



Royal Windermere Yacht Club

## **Planning Group**

**REPORT - February 2018**

## Contents

<b>Page 3</b>	<b>Executive summary</b>
<b>Page 4</b>	<b>Introduction and background</b>
<b>Page 5</b>	<b>Basic objectives</b>
<b>Page 6</b>	<b>Constraints</b>
<b>Page 7</b>	<b>Specific Recommendations -</b>
<b>Page 7</b>	Junior and Youth Training
<b>Page 9</b>	Facilities and equipment
<b>Page 11</b>	Development of racing opportunities for less Experienced sailors
<b>Page 12</b>	Development of skills for volunteers and sailors
<b>Page 13</b>	Development of recreational and cruising
<b>Page 14</b>	Marketing
<b>Page 17</b>	Catering and Social
<b>Page 19</b>	Management
<b>Page 21</b>	<b>Appendix 1 - tasks to be implemented in year 1.</b>
<b>Page 25</b>	<b>Appendix 2 - Race Starts</b>
<b>Page 26</b>	<b>Appendix 3 - Kitchen Use</b>

## **Executive summary**

This report explains how the Planning Group aims to produce a rolling, 5 year plan to continue and further develop the ideas put forward by the previous group in the report of 2012-13. The new plan should be capable of being continually reappraised and amended as necessary, in order to reflect members' views.

Eight broad criteria have been considered in arriving at our recommendations. Training, both of adults and juniors is regarded as the single most important area. In this respect, the appointment of a paid "Sailing Development Officer", who would also shoulder associated administration responsibilities, is considered to be, ultimately, imperative. Evolution of both the infrastructure and management of the club is recognised as being fundamental to the Club's long-term health. The average age of club members is somewhat mature and the importance of attracting new, younger members is considered.

At all times, due regard is given to the Vision Experience of 2015 which our research suggests is still highly valid.

Numerous recommendations are made in the report in order to achieve 3 main, broad objectives:

- To reduce the average age of our membership.
- To increase the percentage of members who are actually active.
- To increase the use of the clubhouse and enhance the experience it brings.

The Group has considered the constraints that inevitably stand in the way of the plan and suggestions are made as to how we might minimise the impact of these limiting factors. Furthermore, we have tried to arrive at mechanisms that will allow us to monitor the on-going success or otherwise of the plan as time marches on.

The overall plan is ambitious, demanding and will not be easy to deliver. It will rely, largely, on the enthusiasm and expertise of our members. However, if the plan can be successfully delivered, the potential benefits to all members could be huge.

## Introduction and background

In 2012, Flags and Hons set up a Planning Group to devise a 5 year development plan for the RWYC. This plan was delivered to and accepted by General Committee in 2013. A copy is still available on the club web site. That plan is now at the end of its tenure. Many of but by no means all of its recommendations have been carried out.

The aim of the Working Group has been to produce a new, *rolling 5 year plan*, which will continue to complete and develop the ideas of the original plan and help General Committee to make strategic decisions regarding the development of the RWYC. The recommendations and suggestions made by this committee are based on opinion gathered from club members and from debate within the committee. It should be stated at the outset that there is a huge diversity of opinion within the club, about many of the topics we have discussed and it should be recognised that the recommendations we have made in this report, are by no means “set in stone” and are certainly not intended as a *fait accompli*. Indeed, it is hoped that all members will read the report and feel free to make suggestions. It is intended that the plan should be constantly reappraised, updated and modified as necessary.

The Working Group has looked at a number of criteria in order to produce this report:

- i) Junior and Youth Sailing: Develop the opportunities for junior and youth sailing
- ii) Facilities and Equipment: Secure the facilities and equipment required for effective operation of the club.
- iii) Racing: Increase the opportunities for less experienced racers
- iv) Skill Development: Raise the skill levels of our volunteers and sailors.
- v) Recreational: Increase recreational and cruising opportunities
- vi) Profile and Engagement: Raise the club’s public profile and encourage member engagement
- vii) Catering and Social
- viii) Management

In discussing these topics, it is quite clear that recommendations made under one heading, inevitably affect decisions made under other headings. The criteria are, indeed, closely inter-related.

Our research suggests that the Vision Work carried out by Chris Ducker in 2015, still seems to be highly valid and this work underpins our recommendations. The 3 broad objectives identified by the Vision consultation exercise were:

- a) Produce an enhanced, friendly atmosphere
- b) Change the widely held impression that the club is too formal, old and staid
- c) To become more activity based

We have assumed that members would like the RWYC to remain as a private members club.

## Basic Objectives

Our research has distilled 3 basic objectives:

- i) To increase the number of junior and under 50 adult members.

*It seems that the club's membership, although apparently healthy in terms of numbers, is becoming increasingly mature. While older members are, of course, to be encouraged, it is felt that this trend cannot be healthy for the long-term benefits of the club.*

- ii) To increase the number of participants in racing and / or recreational sailing

*An increasing average age of membership inevitably leads to an increase in the numbers of non-sailing members. We are, ostensibly, a sailing club with the stated aim of encouraging sailing. It is important to develop a framework which will encourage current, non-sailing members to feel that they may want to actively sail.*

- iii) Increase the use of the clubhouse and to improve the experience provided by the clubhouse.

*We have an excellent clubhouse. However, time marches on and members' requirements change and become more demanding and sophisticated. If the age dynamic of the club is to alter, then changes in the clubhouse environment will inevitably become necessary.*

## Constraints

### i) Space

Space at the club is limited for car parking, boat storage, and clubhouse development. In our recommendations, the Working Group has attempted to optimise available space.

### ii) Finance

Club developments can be financed from 3 sources – our reserves, by borrowing and where appropriate, with help from the Academy. **It is necessary to develop a realistic Reserve Policy and Loan Policy.** It is also important **to develop closer ties with the Academy re grants and gift aid options.**

Specific fund-raising events might be a further source of revenue.

### iii) Management

Suggestions regarding the tenure and composition of General Committee are made within the report. We would suggest that the Working Plan becomes a permanent agenda item for General Committee and we will suggest certain Key Performance Indicators aimed at measuring the success or otherwise of the plan.

### iv) Training

The Working group will make suggestions aimed at producing a more integrated approach to the summer Adult and Youth Squads.

### v) Delivery

Following our research, the Working Group can make numerous recommendations aimed at improving many aspects of the club. Many of these recommendations have actually been made before. However, it is quite another matter to actually have these recommendations come to fruition. Somebody or some people need to actually follow the suggestions through. In the absence of a paid administrator, we rely on the efforts and goodwill of volunteers. That being the case, sub-committees and working parties will be required if the plan is to be realised. It will be up to these sub-committees to determine exactly how many and which of our recommendations should be acted on.

**Appendix 1 shows 15 broad tasks for completion in year 1 of the plan. It is no accident that this number of tasks equates to the number of people on General Committee. Each member of General Committee should be responsible for overseeing one of these broad tasks. That member is free to develop whatever sub-committee / working group they might require and any subgroup so formed should be “advertised” to all members. It is recognised that many of the members of the General Committee will already be working on these or related topics. Individuals should feel free to swap topics within their task with other members.**

## Specific Recommendations

Specific recommendations shown in **bold**. Explanatory notes shown in *italics*.

### 1. Junior and Youth Sailing

It is recognised that there is an inevitable loss of juniors as they progress to tertiary education and leave the area. It is likely, therefore, that junior / youth training will only ever deliver a trickle of new adult members. Nevertheless, the Working Group considers that the ethos of a club which aims to promote sailing should include a robust training facility for juniors.

- **A Training Sub-Group should oversee all aspects of training – both junior and adult. This group would co-opt members to get greater overall input from club members**
- **Targeting of young people through the local schools is of paramount importance. Links with local schools should be offered at nominal cost. Schools will need to be contacted with a clearly defined outline plan / offer.**
- **The ultimate aim should be to have youngsters at the club during weekdays, in term time.**
- **Initially, use Wednesday evenings to trial any scheme for schools free of charge. For this season, a trial session for just one school would seem sensible as this would help address any teething problems. If successful, this could be developed further in 2019 and beyond.**
- **There may be some mileage in developing an in-house, personal development programme so that juniors can actually obtain something in recognition of their efforts.**
- **The club should present a “Competence to Race Certificate” as trainees “graduate”.**
- **In the longer term, able juniors should be encouraged to use club boats on race evenings.**
- **Improved shore facilities and junior social programme would contribute to enhancing the experience of juniors. ( See later under Facilities and Social)**
- **There should be more interaction between the groups of junior sailors. A junior social programme would help in this respect.**
- **The training of juniors should be expanded to include safety boat training.**
- **It might be possible to work with other local clubs – Ullswater, Coniston and Bassenthwaite, to develop a “4 Lakes Open Series” for juniors.**
- **Able juniors should be encouraged to take part in regional events. RWYC branded clothing should be supplied for them to wear at such events.**
- **A Fun Race at the end of each summer training week, with prizes presented at the club that afternoon, would provide an incentive for junior racers. Prizes could be for the winner, most improved etc**
- **Opportunities should be sought to forward able youngsters to regional training squads.**
- **The Academy should be active in funding all aspects of junior / youth training.**

- **Like Ullswater Sailing club, it is the opinion of the Working Group that a dedicated, Training Officer – probably an RYA Instructor who will work on a remunerated basis – would benefit the development of Junior / Youth Training.**

*There has been continued debate regarding the long-term possibility of appointing a paid administrator for the club. Certainly, this Planning Group is of the opinion that eventually, this will become inevitable. It is possible that to combine the responsibilities of club administrator with that of a “sailing director” would be a way forward. Such an appointee would be responsible for all aspects of club administration and training. If we are successful in increasing the amount of training done at the Club, we might initially, benefit from the appointment of a paid, qualified instructor who would be responsible for all associated admin including recruitment of additional, ad hoc instructors as and when required. Such a full-time instructor could also be used at other times for ad hoc training of members, (much like a golf pro at a golf club), refuelling of ribs etc etc)*

- **A process should be drawn up to ensure the changing rooms are left in a tidy state after all training sessions.**
- **The above will need to be coordinated by a dedicated, training sub-committee.**



## 2. Facilities and Equipment

- Our first priority must be to develop a new fire escape
- Extend one or more jetties to remove all tenders from the boat park. All tenders should be jetty based. This could free up several boat parking spaces.
- Although by no means the opinion of all club members, there seems to be a general consensus that the Tea House should be demolished and replaced with a multi-functional bar extension.

*Such an extension should be genuinely multifunctional – it should be capable of acting as*

- a) an extension to the bar when necessary*
- b) A committee room*
- c) A shore-based training room for youth squad / adult squad during inclement weather.*
- d) A dedicated youth changing / toilet facility*

- As part of the same development, thought should be given to removing the lower terrace and increasing the decking area. Excavation below the decking would generate further storage and possibly boat parking for small dinghies. A wet dock area with further jetties might be possible in the area of the Tea House.
- The position of the bar should be reviewed. ( See under marketing later )
- There needs to be a planned, annual maintenance and rolling replacement programme for jetties, ramps and boat park including repairs, algae spraying etc
- Sign the jetties at the shore end - “Dinghy Launching”, “ RWYC Members Tenders and Short Stay (36hrs max)”, “ Keelboat Launching”
- Replace the club boats (Laser Stratos unsuitable due to broken centre board. Wayfarer unsuitable) with 2, new, Laser Bahias.

*The Laser Stratos was donated to the club. This boat should be offered back to its original owner. If accepted, efforts will need to be made to have a new centre board fabricated. If the Stratos is not required back by the original owner, it should be offered for sale, initially to club members along with the Wayfarer. If neither sell within the club, sell via eBay.*

- Encourage the steward to stock a small range of sailing essentials behind the bar - laminated A4 and A5 race mark charts, course stickers and pencils. Dinghy burgees. Bungs. Small shackles, pins and split rings. Tape.

*Maiden Marine isn't always open when racing takes place and you need something in a hurry. May also be handy for visiting sailors at open meetings etc*

- The car park area could be improved by developing a storage facility in the area of the hedge / tyre store. A single storey, stained timber, stable-type construction might be appropriate and cost effective.

*This development may not be necessary if the building of a multi-purpose bar extension goes ahead, which should be the primary aim.*

- The possibility of refurbishing the main office should be investigated with perhaps the ability to enter directly from the corridor.
- A permanent BBQ station could be set up for members' use as part of the exterior redevelopment.
- All the above would be overseen by ops. Sub-committees / working groups would be necessary for the larger projects.

### **3. Racing: develop opportunities for less experienced racers**

- A formal crew list for each fleet should be drawn up at the beginning of each season. This should be displayed on the club notice board and on the web site.
- A further list should be drawn up of owners / skippers who are prepared to take novice sailors.
- The above should be the responsibility of fleet captains and secretaries who should undertake to be aware of who is available and to encourage new members to put themselves forward.
- Each fleet should run a race familiarisation session at the beginning of each season. This event could have a shore-based element tailored to how our races are run (marks, courses, starting sequence, basic rules etc) followed immediately by an on-the-water, putting it into practice session involving a light hearted, practice race. Such an event could perhaps be repeated mid-season if interest were there.
- Make some / all RWYC cruiser races “White Sails” only to encourage greater participation. Inter club races would be an exception.
- Fleet captains should play an active role in recruiting a “buddy” from within their fleet to help and support novice racers. This person should be willing to keep an eye out for the novice during the race, ensure they know the course and the start sequence and perhaps provide some post-race feedback / encouragement.
- There should be an informal, Sunday morning race series, when winds tend to be lighter. These races could perhaps be a short course format, with crews off the water by 1130 so that people can join in afternoon racing if they wish. Such a series could be fortnightly or even monthly.

*We should not underestimate the fear factor experienced by novice sailors –*

- Consideration should be given providing the opportunity for inexperienced sailors to undertake formal capsizing drill under direct supervision from a rescue boat with an experienced sailor on board.
- All the above would be overseen by fleet captains / secretaries, although again, consideration should be given to eventually appointing a professional “sailing director”.

#### **4. Skill development: Raise the skill levels of our volunteers and sailors**

- As outlined above, a classroom-based session for less experienced sailors to go through starting procedures, tactics, courses etc etc
- A similar session should be devised for less experienced rescue boat drivers.
- A more detailed and clearly displayed, on-board, laminated aid memoire for rescue boat drivers. This should contain basic information – use kill cord, how to operate the VHF, Chanel 7X, count boats going to start and check throughout the race, offer tows as and when necessary to and from start / finish line, offer assistance to rescue boat at capsize incidents, emergency – assistant to radio Committee Boat immediately.
- It would be worth exploring if there is a market for shore-based RYA courses to be run at the club house – VHF / Yachtmaster etc. Such courses could be open to non-members and provided at a reduced cost for members.
- Power Boat L2 courses should be run at the beginning of the season so that participants can use their new skills straight away.
- Consider offering Power Boat L2 courses at a substantially reduced cost on the signed commitment of the participant that they will undertake a minimum of 6 (one monthly) escort boat duties that season.
- Offer reduced cost Assistant Instructor Training or Instructor Training to those offering to take adult squad sessions.
- Consider offering adult, fee-charged, formal learn-to-sail course for beginners. May appeal to parents of youth squad.
- All the above would be overseen by a dedicated training sub-committee.

## **5. Recreational: increase recreational and cruising opportunities**

*It is recognised that many members own cruising boats that are rarely, if ever, seen at the club. Some of these boats are on the Lake, others cruise coastal waters and a few go even farther afield. Other members own and sail dinghies but never race them. Many sailing clubs have a dedicated cruising section and it is worth determining if there is any interest for this at the RWYC.*

*It is also worth bearing in mind that there are numerous cruising boats on the lake whose owners do not belong to any clubs at all.*

- **Recruit volunteers from the various fleets, who wish to sail recreationally and who would be prepared to organise informal activities at times when racing is not taking place.**
- **The cruiser fleet should introduce recreational events into their programme on a trial basis.**
- **Consider having two fleet captains – Cruiser Fleet Racing and Cruiser Fleet Cruising if there does seem to be any interest.**
- **Publicise the club at the Windermere Boat Show to bring us to the attention of cruiser owners on the lake.**
- **Encourage RWYC participation in the Annual Bowness Boat Parade.**
- **Trial a mid-summer evening dinghy sail-away with shore-based BBQ.**
- **Put on talks at the clubhouse from cruising yachtsmen. Encourage members to give a short talk / slide show if they have undertaken any interesting cruises.**
- **Perhaps have an award for the best cruise log published in the Club Newsletter.**
- **Winter shore-based courses – VHF / Yachtmaster etc - these courses could be open to the public but provided at reduced cost to members.**
- **Perhaps organise a flotilla holiday if enough people interested.**
- **Consider coach trip / Group entry into London / Southampton Boat shows / Dinghy Show.**
- **Consider weekend trip to Hunters Yard, Norfolk Broads to sail 1930s vintage yachts and half deckers.**
- **A sub-committee would be necessary to oversee all the above if there proved to be adequate interest. This committee could be chaired by the Cruiser Fleet Captain (Cruising)**

## 6. Profile and Engagement: raise the club's profile and encourage member engagement.

### **"MARKETING"**

*There is still a widespread perception that the RWYC is stuffy / staid / unfriendly. Huge improvements in this respect have been achieved over the last few years but there is still a lot that we could do. Obviously, it is very important that the club continues to overcome this image.*

*Marketing the club has 2 aspects:*

- a) Raising our profile with the local public which is essential if our long-term membership is to thrive.*
- b) Engaging our existing members and improving their experience within the club. (How many members do we have who rarely set foot in the clubhouse?)*
- **Targeting youngsters via local schools is, as previously stated, fundamental to the ethos of a club whose aim is to encourage sailing. All schools and colleges in the area should be contacted to offer training at nominal cost to under 18 year olds. (See previous recommendations under "training")**

*It is recognised, as previously stated, that:*

- i) juniors inevitably move on as they enter tertiary education and move away. Youth / Junior Training is, therefore, only ever going to provide a trickle of new members.*
- ii) sailing is an expensive sport.*
- iii) The average age of club members is worryingly mature.*

*Consequently, the Planning Group considers that it will be important to target young adults who have a disposable income.*

*Such persons inevitably have high expectations as to what a modern, go-ahead sports club should be providing both in terms of facilities and events.*

- **A Members Handbook should be developed containing *absolutely everything* about the club. Many authors will be required to contribute to the various sections. Such a handbook could be provided in digital format and can be constantly updated. A handbook would be of immense help to new members.**
- **The previously run New Member Evening should be developed further to become a start of season social which combines information / encouraging member participation. Fleet Captains and Flag Officers should be highly visible at this event with name badges. Incorporate a need crew / want crew board. Parents of children taking part in Youth Squad or training courses should be invited to this event. Such an event could be reasonably regarded as a development of the traditional "Wake Up Supper".**

- The Handbook should incorporate a Sailing Members Year Book – this would provide a list of flag officers, sailing members and their boats and could include photos and phone numbers of those who are willing to share them.
- Professional and trade organisations, large firms as well as sports clubs should be targeted to publicise us with the desired group of under 50s.
- Attempts should be made to encourage parents of juniors to visit the club.

*Currently, if a stranger enters the club and the bar, they are initially confronted by a formal photograph of the flag officers wearing formal attire. On entering the bar, it is likely that it will either be empty or there will be one or two large groups chatting at the far end of the room. This inevitably looks unfriendly and daunting to someone entering the club for the first time. Obviously, we all want to sit with our friends and we do recognise that our Flags and Hons are delightful - but we need to make some effort to make the initial experience for new members, more enticing –*

- The formal photograph *could* be replaced by one showing the flag and hons officers wearing sailing or non-formal clothing. Alternatively, 2 photos of each officer could be shown.
- Consideration should be given to relocating the bar across the far end of the room so that tables and chairs migrate forwards towards the door. The room would then, perhaps, take on more of a friendly pub like atmosphere.
- A variety of different bar room furniture might, again, improve the ambience in the bar as would the presence of a variety of magazines, papers etc
- Consideration should be given to relaying footage of race starts and finishes to a TV in the bar area. This would increase awareness and interest among non-sailing members. The TV could also be used to publicise other club activities.
- It may be viable to charter a boat to provide a “viewing platform” for friends and family to watch certain races.
- We should engage with the local press (and yachting press) – not just race results but also photos and short articles relating to the Club could be provided.
- Instigate a “Sailor of the Month Award” and engage with the press.
- Up to date, informative leaflets should be placed at various sites.
- Local Radio could also be encouraged to promote events.
- A dedicated press officer would probably be sensible.
- We should be particularly vigilant with regard to publicising racing members who attend regional or national events. These sailors should be encouraged to wear RWYC branded clothing.
- Consideration should be given to taking a joint stall at the Windermere Boat Show with WCA, WMBC and LDBC.
- Encourage member participation in volunteering through recognising exceptional contributions with an award at the annual prize giving.
- Investigate the possibility of hosting a manufacturers demo day – Laser / RS etc. This could be publicised externally and could encourage non-members to visit the club.

- Once per season, have a Visit our Club day where the public are welcomed into the club premises and members and officers are on hand and visible to promote the club. An example of each of the fleet boats could be available for people to inspect. Could this be done as part of the RYA Push the Boat Out Day.
- The website is currently under appraisal.
- Currently, it can be extremely difficult to get through to the club by phone. By transferring calls combined with some sort of rota for officers to man their mobiles would improve this.

*The current telephone system has a number of options that are easily configurable. After the opening message, any of the options can be set up to divert the in-coming call to another number – landline or mobile. It would be easy to have a message stating when the “duty officer” was available and to direct the call to whichever officer was on duty. This need only be a couple of half days per week with Friday mornings being covered by the steward.*

- Young people tend to communicate via mobile phones. There is a suggestion that INSTAGRAM is the way forward for the club to harness this technology.
- The signage outside the club entrance should be updated.
- A banner across the top balcony would raise our profile with boat users.
- Technology should be harnessed to allow members to access the changing rooms and bar room 24/7.
- Aspects of catering might be important with regard to improving the atmosphere at the club. This will be covered in the next section.
- Obviously, all of the above comprises a vast amount of potential work and effort. Consideration should, again, be given to the appointment of a professional administrator who would undertake a large amount of the work involved. As previously suggested, such an administrator would, ideally, be a qualified instructor, also responsible for training.



## 7. Catering and Social

*There is great diversity of opinion within the club regarding the level of catering which should or should not be available.*

*Some members would like to see food available every day believing that this would increase usage of the clubhouse. Other members believe that this approach would just mean that the numbers of who eat at the club would be spread out over more days resulting in a loss of ambience.*

*A sizeable faction of the club would like to see bar food available downstairs. This would, of course, require further kitchen equipment to be built downstairs and would also introduce potential problems of staffing. A compromise might be to have hot snacks available downstairs, sold from a hot cabinet, i.e. not requiring cooking as such.*

- **There is a strong opinion that Thursday night dinghy suppers should provide hot, wholesome, comfort type food that has previously been successful.**
- **Dinghy captains should promote the dinghy suppers.**
- **The current franchise agreement does not cover Monday evenings. Negotiations are therefore required regarding catering for Mondays.**
- **Fleet captains should provide a small, nominated group of individuals to liaise with the Steward re the food required for, say, the next 2 weeks. This group would take into account the weather forecast and events due.**
- **Friday nights have been quite successful but discussion regarding the available menu is warranted.**
- **Members should be allowed to take their food downstairs for consumption if they so wish.**
- **There should be provision for providing some types of bar snacks during bar opening times.**
- **Tea and cakes are highly desirable following weekend afternoon racing.**
- **The steward should be provided with regular, helpful feedback in order to develop the club catering the way members would like.**

*Current social activities are being well received and quite well supported. There has been a wide range of different social activities ranging from talks and quizzes to the more traditional dinners and dances. The new approach to the Annual Prizegiving, held for the first time in the clubhouse last year, seems to have been extremely well received with no adverse comments whatsoever.*

- **The Annual Prizegiving should continue to be held in the clubhouse.**
- **The current diversity of social events is to be encouraged.**
- **See the comments in section 6 (Marketing) re a start of season social.**
- **There is support for a traditional "Laying Up Supper at the end of the season.**
- **There should be some social functions for juniors. The proposed new bar extension could be highly relevant in this respect.**

- **A TV in the bar area, showing video loops of sailing events, would increase interest in the bar and encourage people to stay.**
- **There should be a specific Social Secretary, chairing a subcommittee.**

## 8. Management

- General Committee should meet every 4-6 weeks
- The rolling 5-year plan should be a permanent agenda item at GC meetings.
- Each member of General Committee should be responsible for overseeing one aim for year 1 of the rolling plan. (See Appendix 1)
- Provision of certain key performance indicators would assist in monitoring the success or otherwise of the rolling plan. These indicators should be reported on at every GC meeting:
  - a) *Membership numbers, which are already monitored, should be broken down by age-group, to ensure we are obtaining more younger members.*
  - b) *Bar sales, year to date compared with the previous 2 years, give an indication as to how many people are using the club*
  - c) *Numbers of race starts, year to date compared with previous 2 years, give an indication of whether racing numbers are increasing or decreasing.*
- Sub-committees should be formed for developing training, marketing, social activities and to monitor the rolling plan.
- Job descriptions for officers and especially fleet captains should be reappraised, modernised and made fully available. Each member of General Committee should receive a copy of all job descriptions.
- A dedicated membership officer would be beneficial.
- General Committee should agree a realistic “Reserve Policy”:

*It can be argued that it is irresponsible to unnecessarily hold members’ money in a reserve account where, currently, it will be losing value in real terms. For a “not-for-profit” organisation, the primary reason for holding reserves is to avoid cash flow problems. There are 3 main reason, in this sector, for such problems:*

- a) *Loss of a grant or sponsorship*  
*The Club relies on neither of these. Recent history indicates that even with a sudden drop in membership of 20%, the club would still break even.*
- b) *An uninsured or unbudgeted major expenditure is incurred.*  
*It is difficult to see what that might be but as an example, the collapse of the sewer connecting the club to the mains sewer. This produce a repair bill plus a possible need to hire a temporary toilet block. Far argument, perhaps £20k*
- c) *The long-term sickness of a key member of staff necessitating paying for a replacement. Our steward is the only permanent member of staff. Based on the current salary paid and assuming a period of say, 6 months, this would equate to circa £12k*

*Based on the above, this could be rounded up to a total of £40k. which is still above the minimum the Trustees were prepared to allow during the 2014 refurbishment. This would immediately free up £82K from the reserves at 31/12/17. There is also an operational surplus of £29k forecast for 2018 albeit with some suggested minor project expenditure to reduce this.*

- **General Committee should agree a realistic “Loans Policy”. For instance:**
  - a) Loans should not extend beyond 5 years in order to avoid loading future generations with debt.*
  - b) The annual repayment should not exceed 50% of the average annual surplus taken over the previous 3 years*

*Recent history shows that an annual loan replacement of £15k could be managed easily. Over a 5-year period this would indicate a loan of circa £70k.*

*This, together with the sums above, would allow for an expenditure of around £180K without taking into account any grant funding that maybe available from the Academy or elsewhere.*

- **Elected members of General Committee should serve for 3 years**

## Appendix 1

### Tasks for completion in year 1

#### 1. Devise and implement a plan for the targeting of local schools.

**At all times have due contact with the Academy.**

**Set up a trial Wednesday session for one local primary school with a view to developing further in year 2 and beyond.**

**Arrange 1 or more fun races for juniors.**

**Investigate the possibility of forwarding some juniors to appropriate regional events.**

**Write a section on training for the new Handbook.**

*The plan should be fully thought out beforehand with regard to exactly what is on offer and at what cost both to the Club and to the school.*

*We would envisage a trial session for one local primary school in 2018. This would be run much along the same lines as the current Youth Squad with an emphasis on "getting on the water". If the sessions are successful, they could be developed further in 2019 and beyond.*

*Ultimately, if demand is there, we would see a full time, paid instructor, responsible for all associated admin including recruitment of additional, ad hoc instructors, as required. (If we had someone full time like this, they could be used at other times for ad hoc training of members (much like a golf pro in a golf club), refuelling ribs etc etc*

*Responsible person: .....*

#### 2. Buy two, new, Laser Bahias

**Dispose of the Laser Stratos and either dispose of or renovate the Wayfarer.**

**Develop a policy on the use of club boats.**

**Write a section for the new handbook about the use of club boats by**

**Members.**

*Responsible person: .....*

#### 3. Start to develop the new, multifunctional bar extension.

**In doing so, consider the position of the bar itself and rethink the bar furniture.**

**Where appropriate, publish updates of progress on the website.**

*This will require approaching architects and builders. A time line should be developed. As a guide, it is considered that an Architect's brief should be prepared by the end of the sailing season with a view to submitting plans for approval by the start of next season. It is vitally important that concurrent consideration is given to producing the fire escape.*

*Responsible person: Richard Thompson*

4. **Have new signage made and fitted to the club end of the jetties.  
Develop an annual, rolling, maintenance plan as outlined earlier.  
Write a section for the new handbook about use of club jetties and maintenance of the jetties etc**

*Responsible person: .....*

5. **Develop a crew list for each fleet.  
Develop a skippers' list for each fleet.  
Develop a "buddy system" for each fleet.  
Arrange for the above lists to be adequately publicised within the club.  
Develop a plan for Power Boat Level 2 training to be available at the beginning of next season  
Write a section for the new handbook explaining the above.**

*Responsible person: .....*

6. **Produce a new, laminated, more extensive, aide memoire to go in the rescue boats.  
Ensure these are prominently displayed in the boats and throughout the season, regularly check that these are in place and in good condition.  
Canvas the interest for Instructor Training in year 2 and develop a plan for implementation in year 2.  
Write a section for the new handbook explaining everything about rescue duties and race officer duties. (A section for Instructor Training to be added when the plan is appropriately developed.)**

*Responsible person: Craig Allwood*

7. **Canvas members regarding interest in Recreational Sailing.  
Plan and implement at least one trial cruising event some time later this season and organise a guest speaker on a cruising topic.  
Assess interest in shore-based courses eg VHF, Shore-based Yachtmaster etc and investigate availability / costs etc of instructors.  
Write a cruising section for the new handbook.**

*Responsible person: Steve Dodwell*

**8. Investigate the viability of a stall for the Club at the Windermere Boat Show on 18<sup>th</sup>, 19<sup>th</sup>, 20<sup>th</sup> May 2018.**

*Consider approaching other local clubs to share a stall. Develop the display and a team of people to man the stall*

*Responsible person: .....*

**9. Design and produce a banner to be displayed from the balcony. Devise a new, annual award for "Services to the Club" to be presented at the prize giving.**

**Write a section for the handbook about club awards.**

**Design and implement new signage for the front of the club.**

*Responsible person: .....*

**10. Press liaison**

**Arrange for TV to be shown in the bar at certain times.**

*We would initially envisage video loops of race starts / finishes as well as using the TV to advertise social events etc. (See the TV in the Boathouse). There is expertise available in the club who have advised their willingness to help.*

*Press coverage for the club would include the Westmorland Gazette and perhaps also local radio. Ideally, as well as results, the occasional general interest article about the Club should be submitted for publication, to aid with marketing the club to the public.*

*Responsible person: .....*

**11. Develop a Catering Sub-Committee.**

**Write a section about catering at the club for inclusion in the new handbook.**

*The committee should liaise with the Steward to provide appropriate food for Mondays and Thursdays. Develop menus on a month by month basis. Oversee the introduction of bar snacks. Negotiate the catering franchise.*

*Responsible person: .....*

**12. Produce up to date job descriptions for all club officers and fleet captains.**

**Write a section for the new handbook explaining the management structure of the club and including a "who's who" within the club. Include photos wherever possible.**

*The job descriptions should be published in an appropriate section in the new handbook along with photos of the officers and with phone numbers / email addresses of those willing to share them.*

*Responsible person: .....*

**13. Reconfigure the phone system to allow transfer of calls to officers at certain times.**

**Write a section for the new handbook explaining the phone system. This section could be expanded to explain who should be contacted over various issues – very helpful for new members.**

*Responsible person: .....*

**14. Oversee the adoption, by General Committee, of a “Loans Policy” and a Reserves Policy”.**

*Responsible person: .....*

**15. Oversee production of the new handbook.**

**Write the introduction to the handbook.**

*The handbook should be produced in digital format and provided to every club member via a link on the website. The handbook should be continually reappraised, and updated as necessary. Every effort should be made to include as much as possible about anything and everything about the club. It should include an invitation to members to submit suggestions of new detail or alterations to be included into the handbook.*

*Alerts of changes to the handbook should be placed on the website so that members can update their own copy as necessary.*

*Responsible person: Rachel Hodgson*

**In addition to the above, someone should be responsible for liaising with the above responsible persons, in order to report on the plan to General Committee at each meeting.**

*Responsible person: Steve Dodwell*



**Appendix 2****Analysis of race starts 2008 to 2017**

<b>Year</b>	<b>17ft</b>	<b>FF15</b>	<b>Dinghies</b>	<b>Cruiser</b>	<b>Total</b>
<b>2008</b>	429	324	455		1208
<b>2009</b>	382	356	411		1149
<b>2010</b>	366	423	470		1259
<b>2011</b>	320	408	395		1123
<b>2012</b>	360	341	551	16	1268
<b>2013</b>	344	274	474	71	1163
<b>2014</b>	337	276	392	63	1068
<b>2015</b>	324	325	443	55	1147
<b>2016</b>	317	380	575	53	1325
<b>2017</b>	343	374	495	17	1229
<b>Total</b>	3522	3481	4661	275	11939
<b>Average</b>	<b>352</b>	<b>348</b>	<b>466</b>	<b>45</b>	<b>1193</b>

### Appendix 3

#### Analysis of Saturday evening use of club Aug 2017-April 2018

C = Club Function    P = Private Function    X = Xmas

##### Aug 17

5 <sup>th</sup>	C
12 <sup>th</sup>	C
19 <sup>th</sup>	-
26 <sup>th</sup>	C

##### Jan 18

6 <sup>th</sup>	-
13 <sup>th</sup>	-
20 <sup>th</sup>	P
27 <sup>th</sup>	-

##### Sept 17

2 <sup>nd</sup>	C
9 <sup>th</sup>	P
16 <sup>th</sup>	C
23 <sup>rd</sup>	P
30 <sup>th</sup>	P

##### Feb 18

3 <sup>rd</sup>	-
10 <sup>th</sup>	-
17 <sup>th</sup>	C
24 <sup>th</sup>	P

##### Oct 17

7 <sup>th</sup>	C
14 <sup>th</sup>	-
21 <sup>st</sup>	P
28 <sup>th</sup>	C

##### Mar 18

3 <sup>rd</sup>	-
10 <sup>th</sup>	-
17 <sup>th</sup>	C
24 <sup>th</sup>	C
31 <sup>st</sup>	-

##### Nov 17

4 <sup>th</sup>	C
11 <sup>th</sup>	C
18 <sup>th</sup>	P
25 <sup>th</sup>	-

##### Apr 18

7 <sup>th</sup>	C
14 <sup>th</sup>	P
21 <sup>st</sup>	C
28 <sup>th</sup>	P

##### Dec 17

2 <sup>nd</sup>	P
9 <sup>th</sup>	-
16 <sup>th</sup>	C
23 <sup>rd</sup>	X
30 <sup>th</sup>	X

Excluding Xmas = 37 Saturdays and 25 functions = 66% occupancy