



# Thames Sailing Club

## Development Plan

### 2013 - 2015



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# 1. Reasons for Producing the Plan

1.1 Founded in 1870, Thames Sailing Club has a long history and is a significant institution in the history of river sailing:

- Approx 160 members
- 2012 Income £63,000 & Expenditure of £52,000

1.2 A Development Plan is needed for the long-term sustainability of the Club to enable us to:

- Identify and respond to members' aims and aspirations

- Respond proactively to increasing external pressures and changes
- Help guide the Committee's management of an important and historic local resource
- Recognise the current status and the history of the club
- Demonstrate a professional approach to help obtain Grant Funding
- Co-ordinate investment over the next 3 to 5 years and beyond
- Show commitment to the local community
- Secure TSC's long-term future





1.3 This Plan has been prepared in accordance with the RYA's 'Guide to Club Development' publication (2012) and describes:

- Where are we now?
- Where do we want to be?
- How do we get there?

1.4 In order to develop this Plan, an analysis of Strengths, Weaknesses, Opportunities and Threats was undertaken by the General Committee with additional input from Members.

1.5 A Membership Questionnaire was also prepared and distributed to the Membership. The questionnaire was used to involve the members and gain commitment from the beginning. The Committee regarded it as vitally important to understand the views of members and how they want their club to develop.

1.6 The questionnaire was structured into subject areas and also gave the opportunity for members to provide free form comments.

1.7 The questionnaire was distributed by email and available in the Clubhouse between March and June 2012. 36 responses were received, though it is noted that not all respondents responded to every question.



## 2. Where the Club is Today

2.1 A **'SWOT' (Strengths-Weaknesses-Opportunities-Threats) analysis** was prepared and informed by feedback from the questionnaires and Committee discussion. The results are presented below:

### 2.2 Strengths

- Friendly atmosphere
- Fantastic location
- Good access to the river
- Established RYA beginners training programme
- Enthusiastic new members
- Growing Merlin fleet
- Wide range of social activities
- Attractive Victorian club house
- Enthusiastic committee
- The classic Thames "A" Class Rater link
- Good links with other river clubs (e.g. Minima, Tamesis)
- Developing relationship with local Stand Up Paddle Group

## 2.3 Weaknesses

- Limited space for dinghies
- Limited number of moorings
- Limited size of car park
- Some facilities in a poor state (e.g. Changing rooms ,car park surface & walls, lower hard)
- No area specifically set aside for training
- Reliance on too few (but very willing) volunteers
- Right skills/expertise in sufficient quantity to move the Club forward
- IT systems and website
- Weak (but improving) processes (e.g. membership tracking)
- Limited experience of managing large projects
- No asset management plan
- Poor use of available space, e.g. lack of leisure space
- Communication
- Inconsistent numbers of Raters sailing
- Failure to retain trainees
- Limited space for working on boats

## 2.4 Opportunities

- Develop junior and adult sailing programmes (particularly fun sailing)
- Extend range of RYA training programmes
- Retain more members from our training courses
- Increase shore based talks
- Increase dinghy capacity and improve/enlarge club fleet
- Invest more in IT systems, website, use of e-mail and social networking
- Improve overall environment including changing rooms, sail shed and other facilities
- Improve safety and amenities for families
- Make better use of club site – e.g. more outside seating areas
- Large local population and network of local river clubs
- Encourage community to use the club resource
- Sail different types of boats
- Sailing through the winter
- Better communication of events
- Improve car park

## 2.5 Threats

- Membership levels and hence income limiting opportunity for development
- Competition from other local sports clubs and other social activities
- Limited pool of volunteers
- High maintenance costs of site and possible large one-off expenditure
- Continuing recessionary environment (which may also be an opportunity)
- Local developments potentially interfering with our use of the river, e.g. the Hydro development
- Increasing H & S regulation
- Elitist image among some local population (although this is changing rapidly)
- Historical winter off-season impacting retention
- Limited space to work on boats





To further inform the Development Plan, **an analysis of external pressures**; those which affect the 'bigger picture' was undertaken. This considers political, economic, social, technological, environmental and legal issues affecting the club.

## 2.6 Political

- Local planning restrictions
- Increased rates and taxes

## 2.7 Economic

- Balancing subscription costs and membership numbers
- Energy costs and other overheads
- Need to find new ways to raise income levels
- Risk of losing members

## 2.8 Social

- Limited facilities for disabled
- Competition for use of the river
- Need to build stronger junior and family membership
- Need to address "elitist" perception

## 2.9 Technological

- Better and cheaper technology
- Increasing use of internet and social networking
- New ways of doing business

## 2.10 Environmental

- Reduction in carbon footprint
- Increasing energy bills
- Fluctuations in rainfall affecting stream
- Increased restrictions on river
- River developments (e.g. Hydro)

## 2.11 Legal

- Need to keep risk assessments current
- Fire safety compliance
- Disability discrimination act
- Tightening of environmental legislation

# TSC Membership Feedback

2.12 To understand where the Club is today, it is also important to find out the make up of the membership and what the members think.

2.13 This was explored through a questionnaire issued in April 2012 which was split into 3 sections covering:-

- **'Section 1: About You'** covering general information about the member
- **'Section 2: About Thames Sailing Club'** asking members to rate different aspects of the Club
- **'Section 3: The Future of Thames Sailing Club'** asking members about their priorities and ideas for future improvements.

2.14 Each section provided opportunities for Members to write free form comments and these have been taken into consideration in the analysis.

2.15 There were 35 responses which, although a relatively small sample, is nonetheless in line with that received by other sailing clubs conducting similar exercises, and is seen as sufficient to help set priorities for the future. The full detail of the responses is provided at Appendix A. *(Please note that not all respondents provided an answer to all questions and some questions allowed for more than one response).*

## Questionnaire Section 1: About You

### 2.16 *Membership type:*

- 13 Family Members
- 18 Full Members
- 4 Social Members

### 2.17 *Length of membership:*

- Under 1 year - 1
- 1-2 years – 4
- 2-5 years – 7
- 5-8 years – 4
- 8 years+ - 17



2.18 A key strength of TSC is its friendliness with 22 respondents stating that the club was ‘very’ welcoming when they joined, 11 stating it was ‘quite’ welcoming and only 1 responding that the club was not welcoming when they first joined.

### 2.19 *How did you hear about Thames Sailing Club?:*

- Passing by - 9
- Word of Mouth - 14
- Advertising – 1
- Other – 7 (including ‘Google’, sailing events, seeing boats on Queens Promenade and “being dragged down by my parents” !)

### 2.20 *Why did you join Thames Sailing Club?*

- To learn to sail - 13
- To sail (I could already sail) – 17
- To socialise - 14
- Other - 5 (so my sons could learn to sail and grow up as part of a club, “to make friends after moving to a new town,” “to sail Raters,” “so my son/daughter could learn to sail”)

2.21 Has being a member of Thames Sailing Club met your expectations?

- Yes - 28
- No - 3

2.22 When would you like to sail?

- Tuesday evenings - 22
- Friday evenings - 10
- Saturdays - 9
- Sundays – 20

2.23 Would you like the opportunity to continue to sail through the winter?

- Yes - 12
- No - 12
- Other – 6 (e.g. *"I live too far away"*)

2.24 What type of boat do you most regularly sail?

- Rater - 14
- Merlin Rocket - 7
- Topper – 1
- Club boats (Omega, Pico)- 5
- Training boats - 1
- Power boats – 1
- Albacore - 1
- N/A – 8



2.26 There were very few responses to the question, “*Are there any boats that you would like to have the opportunity to sail at the club?*”

2.27 Of those who did respond, members wanted to try Raters and Merlins; there was one response for canoeing / paddle boarding and one for trying an Omega.

2.28 *Do you use Club boats or would you like the opportunity to?*

- Yes – 14
- No – 11
- Occasionally – 1
- N/A – 4

2.29 Of those who answered the question, “*Do you use Club boats or would you like the opportunity to?*” 11 members selected the cruising / practicing option, 8 selected the racing option and 4 respondents would like to use the boats for training courses.

2.30 Of those who responded to the question, “*What charge would you be prepared to pay for the use of an Omega per racing or cruising/practising session, per boat?*” 8 people selected £10, 7 people selected £5, 2 people £7 and 1 person “£12. Two comments were provided: “*I think the joining fee is enough*” and “*It has to cover maintenance costs*”





## Section 2: About Thames Sailing Club

2.31 Members views of a wide range of aspects of the club were explored and full feedback is provided at the end of this section.

**2.32 *Catering / Events / Bar* – Largely positive feedback.** Members found catering and catering prices to be generally ‘good’ with some responding that catering is ‘excellent’ or ‘acceptable.’

2.33 Drinks on offer at the bar were found to be largely ‘good,’ with some ‘acceptable’ and a few ‘excellent’ comments. Members find bar prices to be largely ‘good’ and ‘acceptable.’ Only 5 respondents found the bar prices to be ‘poor’/ ‘very poor.’

**2.34 *Sailing* – Largely positive feedback.** Members found the availability of club boats and series racing to be largely ‘good.’ Small numbers of negative comments were reported for sailing aspects of the club.

**2.35 *Communications* – Mixed feedback.** Most respondents found communication by text message and on the club’s website to be ‘good’, though similar numbers found the website to be ‘poor’ (though one commented it is considered to be improving; note: significant website improvements have been made since this survey was undertaken).

**2.36 *Membership prices*– Largely positive feedback.** Cost of membership was reported as ‘acceptable’ or ‘good’ by the majority of respondents. The cost of boat storage was considered to be ‘good’ or ‘acceptable’ by the majority of those who answered this question.

**2.37 Club facilities– Mixed feedback.** Whilst the majority of members found the seating provision and decoration of the bar and main club house to be ‘good’ or acceptable,’ the changing rooms, showers and outdoor socialising area facilities were found by most respondents to be ‘very poor’ or ‘poor.’

**2.38 Boat parking and storage facilities** were found by the majority of respondents to be ‘acceptable’ with some ‘good’ and also ‘poor’ responses for these categories. The car park was found to be ‘acceptable’ by the majority of respondents.

**2.39 Friendliness– Positive feedback.** 18 respondents consider the club’s friendliness to be ‘excellent’ with 14 responding that it is ‘good.’ Only 1 respondent considered the friendliness to be ‘acceptable.’

**2.40** These results are reflected in the Club’s SWOT analysis presented earlier within this report and are also reflected in the areas for improvement identified in Section 3.



# 3. Where the Club wants to be in 3 years

## Section 3: The Future of Thames Sailing Club

3.1 Members were asked to prioritise a range of possible improvements to the Club. Feedback identified the highest priorities as (in no particular order):

a - promote junior/youth sailing

b - promote adult sailing to existing and new members

e - organise more sailing coaching by club members to other members

i - Safety improvements/risk assessments etc

j - promote the club more

k - improve the club's website

m - improve links with the community, local schools etc.

o - improve changing rooms and showers

q - create more outdoor space for socialising

x - links with other organisations who can then hire the club house/hire for their activities

z - train more volunteers to help run the club





### 3.2 Middle ranking priorities were:

- d - organise more cruise racing
- f - offer more RYA sail training
- g - arrange more joint sailing events with other clubs
- h - more club boats for hire
- l - improve links with the RYA
- n - organise more social events
- p - improve the surface of the car park
- s - more space for dinghy parking
- t - hire out the club house to non members and external organisations
- v - improve boat storage facilities
- w - dedicated space for undertaking boat maintenance

### 3.3 The lowest priority areas for improvement were:

- c - become more race focused
- r - create dedicated training/classroom space
- u - improve the interior of the club house
- y - explore more sustainable energy options



3.4 Members were asked how the improvements could be achieved. Common suggestions included:

- Greater participation of members
- Seeking educational / public access funding
- Lottery funding
- Sponsorship
- A bond issue
- Expanding revenue opportunities (e.g. Club hire)

3.5 When asked would you pay an increased membership fee for improvements to the club, 24 Members said 'yes' and 8 'no.' With regard to how much of an increase they would be prepared to pay, 5 would be prepared to pay a 5% increase, 8 supported a 10% increase, 3 said 15% and 4 said 20%.



3.6 Members were also asked for their ideas for other improvements. Suggestions were varied and are included in Appendix A of this report.

3.7 Finally, Members were asked to provide details of where they might be prepared to volunteer to support the future success of the club including whether they were qualified to help, and whether they'd be prepared to undertake training.

3.8 High level of willingness to volunteer with 27 /35 members responding that they would be willing to volunteer in some capacity.

3.9 The most popular categories for volunteering were found to be:

- Helping with social activities (20 responses)
- Race management (19 responses)
- Safety boat training (16 responses)
- Committee work (15 responses)



# 4. Club Vision

4.1 A vision for the future of Thames Sailing Club has been developed based on the feedback received by Members.

*“Thames Sailing Club will continue to be a welcoming, inclusive and relaxed club offering excellent value for money with a growing membership year-on-year of at least 5%, and excellent retention of new members with a particular focus on trainees and junior adults. Members will benefit from a strong sailing and social scene all year round. Within 3 years, the Club will have delivered key improvements in line with members expectations, using available grants wherever possible, and will provide a range of racing, cruising and fun sailing as well as a thriving social environment. The Club’s activities will be accessible and welcoming to the local community, and will be supported by a growing body of willing volunteers.”*



# 5. Key Areas for Development

5.1 The top ranking priority areas for improvements which were identified by Members through the questionnaire are considered within this section of the report.

5.2 For each top ranking priority, an Action Plan has been created.

## Action Plan for Promoting Junior & Youth Sailing:

What needs doing?	Who is involved?	Timescales	Resources	Costs
Identify enthusiastic Project Manager	TSC Committee			Nil
Forge links with the local community (e.g. Identify potential groups, school and key persons by name)	Project Manager who can then identify parents to help support this task	Within 6 months		
Identify ways to support the Cadet Captain	Project Manager	Within 6 months		Nil
Identify ways to support the University Sailing Club	Project Manager	Within 6 months		£TBC
Maintain the annual Junior Open Event & develop succession planning for this	Project Manager	Within 6 months		£TBC
Explore grant options for boats / maintenance	Project Manager	Within 4 months		£TBC

## Action Plan for Organising More Sailing Coaching by Club Members and External Trainers to other Members.

What needs doing?	Who is involved?	Timescales	Resources	Costs
Identify and create internal Training Co-ordinator	TSC Committee	By 2013 AGM		
Create training plan	Training Co-ordinator	Within 6 months	Time of training Co-ordinator	£0
Gather training material, create schedule and organise trainers	Training Co-ordinator	Within 6 months	Time of training Co-ordinator	£0
Training Modules <ul style="list-style-type: none"> <li>• Basic rules</li> <li>• Starting</li> <li>• Beating</li> <li>• Reaching</li> <li>• Running</li> <li>• Mark rounding</li> <li>• Finishing</li> <li>• Protesting</li> <li>• Rescue training               <ul style="list-style-type: none"> <li>○ How to rescue</li> <li>○ How to be rescued</li> </ul> </li> </ul>	Trainers	Within 12 months	Time of trainers	£0
Review training efficiency and revise accordingly	Training Co-ordinator Trainers	Within 14 months	Time of training Co-ordinator Time of trainers	£0
Plan on-going training	Training Co-ordinator	On-going	Time of training Co-ordinator	£0

## (i) Action Plan for Safety Improvements/ Risk Assessments etc

What needs doing?	Who's involved?	Timescales	Resources	Costs
Appoint Risk Assessment Officer	Hon Secretary	By 2013 AGM		£0
Gather risk assessment material Identify risk assessors Create schedule Prepare costs and organise review	Risk Assessment Officer Risk assessors (internal and external as required)		Risk Assessment Officer Risk assessors	£ tba
Review areas of risk <ul style="list-style-type: none"> <li>• On water</li> <li>• Club House</li> <li>• Car park</li> <li>• Grounds</li> <li>• Sail shed</li> <li>• Changing rooms</li> </ul>	Risk Assessment Officer Risk assessors		Risk Assessment Officer Risk assessors External specialist support as required	£ tba
Review risk assessments, introduce safety improvements identified, and review risk accordingly	TSC Committee	Dependent on assessment outcome	Dependent on tasks identified	£ tba
Plan on-going assessments	Risk Assessment Officer Risk assessors		Risk Assessment Officer	

## (j) Action Plan for Promoting the Club More

What needs doing?	Who is involved?	Timescales	Resources	Costs
Identify Project Manager	TSC Committee	By 2013 AGM		
Develop communications plan & advertising campaign with costs covering a range of communications avenues e.g. website, social networking (e.g. Facebook), flyers,	Project Manager To be approved by GC	Initial activity within 6 months but on-going	PM with input from members with appropriate expertise as required	£0
Implement plan	Project Manager	As per plan	As required	£TBC
Put up an exterior, weatherproof notice board to display suitable material; keep the notice board fresh with recent photographs, information	Project Manager	Within 6 months		£TBC
Improve external signage generally	Project Manager	Note: This may be covered by the replacement of the external wall.	External resource as required	
Identify events suitable for sponsorship and Source sponsorship for key events	Project Manager	Within 6 months		£TBC
Develop a programme of Open Days (General, Rater etc) and a volunteer programme to support these	Project Manager	Within 6 months		£TBC
Develop seasonal ideas e.g. Christmas cards to sell to the membership / the local community	Project Manager	Within 12 months		£TBC



## (o) Action Plan for Improving Changing Rooms and Showers

What needs doing?	Who is involved?	Timescales	Resources	Costs
Identify enthusiastic Project Manager	TSC Committee	By 2013 AGM		
Establish concept design and seek quotes	Project Manager GC Approval required	By mid-April 2013 latest but by 2013 AGM for preference	External specialists as required supported by qualified members where appropriate	£TBC
Prepare planning application/submit planning application if required	PM with member support as required	Planning approval will be needed by the time we get notification of grant application success	Member resources supported by external resource as required	£TBC
Complete the “Inspired Facilities” grant application (max £50,000)	PM supported by club member(s)	Submission deadline for next round is 25 <sup>th</sup> April 2013	As required from membership	Nil
Confirmation of availability of grant funding	PM	Within 6 weeks of grant application submission (late April 2013)	PM	Nil
Select contractor	PM and TSC GC	Within 4 weeks of confirmation of funds	PM and specialist external assistance	£TBC
Detailed design and cost new facilities (also consider future club infrastructure development)	Contractor	Within 3 months of grant funding confirmation	PM oversight of work Grant funding and TSC reserves	£TBC
Agree final design and circulate to membership	PM TSC Committee	Within 4 months of grant funding confirmation	GC	£TBC
Start work in October 2013 for completion by March 2014	Contractor with PM oversight	Three months from start	Grant money Use some of our reserves	£TBC

## (q) Action Plan for Creating More Outdoor Space for Socialising

What needs doing?	Who is involved?	Timescales	Resources	Costs
Identify enthusiastic Project Manager	TSC Committee	By 2013 AGM		
Establish concept design and seek quotes	Project Manager GC Approval required	By mid-April 2013 latest but by 2013 AGM for preference	External specialists as required supported by qualified members where appropriate	£TBC
Prepare planning application/submit planning application if required	PM with member support as required	Planning approval will be needed by the time we get notification of grant application success	Member resources supported by external resource as required	£TBC
Complete the “Inspired Facilities” grant application (max £50,000)	PM supported by club member(s)	Submission deadline for next round is 25 <sup>th</sup> April 2013	As required from membership	Nil
Confirmation of availability of grant funding	PM	Within 6 weeks of grant application submission (late April 2013)	PM	Nil
Select contractor	PM and TSC GC	Within 4 weeks of confirmation of funds	PM and specialist external assistance	£TBC
Detailed design and cost new facilities (also consider future club infrastructure development)	Contractor	Within 3 months of grant funding confirmation	PM oversight of work Grant funding and TSC reserves	£TBC
Agree final design and circulate to membership	PM TSC Committee	Within 4 months of grant funding confirmation	GC	£TBC
Start work in October 2013 for completion by March 2014	Contractor with PM oversight	Within 3 months of start	Grant money Use some of our reserves	£TBC

## (x) Action Plan for Creating Links with other Organisations Who Can Then Hire the Club / Hire for their own activities.

What needs doing?	Who is involved?	Timescales	Resources	Costs
Identify enthusiastic Project Manager	TSC Committee	By 2013 AGM		
Identify list of suitable clubs	PM	Within 2 months of appointment		£0
Review existing pricing list and rules of hire, and establish simple processes for the management of club hire	PM	Within 2 months of appointment		£0
Agree club hire promotion strategy and a series of visits to “get our message across”	PM TSC Committee	Within 3 months of appointment		£0
Actively promote club hire	PM	On-going		£TBC

## (z) Action Plan to Train More Volunteers to Help Run the Club.

What needs doing?	Who is involved?	Timescales	Resources	Costs
Identify enthusiastic Project Manager	TSC Committee	By 2013 AGM	TSC membership	
Identify all 'jobs' which can be carried out by TSC volunteers & prepare 'job descriptions' (TSC Operating Manual?)	PM supported by TSC Committee	Within 6 months	TSC membership	
Identify members willing to involve themselves in key areas, e.g. Training, catering, general maintenance	PM supported by TSC Committee	Within 6 months	TSC membership	
Identify training opportunities for volunteers	PM supported by TSC Committee	On-going	Grant applications Use some of our reserves	£TBC
Consider rewards and awards for volunteers	PM supported by TSC Committee	By 2013 prize giving		
Develop a volunteer recruitment plan / succession planning	PM supported by TSC Committee	On-going		
Actively recruit volunteers	PM supported by TSC Committee	On-going	TSC membership	

5.3 In addition to the priorities for improvement identified by Members, there are a number of essential works which must be undertaken at the Club.

#### 5.4 **Maintenance works:**

- Car park wall (internal and external) – **this is in hand**
- Lower hard repairs
- Sail shed maintenance
- Kitchen upgrades

#### 5.5 **Processes and Systems:**

- Integrate office systems more effectively
- Improve our website and make better use of social networking
- Make better use of technology for duty management (DutyMan)
- Draw-up a 4 year cash flow
- Take advantage of sponsorship and grant funding opportunities
- Introduce CCTV to bar and sail shed to improve the security of club and members assets
- Review of rules





# 6. Funding Plans

6.1 A Funding Plan has been developed which should enable the objectives to be achieved without putting the Club into debt, whilst retaining a cash reserve. This is shown on the next slide.

The plan does not assume any increase in membership fees but the General Committee may consider this during the period.



## TSC Funding Plan – 2013 to 2015

<b>3 YEAR CASH FLOW BUDGET</b>	<b>Year to December 2012</b>	<b>Year to December 2013</b>	<b>Year to December 2014</b>	<b>Year to December 2015</b>
<b>Income</b>				
Gross Revenue	63,500	66,500	69,000	73,000
Inspired Facilities Grant		50,000		
Equipment Grant		10,000		10,000
Heritage Grant			30,000	
Sale of boats		12,000		24,000
<b>Total Income</b>	<b>63,500</b>	<b>138,500</b>	<b>99,000</b>	<b>103,500</b>
<b>Expenditure</b>				
Overheads	53,000	55,000	57,000	55,600
Architect & QS fees		4,000		
Construction Costs (incl. new wall)		85,000		
Construction Contingency		7,500		
New Dinghies		24,000		30,000
Other Equipment Expenditure		2,000		3,000
Heritage Related Expenditure			30,000	
<b>Total Expenditure</b>	<b>53,000</b>	<b>177,500</b>	<b>87,000</b>	<b>88,600</b>
Surplus/Deficit	10,500	-39,000	12,000	14,900
Cash Bought Forward	58,400	68,900	29,900	41,900
<b>Cash Carried Forward</b>	<b>68,900</b>	<b>29,900</b>	<b>41,900</b>	<b>56,800</b>
(Current & Deposit Account)				

# 7. Key Risks

7.1 Key risks to the delivery of the Club's Development Plan are viewed as:

- Reduced Membership – although 2012 was a good year for both renewals and new members, we need to maintain this momentum
- Insufficient number of club members willing to take on management tasks requiring us to hire outside – potentially slowing the pace of development
- Capital Grant – failure to capitalise on grant opportunities - discussions with Sport England, Sport Kingston and the RYA are underway now
- Capital Cost Increases – delay in finding funding for projects may lead to higher capital costs
- General Overheads Increase – may need to complete over a longer period
- Unforeseen Expenditure – may need to complete over a longer period of time
- Inflation – although relatively low at present, may shift up (or down) over the Plan period
- Failure to obtain Planning Permission – may need to reconsider proposals

# 8. Conclusions

8.1 Both the General Committee and the membership are quite clear that the club needs to improve in a number of areas in order to retain and attract the number of members needed to ensure its long term future in an environment where people have huge choice in how they spend their leisure time.

8.2 The Development Plan has been prepared in order to help the General Committee guide development of these improvements over the next 3 years and beyond, and enable the Club to continue to develop and thrive as a family friendly Sailing Club whilst maintaining its strong founding principles.

8.3 The Development Plan seeks to cover all aspects of Club activity – both sailing and social.

8.4 The various development areas do represent a considerable financial and resource investment. Everything is at the early planning stage at the moment but it is clear that we will need to enlist the enthusiastic support of the membership if we are to succeed.

8.5 The Funding Plan has been developed in a way to enable the objectives to be achieved without putting the Club into debt, whilst retaining a cash reserve. To achieve this, the plan needs to remain flexible and is likely to change, including perhaps doing things over a longer period of time.

## Appendix A: Raw data from Section 2 of the questionnaire (Where the Club is today)

	Very Poor	Poor	Acceptable	Good	Excellent	Not applicable
<b>Catering / Events / Bar</b>						
a. Catering			6	20	7	
b. Prices for catering			12	13	8	
c. Drinks on offer at the bar			8	21	4	
d. Bar prices	1	4	12	13	3	
e. Social events			4	12	13	1
f. Tickets prices for social events	1	2	8	12	7	1
<b>Sailing</b>						
g. Availability of club boats		1	4	11	5	8
h. Series Racing		1	2	15	6	6
i. Fun Racing	2	3	5	4	4	12
j. Winter Racing		2	5	5	2	14
<b>Communications</b>						
k. The information provided in text messages from the club		1	4	13	11	4
l. Information provided on the club's website	2	10	8	10	1	1
m. General communication about what's happening at the club		6	10	15	2	
<b>Club facilities</b>						
n. Seating provision & decoration of the bar	1	1	10	14	7	
o. Seating provision & decoration in the main club house	2	1	11	13	6	
p. Changing rooms & showers	13	10	7	1		2
q. Outdoor socialising area	8	8	7	8	1	1
r. Boat parking facilities	1	5	13	6	1	4
s. Boat storage facilities		9	11	5		5
t. The car park	1	5	16	8	1	1
<b>Membership prices</b>						
u. Cost of membership			15	15	2	1
v. Cost of boat storage		2	7	10	1	9
<b>Friendliness</b>						
w. Friendliness of the club			1	14	18	