Saving more lives

RNLI 2015–19 | The future direction and 5-year Business Plan
The RNLI
Our lifesaving community

We are the RNLI: the charity that saves lives at sea. Every day of every year, people of all backgrounds get into danger in the water.

It’s a problem that we’re here to tackle.

We’re here to explain the risks, share safety knowledge, and rescue people whose lives are in danger.

We’re here to work with others to make the water a safer place for everyone.

We’re here to prevent tragedies on and offshore. And with your support, we always will be.

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Our philosophy

The RNLI philosophy remains the same as it was in 1824: to provide our lifesaving service using volunteers wherever possible, with voluntary donations supplying the funds needed to do so.

Our purpose

The RNLI saves lives at sea.

Our vision

To end preventable loss of life at sea.

Our values

Our work is founded upon, and driven by, our values. Our volunteers and staff strive for excellence and are expected to be:

Trustworthy

Responsible, accountable and efficient in the use of the donations entrusted to us by our supporters, managing our affairs with transparency, integrity and impartiality.

Courageous

Prepared to achieve our aims in changing and challenging environments. We are innovative, adaptable and determined in our mission to save lives at sea.

Selfless

Willing to put the requirements of others before our own and the needs of the team before the individual. Able to see the bigger picture and act in the best interests of the RNLI, and to be inclusive and respectful of others. Prepared to share our expertise with organisations that share our aims.

Dependable

Always available, committed to doing our part in saving lives with professionalism and expertise, continuously developing and improving. Working in and for the community, we deliver on our promises.
Things we will not change

In support of these values, our core principles will guide us in delivering our lifesaving service, now and in the future.

Volunteer ethos
Our lifesaving service is provided wherever possible by volunteers, generously supported by voluntary donations and legacies.

Community-based, with the support of a major charity
Our strength lies in operating through local teams, centrally directed and resourced.

Every life matters
We value every life and look to prevent loss of life, whoever it may be and wherever they may be in trouble.

Safety, Health and Environment
Our safety culture is of paramount importance to everything we do.

Maritime expertise
Our exceptional expertise is in the preservation of life at sea and on the water through rescue, together with the delivery of coordinated safety and education programmes.

Independence of thought
We will not seek funding from central government if this could jeopardise our independence.

Our role as bridge-builder
We always work to identify, grow and maintain effective partnerships and coalitions to further the cause of the wider lifesaving community.

Striving for excellence and innovation
We believe in constantly looking for better ways of delivering what we do, embracing new technologies and ideas.

Heritage
We are proud of our history, the affection in which people hold our traditions, and the RNLI’s achievement of saving lives over nearly two centuries.

How we operate

In the UK and Republic of Ireland the RNLI provides:
- a strategically located fleet of all-weather lifeboats, which are available at all times, and tactically placed inshore craft, which are subject to weather limitations
- a lifeguard service on a seasonal basis
- coastal safety, research and education programmes
- flood response.

Internationally we work with like-minded organisations to:
- raise awareness of the significant global drowning problem
- grow prevention and rescue capacity within high-risk communities.
The problem
Why we need to save more lives

Despite our best efforts, people around our coastline still drown. In the UK there were around 170 drownings and coastal fatalities in 2013, and the Republic of Ireland faces similar challenges. Inland a further 450 are estimated to be at risk from suicide. Global drowning is an epidemic that requires international attention.

Over our 190-year history we have made a hugely positive impact, saving over 140,000 lives. In 2013 we rescued more than 8,000 people, aided over 22,000 and saved 425 from drowning. But there remains a stubborn statistic of coastal fatalities that will not go down.

These are the remaining people we need to help. We recognise that we must retain our focus on the core lifesaving service that saves hundreds of lives each year. But if we are to change these statistics, we must also build on the preventative work that protects countless lives from serious incidents.

In recent years we have also become increasingly interested in the ‘silent epidemic’ of global drowning. The World Health Organization estimates that there are around 372,000 deaths from drowning every year – this is a conservative figure. Over half of these deaths are children (those under 5 at greatest risk), and 9 out of every 10 take place in low- and middle-income countries. The causes are close to home, primarily related to basic, day-to-day activities like washing and collecting water.

We believe that we can use our 190 years of knowledge and experience to help raise the issue of this appalling drowning issue and work alongside international partners to tackle it.

Whether at home or abroad, we are using research and partnerships to build a better picture of how people drown. We know the circumstances are varied (depending on location, type of waterborne activity etc), but the water safety community summarises the causes of drowning under the following common categories, as a lack of:

- understanding
- information
- protection
- ability to cope
- supervision
- help.

We are here to educate, supervise and ultimately rescue those who are at risk from drowning, whilst also looking to influence those who can help further our cause.
The solution

**Influence**
To save more lives, we need to work more effectively in partnership with other organisations, and identify how we can influence lifesaving through policy-makers and regulators.

**Supervise**
We can prevent more tragedies through the expansion of the lifeguard service around the UK and Republic of Ireland – and help international communities to set up their own lifeguard services.

**Rescue**
While maintaining our core, world-class lifeboat and lifeguard services, we will further develop our relationship with other search and rescue organisations in the UK and Republic of Ireland to help save more lives.

**Educate**
Our education work can save more lives by promoting safety through behaviour change campaigns, products and messages, and by working more closely with communities.
Our impact
The difference we’re already making

Direct lifesaving impact
Since 1824 RNLI staff and volunteers have been building our charity, locally and within the community, into what it is today. It is those same communities that will power it forward into its third century of lifesaving.

In 2013 alone, lifeboat crew and lifeguards saved 425 lives. These, and the countless serious incidents prevented, involved 8,304 lifeboat launches, 19,594 lifeguard incidents and 213,721 hours spent at sea by crew members on exercise or service. All of these numbers only add to the expertise, community presence and local knowledge that will be central to achieving challenging new goals.

The rest of the world
In 2013, our International programme gave 10,000 children vital water safety skills. We also trained 224 lifeguards, 117 search and rescue personnel, 71 flood responders and 15 future leaders in lifesaving. Each attendee can now make a big difference to water safety in their communities, and share their skills with countless others in future.

The wider community
We are so much more than a lifesaving service. The lasting, positive impacts we have in the community form a strong foundation for future partnerships.

Volunteers
We rely on a large number of volunteers who, in return, feel a great sense of purpose by serving the community through the RNLI. On a practical level we provide professional, high-quality training, which is primarily required to safely operate the service, but which is also of benefit outside the RNLI, such as first aid skills.

Employment
We provide a diverse range of employment opportunities across the UK and Republic of Ireland and are expanding our apprenticeship scheme to provide further opportunities to young people.

Economy
Our presence benefits local economies significantly: the proven value it adds to UK tourism is just one example. Our International programme is looking to encourage a local, sustainable supply of lifesaving equipment by providing guidance on setting up businesses for this purpose.

Charity sector
We are active in a number of forums and working groups that bring about change to benefit to the sector as a whole. These groups represent the charity on professional matters such as legacy foresight, finance, tax, in-house legal and IT disciplines.

Academic community
We rely on ideas, people and support from the academic community to help us use and exploit new and emerging technologies. In return we offer opportunities, through partnerships with universities, work experience placements and internship schemes for those students interested in our work to gain experience of various disciplines (charity and technological). We also sponsor activities in engineering.

Environment
We are conscious of our impact on the environment. As part of our efforts to minimise our negative impact we actively engage with others in the environmental community. We are an active member of the Fit for the Future Network, the charity environmental forum, and employ energy saving technologies, such as solar panels, wind turbines and ground source heat pumps.
Our future direction
How we will save more lives

We must focus our efforts on reaching the remaining people at risk from drowning, but it is not something we can achieve on our own, at home or internationally. In order to save more lives we need to transform how we think, feel and talk about the RNLI.

We currently identify ourselves as:
A sea rescue service in the UK and Republic of Ireland, presenting ourselves as largely independent of others.

We need to be:
A sea rescue service in the UK and Republic of Ireland, with a growing commitment to preventative action, using our expertise to work in partnership locally, nationally and internationally to prevent drowning.
The difference we want to make

2019

• Progress towards a 50% reduction in drowning in the UK and Republic of Ireland
• Declining trend in serious incidents
• Firmly established drowning prevention coalition that advocates effectively for the global cause

2024

• A 50% reduction in drowning in the UK and Republic of Ireland
• Reduction in serious incidents
• Effective drowning prevention strategies in place in the highest risk areas internationally

Critical to achieving these goals are the completion of the 25-knot all-weather lifeboat fleet and rollout of the lifeguard service to the remaining beaches that need patrols. All this will be underpinned by our preventative approach of safety and education.

We need to deliver a balanced lifesaving service to educate, supervise, rescue and influence those at risk from drowning. This service needs to be based on reliable data on the local risks, which then informs the activities that will need to be undertaken to provide the appropriate services in the local community, both by the RNLI and in partnership with others.

We will continue to build on our rescue service but will specifically strengthen our coastal safety work to ensure we focus our efforts and resources in the most effective way. We are aware of the resources that will be required to deliver this outcome, the cost of which is reflected in this plan.

Internationally, our focus will be to grow understanding and awareness of the global drowning problem, build a broad international coalition of non-governmental organisations (NGOs), develop successful community interventions and then, with our partners, ensure there is broad evidence of the effectiveness of drowning prevention strategies for at-risk nations.

These activities alone will not be enough to reduce deaths from drowning – we need to be able to work more effectively in coalition with others, identify how we can influence the lifesaving community and, if required, influence those outside this community. We also need to share our knowledge, experience and expertise in a way that is relevant to the local communities where people are drowning.
Our long-term goals

**Goals**

- **2014**
  - **Goal 1**: Deliver UK and Republic of Ireland capability progressing towards drowning reduction
  - **Goal 2**: International drowning coalition established

- **2019**
  - **Goal 1**: 25-knot fleet substantially complete
  - **Goal 2**: 6 ALB pa, 22 ILB pa

- **2024**
  - **Goal 1**: Approximately 260 beaches UK (300 if Republic of Ireland)
  - **Goal 2**: 50% reduction in UK/Republic of Ireland drowning

**Long term**

- A sea rescue service in the UK and Republic of Ireland with a growing commitment to preventative activities, using our expertise to work in partnership locally, nationally and internationally to prevent drowning.

**Ways of working and identity**

- **Delivery methods**
  - **Lifeboats**
    - 6 new 25-knot lifeboats on service
    - 22 new inshore lifeboats on service
  - **Lifeguards**
    - 215 UK and Channel Islands beaches patrolled
  - **Community and Coastal Safety**
    - 44 Community Lifesaving Plans in action
  - **Flood Rescue**
    - 16 teams based at strategic regional locations
  - **International**
    - Programmes delivered to 427 lifesavers
    - 10,000 children given water safety skills

- **Implementation**
  - Community Lifesaving Plans
  - Programmes
  - Partnerships
  - Products

- **Response framework**
  - Research and coalition-building
  - Drowning prevention framework

- **High awareness of issue and desire to address**
  - Enabling and doing through UK/Republic of Ireland/International communities
  - Influential in local, national and international communities

- **Enabling and doing through UK/Republic of Ireland communities**
  - Effective in gaining recognition of world problem (as part of coalition)
Our focus for the next 5 years

Lifesaving delivery

Our key service delivery themes for the next 5 years are:

• Rescue capability
  In the UK and Republic of Ireland we will deliver the following lifesaving capabilities:
  • 25-knot lifeboat fleet substantially completed (based on the successful introduction of the All-weather Lifeboat Centre)
  • lifeguarded beaches at all required locations (around 260 in the UK, with over 300 in total if including the Republic of Ireland).

• Prevention embedded
  Community Lifesaving Plans are in place and put into action.

• International approach
  We will build understanding and awareness, develop programme tools and scale up programmes at a pace which meets a country’s needs and capacity.

• Coalition and partnership working
  We will develop the skills and expertise needed to identify, foster and grow vital partnerships and coalitions locally, nationally and internationally.

• Community
  We will retain and reinforce our commitment to supporting the delivery of our lifesaving service through, and for, the community.
Ways of working

We recognise that activities within this plan will affect the RNLI’s culture. In order to manage this change we plan to improve our approach to change leadership, engagement and collaboration, as well as maintaining the following approaches:

• **Innovation**
  
  We will use innovative approaches to save more lives – and save them sooner. We will develop and reinforce our innovation culture by dedicating resources and consolidating talent to exploit innovative solutions to problems.

• **Continuous Improvement**
  
  We remain committed to improving our processes and ways of working within our Continuous Improvement framework.

• **Structure**
  
  We will ensure our organisational structure is aligned to delivering support in the most effective way to the lifesaving community.

• **Systems**
  
  We will introduce and improve the necessary systems and processes to support our lifesaving services.

Sustainability

We are committed to saving lives on the water indefinitely. We will endeavour to make the best use of donations and be as sustainable as possible in everything we do.

Organisational identity

We will protect and make best use of the RNLI’s identity to further our cause.

Financial stability

We remain dedicated to ongoing efficiency and financial control.
Finance overview

The RNLI’s finances remain sound throughout the life of the plan, although there will be challenges in achieving this.

In order to meet our long-term aims we need a combination of effective cost control and additional income. We need to invest in fundraising to ensure that we remain competitive in the market. We need to continue to make financial savings, mainly through continuous improvement techniques, to pay for the growth needed to save more lives at sea. This plan will allow us to do so, whilst also managing our finances to keep our free reserves within the range determined by the Trustees.

Income

Legacy income is expected to remain relatively flat, with the income growth coming from a wide range of fundraising activities. There is no doubt that meeting the income targets will be challenging, but we are committed to investing in this vital area to assure our financial sustainability.

Running costs

Charitable expenditure will be controlled within a CPI target over the 5-year period to 2019, although there is a need to invest in growth areas early to achieve the operational benefits as soon as possible and, ultimately, save more lives. Growth will be in areas such as the 25-knot lifeboat fleet, lifeguard rollout, community safety and the International programme. This will be controlled through the next stage of the Continuous Improvement programme, with substantial savings expected in 2016–17 from improvements planned in 2015.

Capital expenditure

When compared to previous years, capital programme costs remain high throughout the plan. The Shannon class lifeboat, and its related launch equipment and shoreworks, is the main contributor as we move from a production rate of four boats a year to six. Other shoreworks spend is substantial and will be managed within this overall capital spend, as will other property works at RNLI Headquarters in Poole. There will also be significant spend in technology to improve our operational capability and information management.

Assets

The RNLI’s reserves are substantially held in investments. Over the life of this plan we will continue to adopt a cautious, prudent and well diversified investment stance to balance potential return with appropriate risk. This risk will be spread across different asset classes and between different styles of investment management.
RNLI contingency management process

The contingency management process is effective in managing risk by regularly monitoring financial trigger points. The routine planning process takes into account the long-term financial implications of actions. The Continuous Improvement process is now embedded and designed to drive efficiencies which will contribute to reducing risk.

The contingency management process can be summarised as follows:

<table>
<thead>
<tr>
<th>Which trigger?</th>
<th>Income</th>
<th>Expenditure</th>
<th>Capex</th>
<th>Investment returns</th>
</tr>
</thead>
<tbody>
<tr>
<td>Free reserves cover</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Surplus/deficit</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Movement in funds</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Cashflow</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>+/- PR for the RNLI</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Perception (supporter/staff)</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
</tbody>
</table>

### Remedy

- **Review fundraising activities**
- **Critical review of current-year projects**
- **Review expenditure classes in current year**
- **Review headcount**
- **Amend planned capex reserve**
- **Reschedule current year projects**
- **Rely on medium-/long-term solutions**

### Contingency category examples

#### Short-term solutions (current budget year)
- **Review fundraising activities**
- **Critical review of current-year projects**
- **Review expenditure classes in current year**
- **Review headcount**
- **Amend planned capex reserve**
- **Reschedule current year projects**
- **Rely on medium-/long-term solutions**

#### Medium-term solutions (1–3 years)
- **Review short-/medium-/long-term mix of fundraising activities**
- **Review medium-term projects**
- **Establish systematic review of cost base**
- **Review and amend medium-term plans**
- **Investigate flexibility within existing strategy**

#### Long-term solutions (3–5 years)
- **Review fundraising strategy**
- **Review scale of operation**
- **Review asset replacement strategy**
- **Review investment strategy**
The Strategic Plan forms the framework for each 5-year business plan against the schedule below.

Management of the strategic and business planning process has been delegated by the Trustees to the Executive Team.

The Planning Team (comprising senior representatives from all parts of the RNLI) has been established to develop jointly, drive and subsequently review and monitor the RNLI’s strategic framework and the 5-year Business Plan. The team will then make recommendations to the Executive Team, for submission for Trustee approval.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Document</th>
<th>Monitor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long-term (1–20 years) direction</td>
<td>The RNLI Combined Plan</td>
<td>Annual formal review</td>
</tr>
<tr>
<td></td>
<td>Strategic aims</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Being clear about where we plan to be</td>
<td></td>
</tr>
<tr>
<td></td>
<td>in the long term and understanding the</td>
<td></td>
</tr>
<tr>
<td></td>
<td>potential navigation risks on that journey</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5-year Business Plan</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Detailed roadmap, by value stream, of</td>
<td></td>
</tr>
<tr>
<td></td>
<td>the next 5 years to provide a realistic planning</td>
<td></td>
</tr>
<tr>
<td></td>
<td>framework</td>
<td></td>
</tr>
<tr>
<td>Medium-term (detailed 5 years)</td>
<td>Individual budgets and 1-year plans</td>
<td>Annual review and variance report</td>
</tr>
<tr>
<td>priorities and objectives</td>
<td>Produced annually (Q4)</td>
<td>Rewrite every 3 years</td>
</tr>
<tr>
<td>Short-term (annual) actions</td>
<td>What do we need to do next year to achieve our 5-year</td>
<td>Monthly report (actual v budget) and</td>
</tr>
<tr>
<td></td>
<td>business plan objectives?</td>
<td>quarterly performance review</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Deviations from budget</td>
</tr>
<tr>
<td>Quarterly reporting</td>
<td>Quarterly performance review</td>
<td>Report actual results v budget for</td>
</tr>
<tr>
<td></td>
<td>Produced quarterly</td>
<td>both financial and non-financial</td>
</tr>
<tr>
<td>Annual reporting</td>
<td>Statutory annual report and financial statements</td>
<td>measures</td>
</tr>
<tr>
<td></td>
<td>Published annually (Q1)</td>
<td></td>
</tr>
</tbody>
</table>
RNLI governance and management structure

RNLI lifesaving delivery

- Over 235 lifeboat stations
- Over 200 lifeguard units
- Community and Coastal Safety teams
- Flood Rescue
- International programmes

Over 1,300 staff members (excluding seasonal staff)

Volunteer fundraisers, speakers and press officers

Financial supporters

Locations
- Regional bases
- Manufacturing units
- Community fundraising offices, some of which are co-located with regional bases

Activity streams
- Corporate Strategy
- Operational Policy
- Engineering and Asset Management
- Community Lifesaving
- International
- Business Services
- Transformational Support

Locations
- 1,100 branches and guilds
- 20,000 volunteer community fundraisers
- Over 500 education volunteers

Financial supporters
- 500,000 individual members and donors plus corporate partners and charitable trusts

RNLI companies
- RNLI Trading
- RNLI Sales
- RNLI College
- RNLI Enterprises
- SAR Composites

RNLI in the community and Headquarters

supported by

Executive Team

overseen by

Chairman and Trustees

appointed by

Council

elected by

Governors

managed by

RNLI governance and management structure

(2014 figures shown)