

The Bristol Distinguished Address Series

Paul Boissier

Chief Executive, Royal National Lifeboat
Institution

Jointly
organised
with:

The logo for Bristol Post, featuring the word 'Bristol' in a small blue font above the word 'Post' in a large, bold, blue font.The logo for BusinessWest, featuring a blue triangle pointing right above the word 'BusinessWest' in a blue font.

Federation of Small Businesses
The UK's Leading Business Organisation

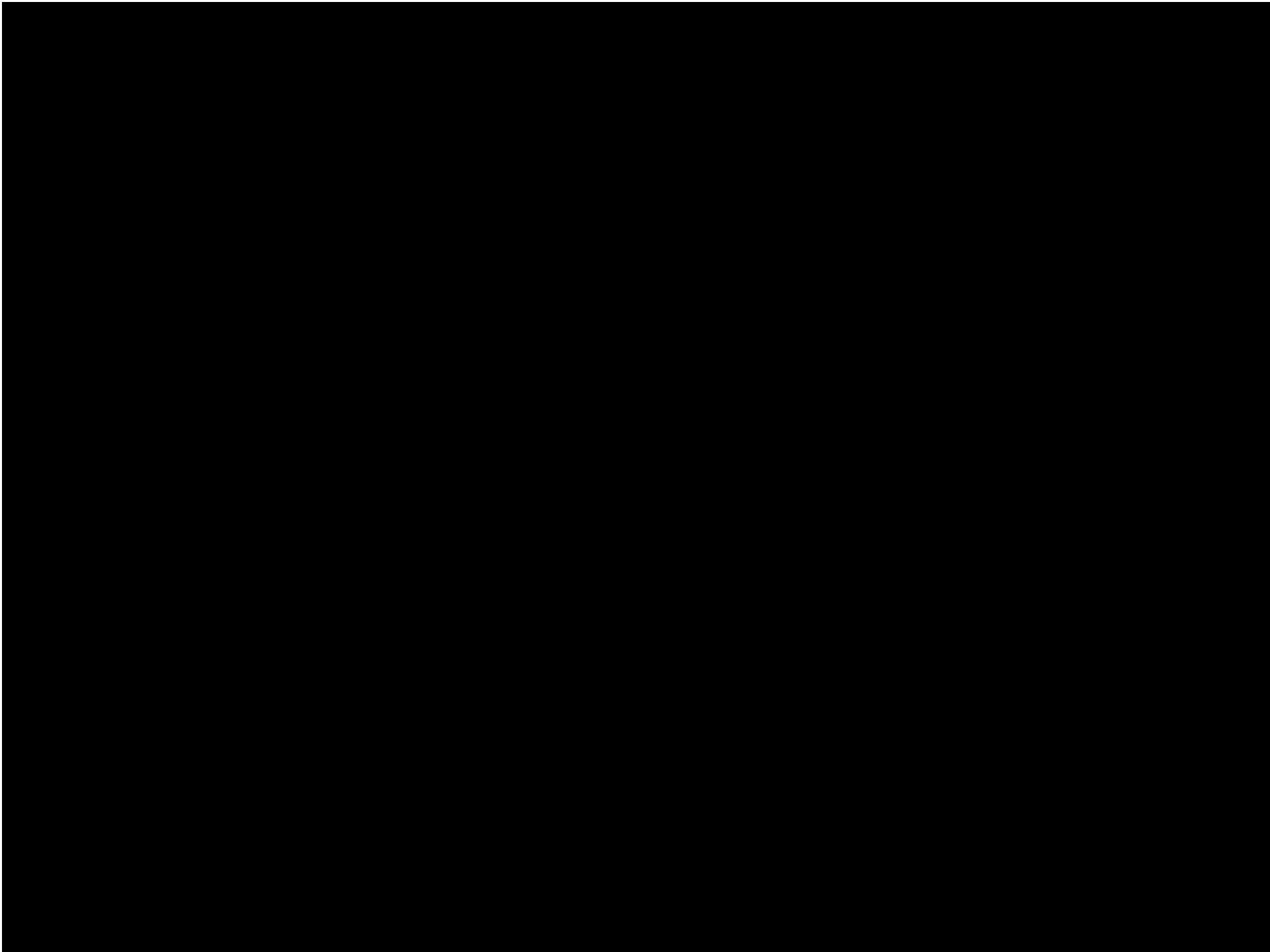


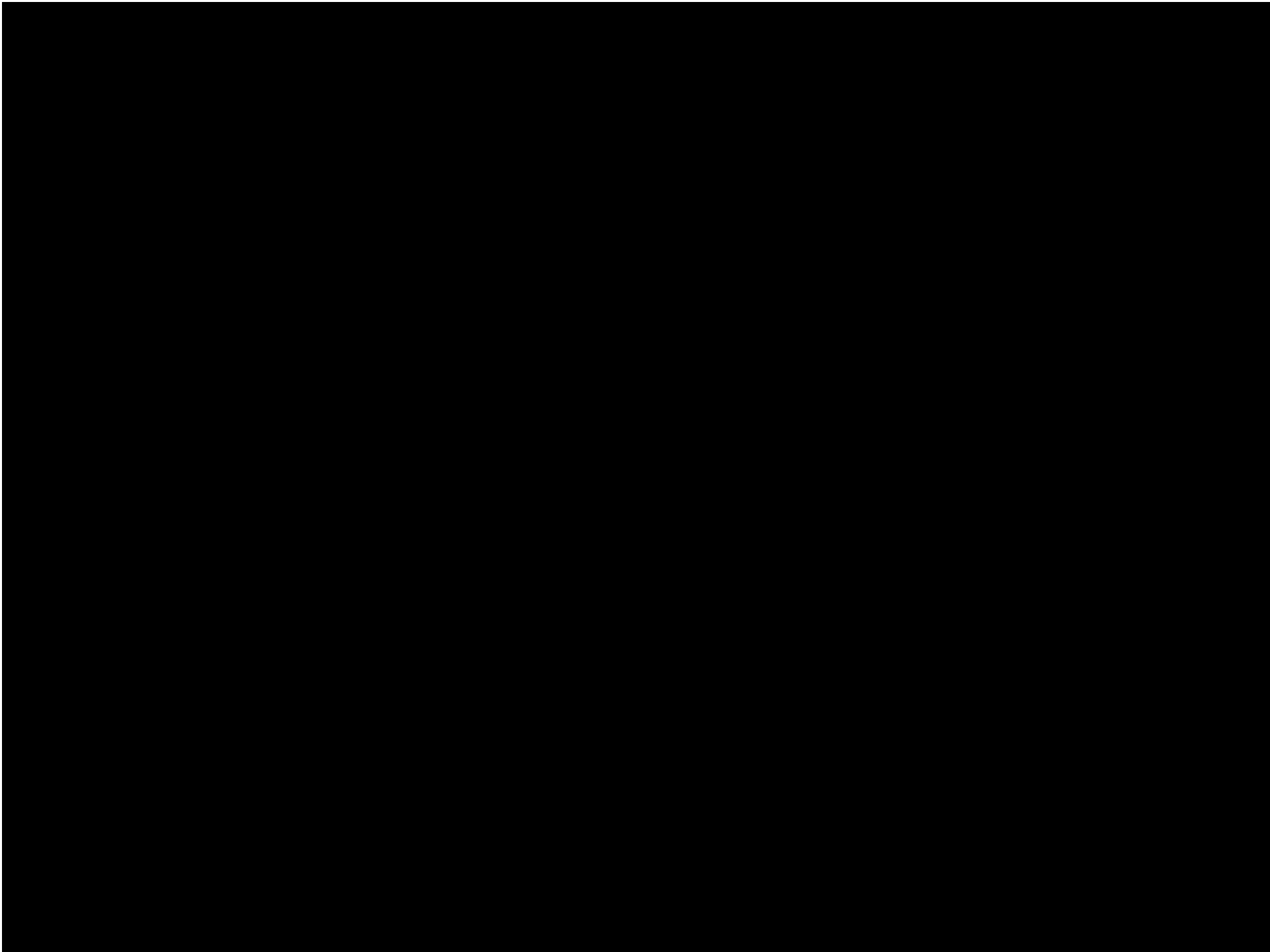


Lifeboats

Paul Boissier
Chief Executive RNLI

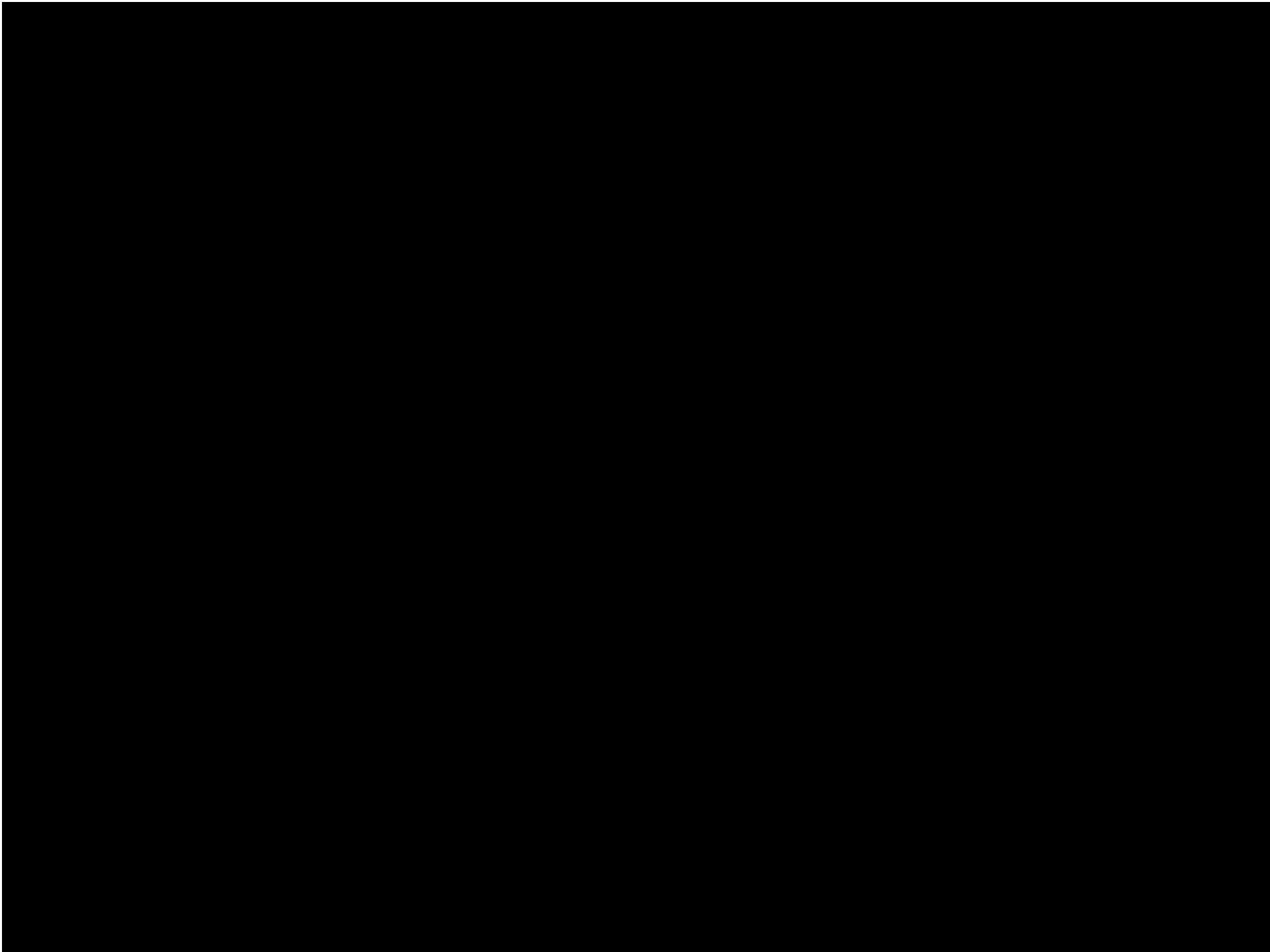










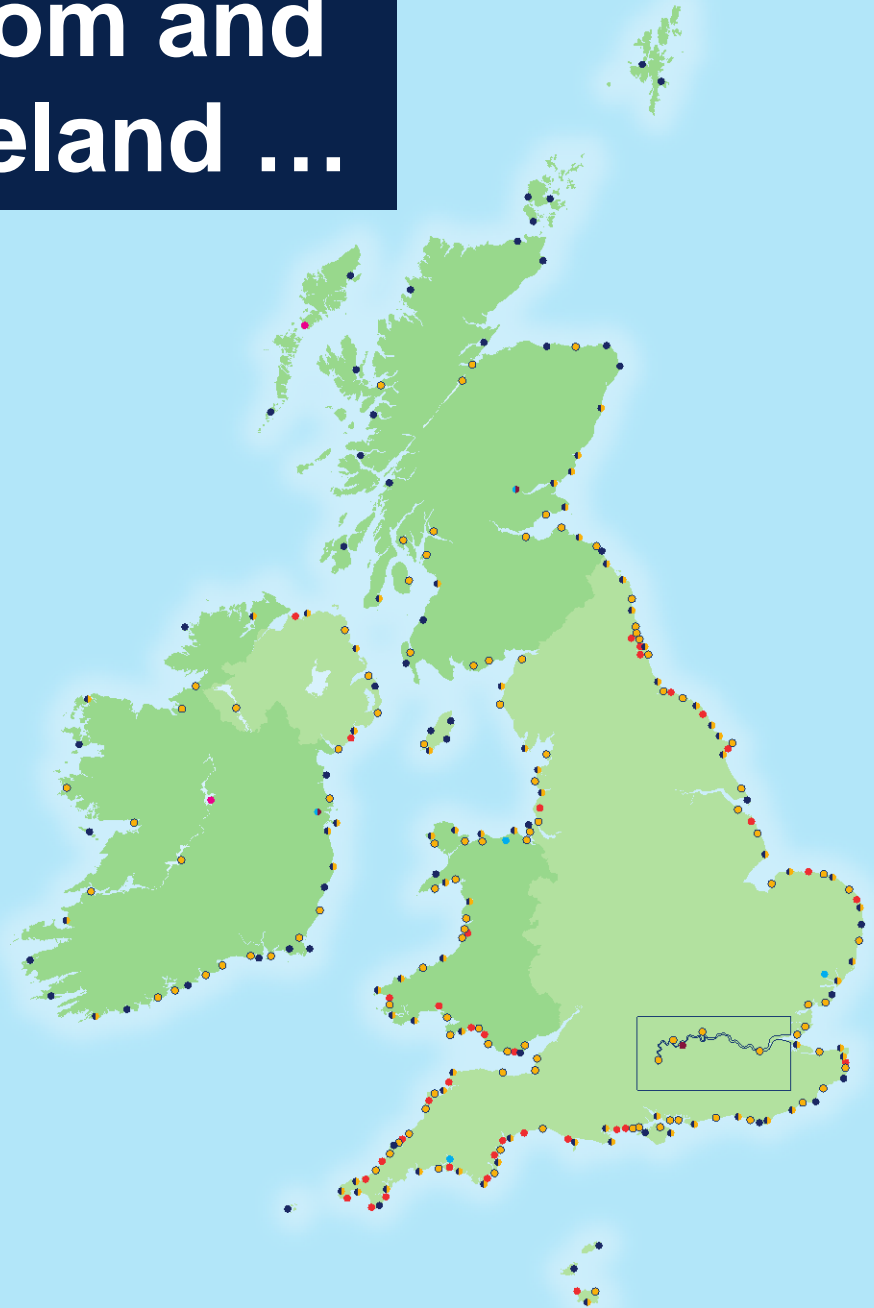


Airbus 380-800 takes 460 passengers



The United Kingdom and the Republic of Ireland ...

... 23,000 miles
of complex and
varied coastline





238 lifeboat stations – every one unique



Lifeguards




Flood Rescue



Bangladesh RNLI-trained lifeguards





Zanzibar School swimming instruction



Each year we have to build...
6 new Shannon Class Lifeboats

8 new Atlantic class RIB's



And 14 new D class lifeboats



All-weather Lifeboat Centre Poole



Sunday Times – November 2008

Chief Executive • Excellent salary plus benefits • Poole

The RNLI's superb reputation is forged on the principles of courage, commitment and humanity. With a proud history spanning almost 200 years, the Institution delivers its mission of saving lives at sea through over 35,000 fundraising and operational volunteers and 1200 employees, at 235 lifeboat stations and on 110 beaches. Operating around the British and Irish coastlines, its impact is considerable – to date its lifeboat crews and lifeguards have saved over 138,000 lives. The RNLI is a dynamic and leading edge charity with state-of-the-art facilities and a fleet that is the envy of its global peers. The Chief Executive will be at the forefront of everything the RNLI does, inspiring volunteers and staff to ensure that the Institution continues to go from strength to strength.

With senior management experience gained in a comparably complex environment of operational delivery, the Chief Executive will be a dynamic and charismatic leader with a track

record of considerable achievement. Able to enthuse, motivate and galvanise people at all levels, he or she will have the ability to build, develop and maintain strong relationships and lead a substantial, geographically dispersed operation. Strategic, financial and commercial acumen and total commitment to the organisation's volunteering ethos are key attributes, along with a natural empathy with the maritime nature of the Institution. This is an outstanding and highly rewarding opportunity to actively influence and shape the future of this vital lifesaving charity.

A briefing document is at www.odgers.com/25636. Please apply online, by email to 25636@odgers.com or by post to Odgers Ray & Berndtson, 11 Hanover Square, London W1S 1JJ, quoting reference SC/25636/ST.

Closing date for applications is 9th February 2009.

Saving lives at sea. Navigating the future.





Initial Impressions of the RNLI

- Highly professional
- Well motivated, very positive staff
- Greatly loved by the public
- Strong fundraising team
- A conservative organisation, but strong in that conservatism

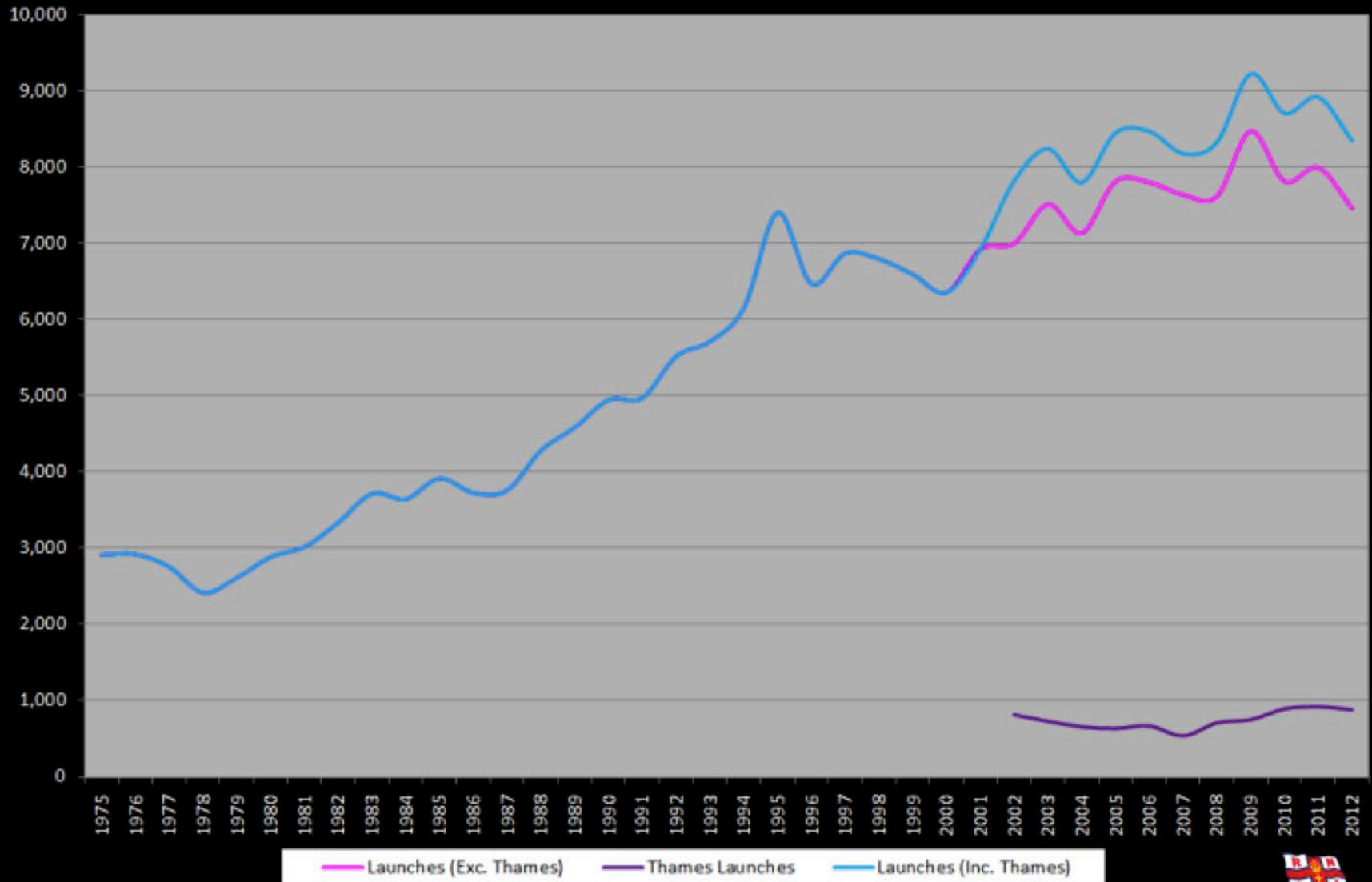


However:

- No clear strategic direction
- Can only cut cost by reducing output
- Funding shortfalls led to delays in the capital projects
- Almost no movement of staff – very little new DNA coming in
- Horizontal and vertical barriers stifle initiative.
- Losing local fundraisers
- Activity beginning to peak



Lifeboat Launches 1975 to 2012



Plus...

And in 2009, the economy was looking pretty shaky –
having an impact on legacy income





Lifeboats

My agenda

- A world-class maritime rescue and prevention organisation
- Secure and sustainable funding
- Acts responsibly with its funds
- Creative and agile in a fast-changing world
- Diverse and inclusive
- Clear strategy and direction of travel



Lifeboats





RNLI VISION

To end preventable loss of life at sea

RNLI VALUES

Selfless

Dependable

Trustworthy

Courageous



Lifeboats

RNLI DNA

Volunteer Ethos

Independent of government

A major charity, based in the community

Maritime

Heritage

Lean Principles

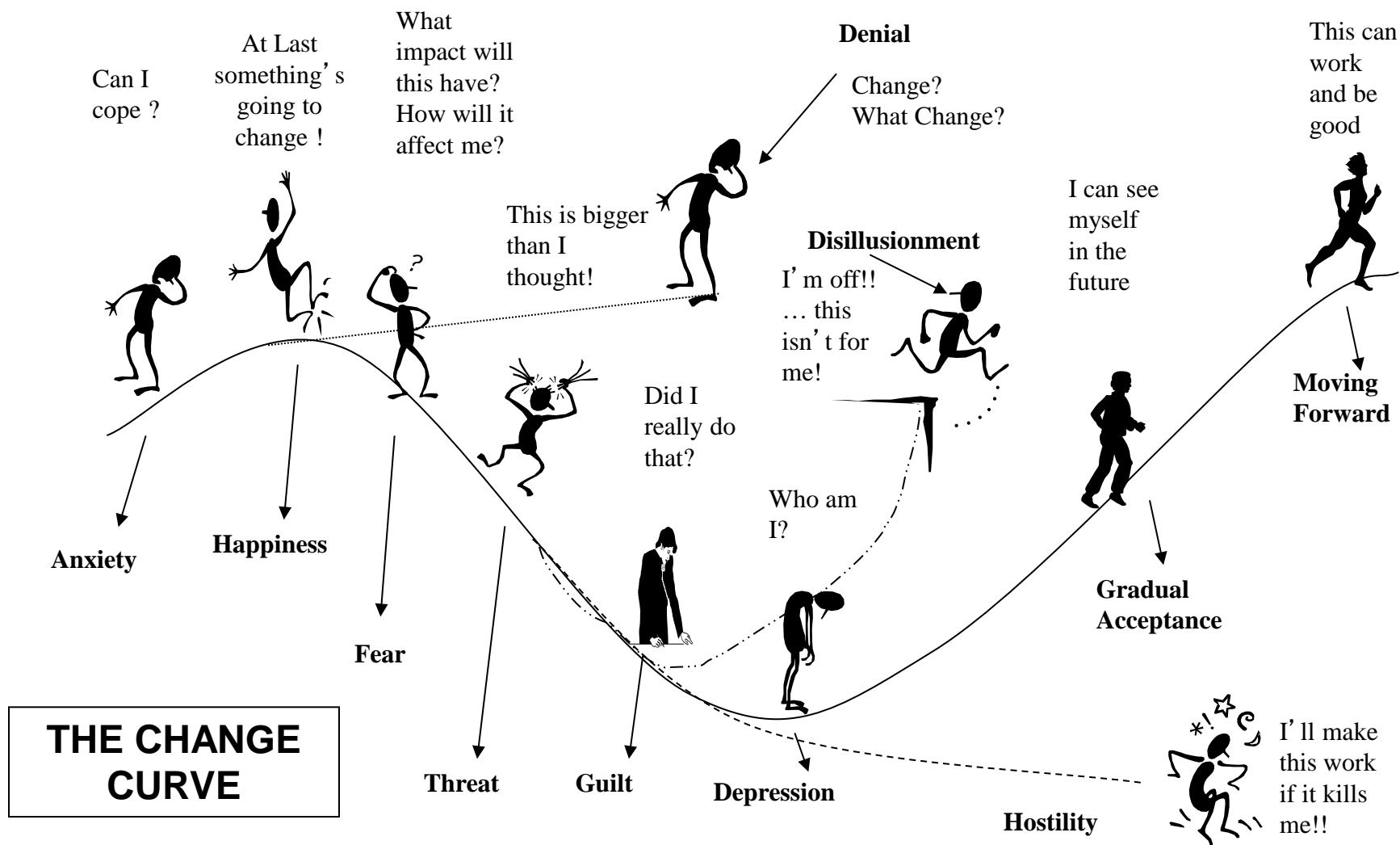


EARLY DECISIONS

- Strong manager to lead the programme
- Target £20m pa savings – to be reinvested in lifesaving delivery
- **PROCESS OWNED BY DIRECTORS**, and savings target disaggregated between directors



Personal Transitions – Staff go through the ‘change curve’



RNLI CULTURE

A shift in mindset does not happen overnight

From ...	To ...
The RNLI will look after you	The RNLI will help you to help yourself
I know the RNLI values	I live the RNLI values
Stability and status quo	Flexibility and openness to change
Working in silos	One RNLI
The RNLI is unique – we know best	We operate in a competitive world and actively learn from those in it
Money is no object	Cost consciousness
120% solution	The appropriate solution
We are passionate about what we do and work hard to do it	We are passionate about what we do and constantly strive to do it more effectively
A job for life	An opportunity to develop within a world class organisation and to shape your future, whether in or outside the RNLI

Lean in Action

Efficiencies at the Inshore Lifeboat Centre

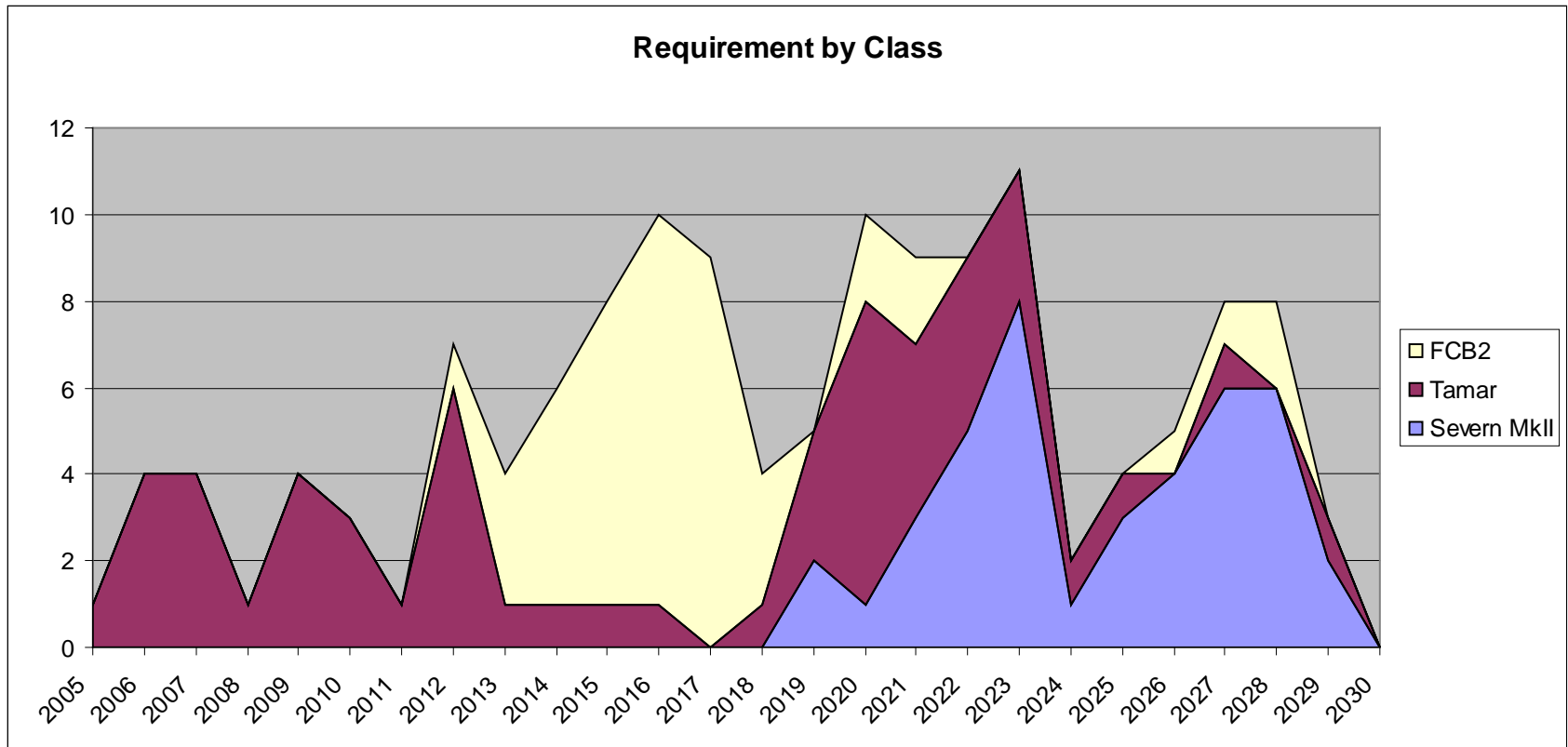


DEFINED COST BENEFITS OF LOCAL ELECTRONICS REFURBISHMENT. 2013 Boat Savings

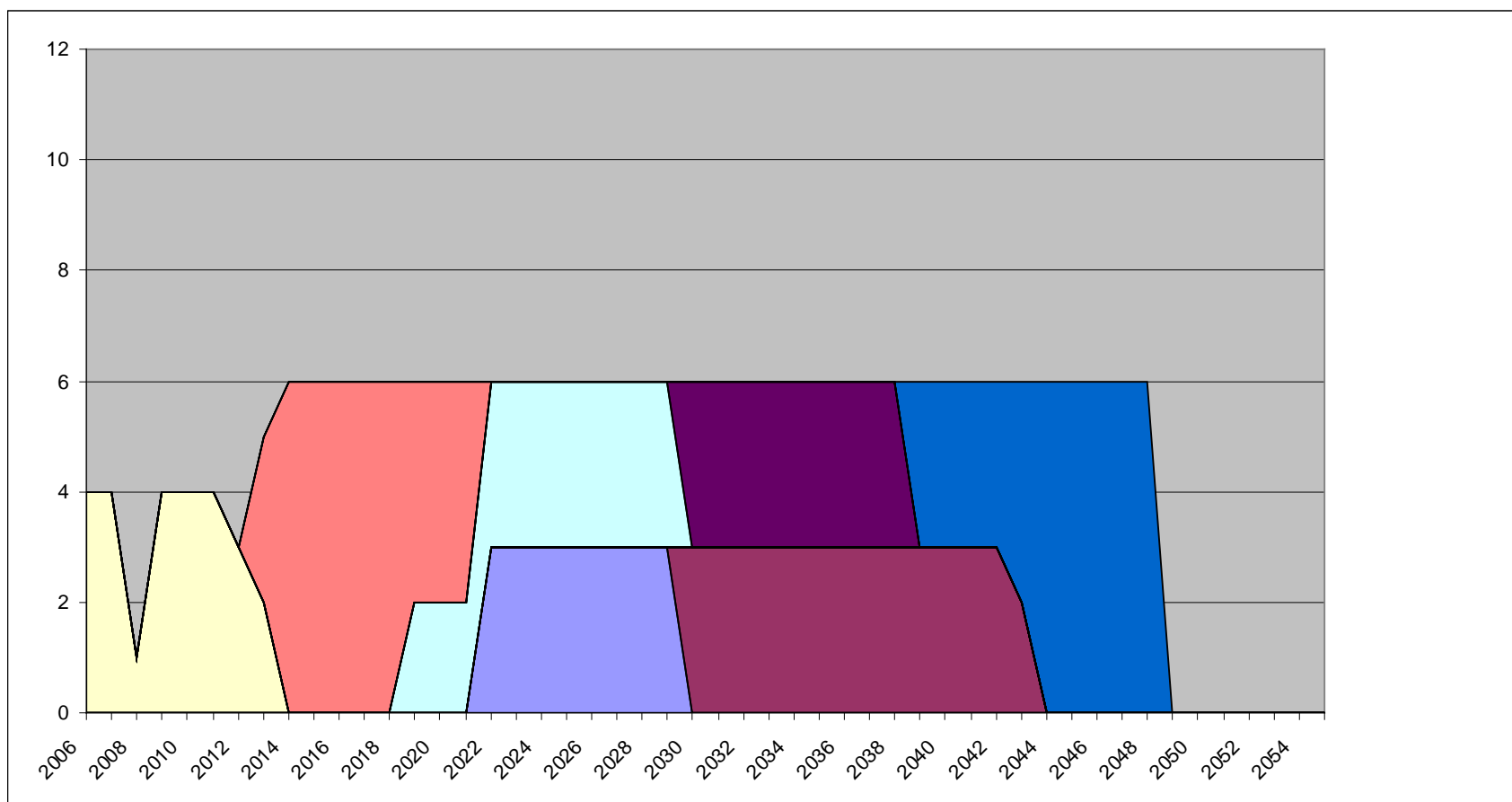
ETS : Estimated Transport Savings. (Based on equipment staying on site)
By Boat Class based on £425.00 per hour
A85 Refit: 6.75 - 9.5 hrs £270.00 to £380.00 2012 on £323.00 Max
A75 Refit: 3.75 - 4.75 hrs £150.00 to £190.00 2012 on £161.50 Max
IB1 Refit: 2.5 - 3 hrs £100.00 to £120.00 2012 on £102.00 Max

ATLANTIC 85 BOAT NUMBER	COST OF NEW FIT	IN HOUSE REFURB COST	ETS	TOTAL SAVING
B-835	14,297-21	1,701-64	320.00	10,371-00
B-828	14,297-21	2,419-20	320.00	11,878-01
B-825	14,297-21	6,378-61	320.00	7,990-61
B-840	14,297-21	3,845-90	320.00	10,451-31
B-839	14,631-36	4,378-44	320.00	10,572-92

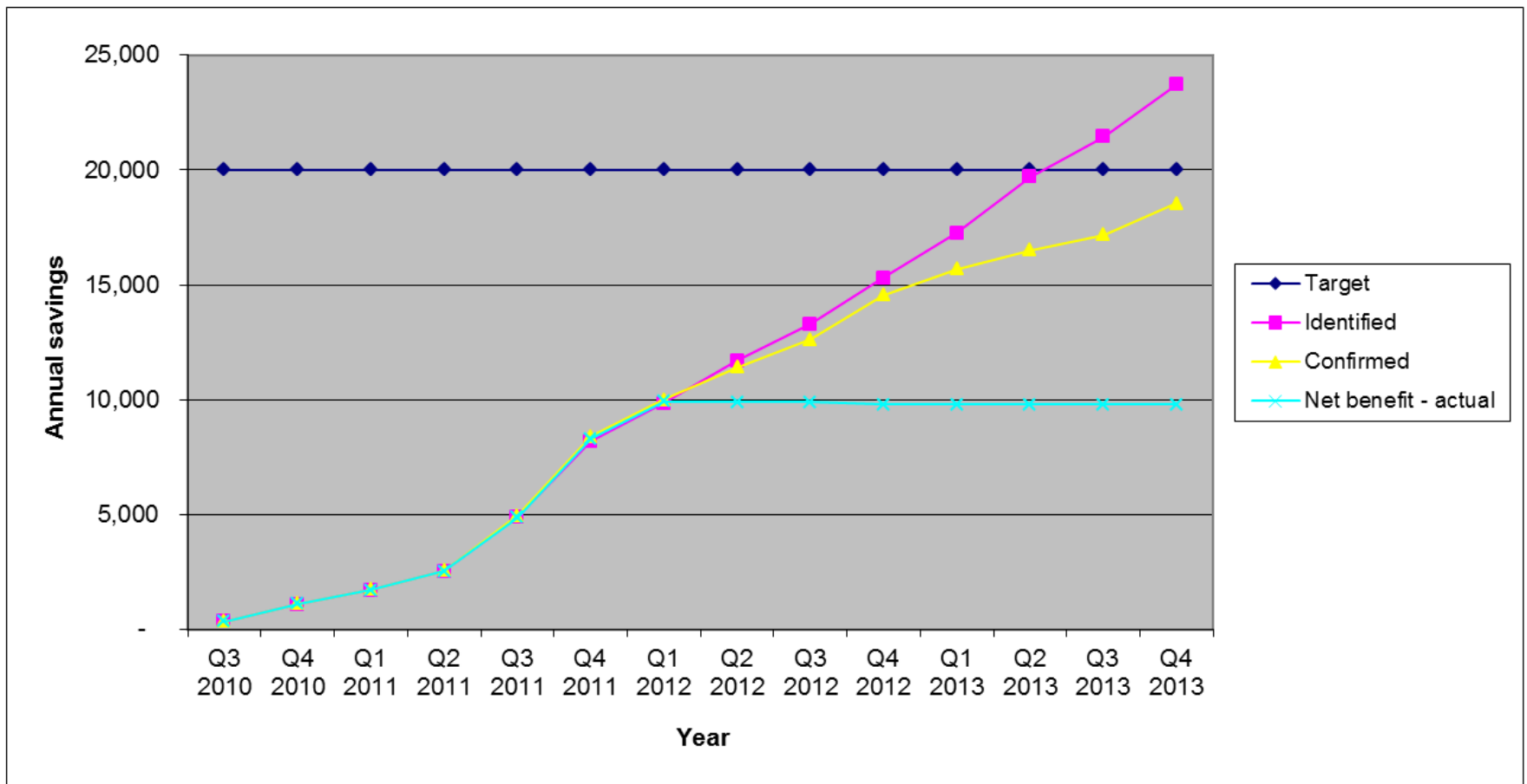
Old Lifeboat Build Rates



New Lifeboat Build Rates



Efficiency savings 2010 – 2013



Efficiency savings 2010 – 2014

	2010 Actual £' M	2011 Actual £' M	2012 Actual £' M	2013 Actual £' M	2014 Actual £' M	Total £' M
ANNUAL COST (PY)	147.7	145.4	140.7	140.7	144.6	
LIFEGUARD EXPANSION	0.7	0.7	0.9	0.8	0.8	3.9
25-KNOT FLEET (DEPN)	0.6	0.4	1.0	0.5	1.6	4.1
INFLATION	5.5	6.1	3.8	2.8	0.7	18.9
LEAN RE-INVESTMENT	0.3	1.0	1.0	2.1	-	4.4
ALC & BSM PROJECTS	-	-	-	1.2	0.3	1.5
LEAN SAVINGS	(1.1)	(7.3)	(7.8)	(6.1)	-	(22.3)
SALARY SAVINGS	(2.0)	(3.3)	(1.6)	(0.7)	0.8	(6.8)
ONE-OFF SAVINGS	<u>(6.3)</u>	<u>(2.3)</u>	<u>2.7</u>	<u>3.3</u>	<u>0.8</u>	<u>(1.8)</u>
ANNUAL COST (CY)	<u>145.4</u>	<u>140.7</u>	<u>140.7</u>	<u>144.6</u>	<u>149.6</u>	<u>1.9</u>

Strategy

To save as many lives as possible from drowning by:

- Roll out a fleet of 25-knot lifeboats
- Halve the number of people drowning on the coast of the British Isles within 10 years
- Substantial reduction in world drowning within 20 years

... And all of this to be underpinned by CI and innovation.



**CORPORATE
STRATEGY**



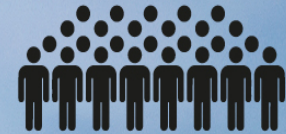
OPERATIONAL POLICY



ENGINEERING AND ASSET MANAGEMENT

COMMUNITY LIFESAVING

INTERNATIONAL



**BUSINESS
SERVICES**



**TRANSFORMATIONAL
SUPPORT**



It is not the strongest of the species that survives,
nor the most intelligent. It is the one that is most
adaptable to change.

Charles Darwin



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