireland.

The data across many of our groups and communities is not strong enough to understand where progress needs to be made, but two areas where we have a more developed understanding is Women and Girls and Disabled people. Only 36% of club members are female, none of our tutor trainers are female and approximately 10% of commodore positions are held by females. Additionally, only 3.5% of club members are reported as Disabled, compared to 22% of the population of NI.*

This data, alongside hearing about peoples lived experiences, provides a strong rationale to focus on improving access and involvement to the sport for Disabled people and Women and Girls. We will use the next 12-18 months to better understand lived experiences in the sport of other groups and communities, alongside collecting data that can tell us more about the progress that needs to be made.

A key focus on Women and Girls and Disabled people does not mean that we won't continue to develop opportunities for Men and Boys and non-Disabled people, we will continue to do this to. However, an increased resource will initially be directed on working towards gender parity and engaging Disabled people in the sport.

We will achieve this by:

Longer Term Vision (5 years):

- Clubs are seeing a gradual increase in membership and the diversity of membership
- Active progress has been made towards gender parity across all roles in the sport
- Women and Girls and Disabled People feel like boating is a place for them, they feel listened to and valued, and that issues preventing them from enjoying the sport/staying in the sport are being addressed
- There is a National Para pathway in place
- The sport is finding ways to make the sport accessible for those from lower socio-economic groups, dispelling the myth of being elitist and for those more affluent

Medium Term Goals:

- The number of Women and Girls and Disabled people accessing the sport is increasing
- Partnerships have been formed to enable more people from a variety of backgrounds to be introduced to the water sports community
- The racing pathway is appealing to Women and Girls and provides opportunities at all levels to experience racing
- There is a better understanding of membership and volunteer data and active steps are being taken to improve these
- Clubs and centres are aware of best practice and are confident in implementing positive changes for the diversity of the sport
- Women and Girls are increasingly visible across the sport, their achievements are being celebrated and diverse imagery is being used across communication channels locally and nationally
- There is a better understanding of the barriers across the sport for under represented groups, with knowledge of how to retain people within clubs and centres

*Data taken from the 2022 RYA Club census

3

Maximise athlete potential

Developing sailors that go on to have success on the world stage achieves so much more than the achievement in and of itself. We believe it also contributes to:

- **Inspiring** participants of all ages of what can be achieved by NI athletes
- Creating local **excitement** and **public interest** in the sport
- Developing **National pride**, creating a sense of **unity** and **togetherness**

Success on the World stage won't just about the Olympics or Paralympics, it is about being 'world class' in their respective field, which might be competing in a Sail GP event, an Olympic or Paralympic Games or medalling in a non-Olympic/Paralympic class of sailing.

We will achieve this by:

Longer Term Vision (5 years):

- We have international representatives achieving top 32 and above in World/European competition every year
- There is a wider understanding and appreciation of the performance pathways that exist, i.e., not just Olympics
- A fit for purpose racing pathway is in place, which effectively develops and retains participants
- Clubs are passionate about producing high level sailors in Youth and Junior squads that are showing the behaviours required to reach a world/international level
- There is a wider diversity of participant entering into and staying within performance pathways
- Sailing is seen as a career opportunity by sailors, coaches, parents and clubs
- Self-perpetuating coach/volunteer pathways are in place that enable programmes and events to run sustainably at high standards year on year
- There are sustainable pathways for mixed disciplines in place, e.g. double handed/foiling

Medium Term Goals:

- There is an increased number of coaches that have the knowledge and skills required to work within the NI Performance pathway
- There are more sailors competing at national level events
- More clubs are supporting sailors through the talent and performance pathways
- There is an understanding of the class of boats that exist across NI and where
- Sailor achievements are being celebrated more frequently and the sailing and boating community have an improved knowledge of these achievements
- Sailors and Parents have a clear understanding of 'what it takes' to reach different levels of performance
- There are an extended range of opportunities across different classes available within the performance pathways
- Sailors are getting the time and quality of time on the water to maximise their potential

4

Re-imagined pathways

To enable diversity to be improved and athlete potential to be maximised, we need to ensure a wider variety of pathways are available that cater for different interests, needs and abilities that inspire more people to take up or continue in the sport.

When we talk about pathways, we don't just mean pathways to improve in the sport or go on to national level squads.

These are important but for every person that wants to move to the next level of a national squad or more testing races, there is someone else that takes part for the social aspects, the opportunity to be out on the water and joy of taking part.

We don't have all the answers about what parts of the pathway might need to develop but we will commit to engaging with participants so we gain an understanding of where pathways are working well and can be left as they are, where there are opportunities to expand and where we need to re-invent the wheel.

We will achieve this by:

Longer Term Vision (5 years):

- More participants are being retained in the sport after their first year
- Clubs are seeing an increase in female participation, showing a closer gender balance within membership numbers and club activities
- Appropriate training and racing opportunities are available for Disabled people
- There are a wider range of racing opportunities available that are suitable for participants from entry to elite level

Medium Term Goals (2-3 years):

- There are funding mechanisms in place to support clubs to test new ideas that support the retention of all participants across the pathway
- Pathways are better equipped to engage and retain Women and Girls and Disabled people in the sport through adapting, testing and instigating change.
- There is a good understanding of what participants want next as part of their sailing pathway
- As a participant or parent/guardian, it is easy to find out how you can get started and progress in the sport
- Support networks are in place for clubs and volunteers to share good practise and successful ways of working across different parts of the pathway
- There is a culture of clubs and RYA NI engaging with members to better understand the lived experiences in the sport, enabling pathways to be shaped accordingly
- RYA NI and clubs have a good understanding of why participants drop out of the sport at different levels
- Clubs are actively promoting the different opportunities available outside of dinghy racing, such as keelboat racing, cruising and boating



Strategic Foundations

The strategic foundations set, will be the key influencer's and building blocks that enable the organisation to operate effectively and efficiently and will be some of the key drivers that determine whether progress against the strategic aims is made. These foundations were identified by gathering feedback from the individuals and locations involved in the sport's delivery, identifying areas for improvement and the greatest challenges facing the sport's advancement.

1

Celebrate the sport

We have much to celebrate and would like clubs and centres to join us in 'shouting louder' about the sport, from the inspirational activity in clubs, to World Champions in their respective classes, to the difference being around the water makes to people's physical and mental well-being.

We know that people and places making the sport happen do not always feel valued or recognised for the work they do. Whilst this isn't the driving force for giving their time or succeeding in their chosen pathway, we know that when people feel appreciated and valued they are more likely to continue to give their time.

We will take the time to celebrate the sport, which will:

- Ensure people feel valued and recognised
- Raise the profile of the sport in NI

We will do this by:

Longer Term Vision (5 years):

- The people and places involved in the sport feel valued and recognised
- There are more people from Northern Ireland being recognised for their contribution and/or achievements across NI, the UK and Ireland
- There is a culture of appreciating each other and making time to say 'thank you'
- More people involved in sailing and boating are inspired to have a career in the sport
- There are an increasing number of people coming forwards as volunteers

Medium Term Goals:

- People are staying in the sport longer as they are being recognised and feel valued by their club and RYA NI
- People feel proud to be part of the sport
- The benefits of the sport to people and communities are being captured and are being used to generate new levels of interest
- Achievements of the people and places in NI are being traced and their achievements celebrated
- There are a wider variety of means to celebrate and tell stories from the sport being used
- People and places are regularly 'telling us their story', sharing successes and helping the sport to celebrate the great things happening
- The profile of sailors competing internationally has been raised and as a result, talent pathway participants see sailing as a career option and/or want to progress in the sport
- The profile and recognition of coaches involved in talent and performance pathways has increased, as a result there is an increase in the transition of sailors to coaching roles

2

Connect and Empower

By fostering connections and promoting community, we aim to create an environment where people in the sport with shared interests can share experiences, challenges, identify solutions and provide support to each other. We will empower people to make a difference in their own clubs, centres or local community.

For example, achieving gender parity will take the collective effort of the whole sport and will not be achieved by working in silo's. We will support by conducting research and insight to better understand how barriers can be broken down and attitudes can be changed. We will ensure this is shared to empower those that want to join us on the journey with recommendations, tools and resources that can enable positive change.

We will do this by:

Longer Term Vision (5 years):

- An insight bank exists that can be easily accessed by clubs, is being refreshed annually and is used to inform activity on the ground
- A strong partnership network is in place that is adding value to the delivery of the sport and supporting clubs to diversify the people involved
- The number and frequency of people engaging with volunteer and club engagement events is growing, with NPS scores increasing

Medium Term Goals (2-3 years):

- The mechanisms to bring people together to connect, share good practise and enhance activity have been established and are now embedded across the sport
- People are clear about the role of the forums/committees that exist and how they are adding value to the development of the sport
- Clubs are better connected and are regularly sharing good practise with each other
- There is a list of the class of and popularity of boats that exist across NI
- There are close working relationships with the other Home Countries and Ireland to bring people together that improves connectivity and sharing of best practise

3

Lobby and Advocate

Lobbying and advocating for the protection and improvement of the places where the sport takes place will play a critical role in the delivery of this strategy.

We understand the importance of caring for the environment and ensuring the water on which the sport happens is looked after, so people can continue to access the sport. We will work with clubs and centres to understand the key issues holding them back and connect with partners and stakeholders with responsibility for or influence over improving spaces around where the sport happens.

We will do this by:

Longer Term Vision (5 years):

- Strong relationships exist with key stakeholders, influencing the action being taken in and around the water
- A strong track record of delivery with funding partners exists and RYA NI are a trusted partner to test new routes to market
- RYA NI are one of the leading sports taking positive action to reduce the carbon footprint in Northern Ireland

Medium Term Goals (2-3 years):

- Clubs are confident that we are acting on their behalf to ensure their voices are heard with key stakeholders, e.g. DAERA/NI Water, Local Councils
- Goals set out with key funding partners are being consistently met
- The Cruising and Environment Committee has a diverse representation from across the sport
- Clubs and training centres feel confident coming to us with any concerns or issues

4

Strengthen Governance

Strengthening governance in the sport is a key aspect of this strategy. By enhancing transparency and efficiency, we aim to increase public trust and better align resources with our strategy. Governance priorities will fall into two areas:

- 1 Strengthening RYA NI's governance
- 2 Supporting clubs and centres to strengthen their governance where required

We will do this by:

Long Term Vision (5 years):

- A more diverse range of Board and Committee members representing the NI boating community is in place
- An embedded culture of continuous improvement exists, always looking at ways to communicate better, make events more accessible and how feedback is responded to
- Clubs and centres understand what the Board does and are not afraid to ask for support
- There is an improved awareness and confidence when reporting safeguarding concerns
- There is greater diversity of volunteers in 'leadership' positions in clubs and centres
- Volunteers, staff and contractors understand and live by the RYA NI values

Medium Term Goals (2-3 years):

- There is an increased club representation at the AGM
- There is an annual Board training/induction programme in place and Directors feel well equipped to check and challenge
- There are mechanisms in place to monitor and review internal policies and ensuring they are adhered to
- There is a strong understanding from staff about what the Board do, and they feel comfortable approaching for support or to report concerns
- Clubs, centres and members feel that RYANI are transparent and have access to relevant information about finances and how decisions are made
- Clubs are more confident about the governance structures in their own clubs/centres and how to manage these effectively

5

Attract funding

Attracting funding for the sport will play a pivotal role in developing the sport and we will explore the different funding avenues available to support the delivery of this strategy. We won't rely on additional funding streams to deliver the strategy, but we will look to focus on attracting funding into:

- 1 The RYA NI centrally to increase resource or capacity, or where RYA NI can be a central distributor of funds to local clubs and centres.
- 2 Clubs and Centres or community groups delivering the sport.
- 3 Sailors that are looking to reach an international level.

We will do this by:

Longer Term Vision (5 years):

- Additional funding is being accessed on an annual basis that supports the delivery of the strategy and diversifies funding streams
- Clubs are regularly gaining access to grants to improve facilities and/or increase participation/diversity of participation within clubs
- Sailors on a performance pathway are regularly accessing funding support to support their journey

Medium Term Goals (2-3 years)

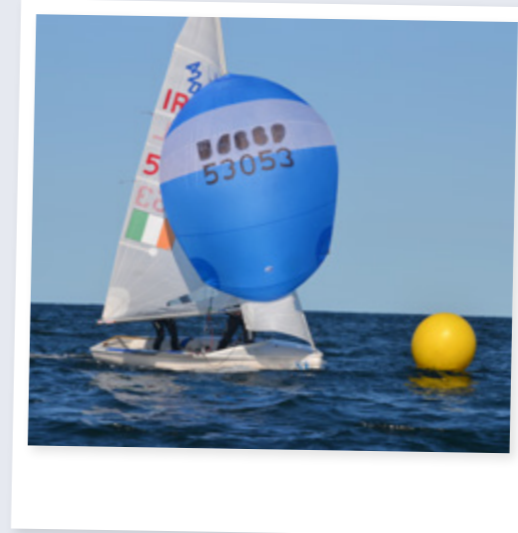
- The value the sport can add to potential funders is being communicated effectively and RYA NI are an organisation that funders/sponsors want to invest in
- Strong relationships are in place with key stakeholders that maximise funding opportunities
- Sponsorship is being secured for key events throughout the year
- Sailors with the potential to reach international level are accessing sponsorship and funding support that allows them to pursue a career in the sport and maximise their potential

How will we know when we have got it right?

We will prioritise tracking progress towards attitudinal, cultural, and behavioral shifts. We will establish baseline indicators for each of the medium and long-term goals, and ensure that there is a clear understanding of what success looks like and how to measure progress.

Progress will be measured through:

- A set of Medium and Long Term Goals that will set the direction of travel. Medium Term Goals looking at the next 2-3 years and Long Term Goals looking towards the next 4-5 years. The Medium and Long Term Goals will be reviewed annually and adjusted as necessary, to reflect the learnings and progress being made.
- Alongside Medium and Long Term Goals, an Annual Operational Plan will detail the shorter term steps being taken to make progress towards these Goals.
- The Board will receive quarterly reports against the strategy and annual operational plan, which will be made available to RYA members and RYA Affiliated Clubs.
- An Annual Report will be published detailing successes and progress being made, alongside the challenges and roadblocks against the delivery of the annual operational plan and progress towards the Medium and Longer Term Goals.



Monitoring

Thank you for your support

We express our gratitude to the volunteers, instructors, officials, coaches, training centers, clubs, members, and parents for their contributions in shaping this strategy. We are excited to continue working closely with you to advance the sport in the upcoming five years.

We would like to extend a special thanks to our key supporters who provided financial resources to support the delivery of this strategy for the sport.



Thank you

“The pessimist complains about the wind; the optimist expects it to change; the realist adjusts the sails.”

William Arthur Ward



www.rya.org.uk