



DRAYCOTE
~ **WATER** ~
SAILING CLUB

ANNUAL GENERAL MEETING

November 2018

EVOLVING THE CLUB FOR THE NEXT 50 YEARS

- Memories of the Club in the 1980s
- Times are changing
 - The volunteer culture is largely dead
 - People are time poor
 - Families have so many conflicting calls on their time
 - Increased red tape
- The Club has changed
 - The recession almost finished off the Club
 - Operating loss of £82k in 5 years
 - 40% of membership income (in real terms) lost in 5 years
- Phil Hunt & Rodger Webb set about reviving the Club's fortunes
- 5 years on we have recovered 77% of the loss & the Club is improving
- A strong & long-term Committee (who didn't get the memo about the volunteer culture being dead) have been able to tackle long-term issues



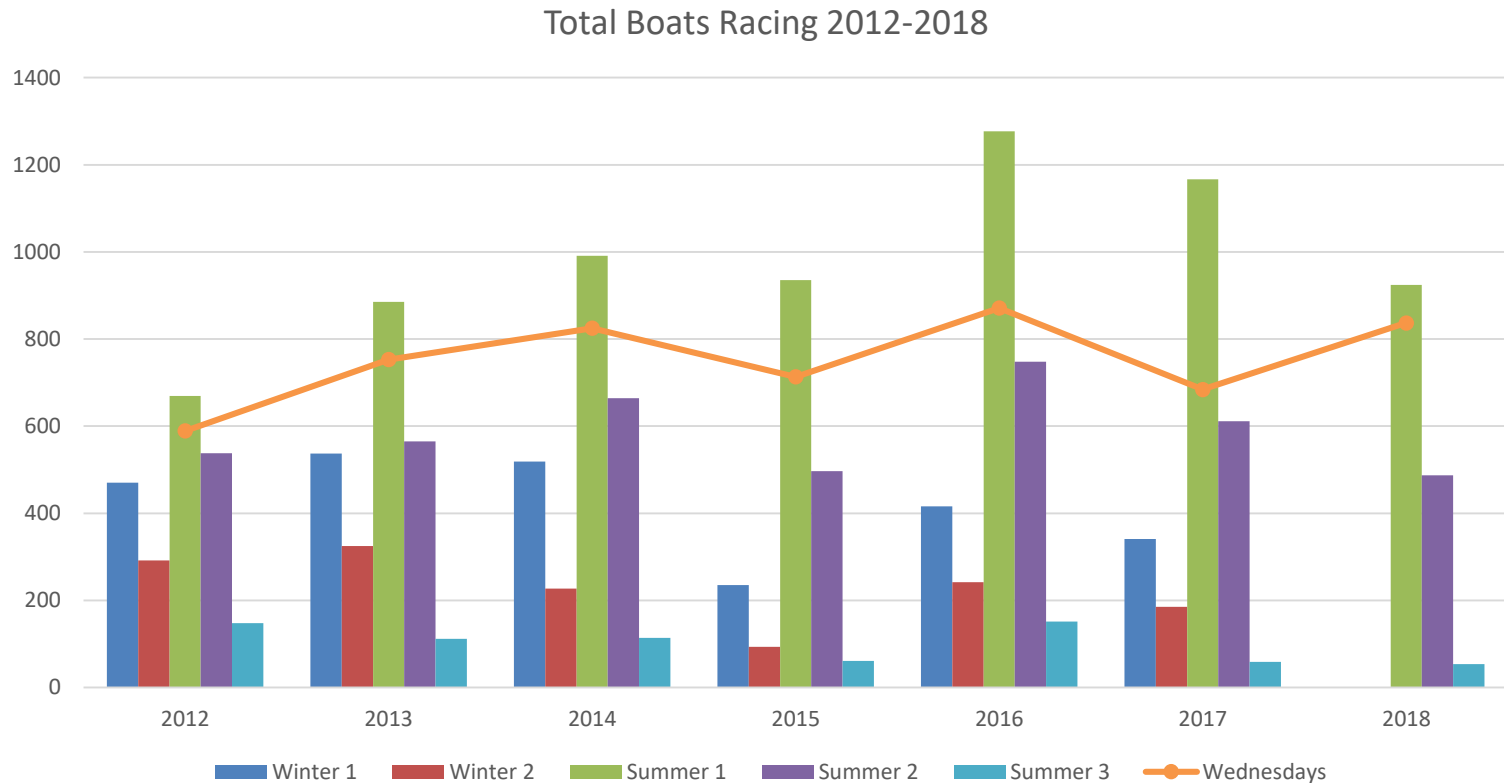
The inset image shows a page from a 'Good Club Guide' titled 'Squerry Albion's Good Club Guide'. It includes a 'THE GOOD CLUB CHART' table with columns for various categories and rows for different clubs. The table uses a grid of dots to represent scores or ratings for each club across various criteria.

LONG-TERM ISSUES BEING TACKLED

- **Development Plan: 10 year plan to put Club on more secure footing & provide direction for the next 10-20 years**
 - Covered in more detail later
- **CASC requirements**
 - **Separate trading company for non-member income** (not allowed > £100k)
 - **Supporters' Club for less-active** (50% of members must participate 12 x a year)
- **Protecting the Club**
 - **Insurance** (liability from £5m to £10m; rebuild costs from £750k to £2.9m)
 - **GDPR processes & training** (staff & committee)
- **Other activity**
 - **New accountants**
 - **Remuneration committee**
 - **Club licence**



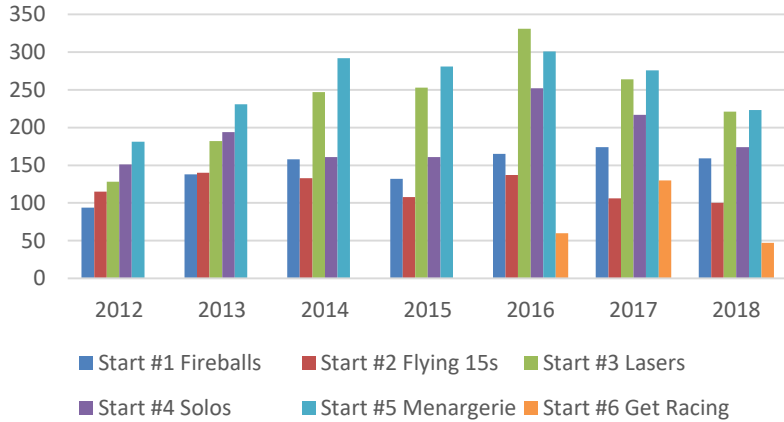
SAIL: DECLINING PARTICIPATION IN RACING



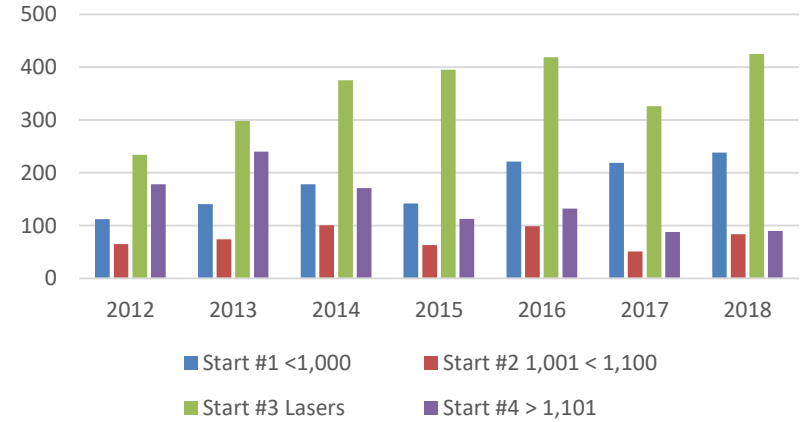
- Having peaked in 2016, racing participation has been declining for all series except Wednesday nights

SAIL: DECLINING PARTICIPATION IN RACING (2)

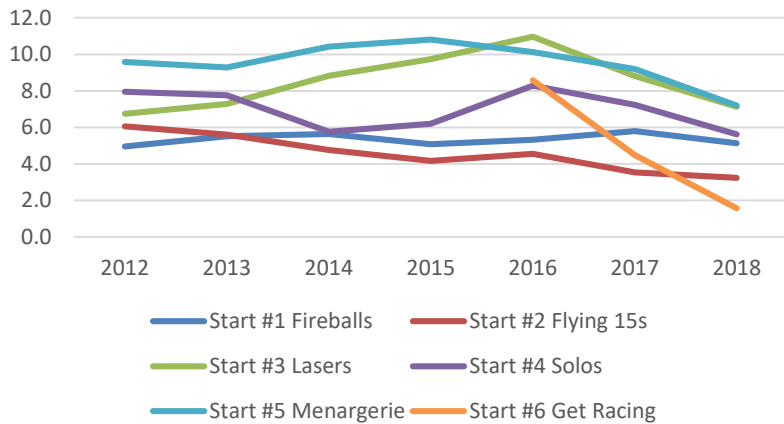
Summer Race 1



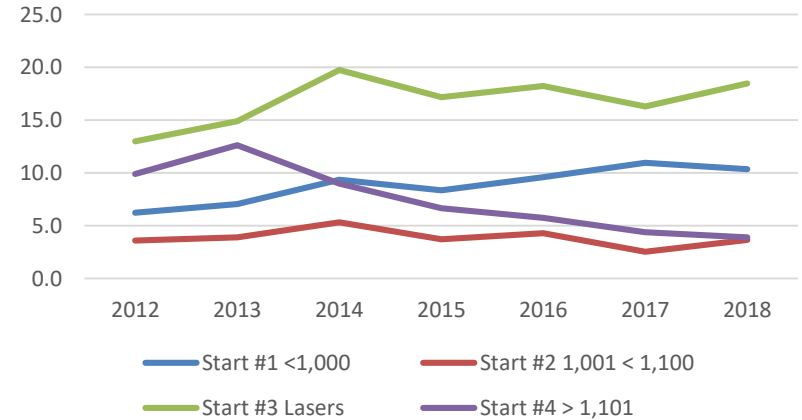
Wednesday Race



Summer Race 1 - Average boats per fleet



Wednesday Race - Average boats per fleet



SAIL: PROVIDING SAFE & ENJOYABLE SAILING

New

- Training / hire boat replacement scheme (like RIB scheme)
- Become a recognised British Youth Sailing Club
- Whistle to attract attention
- Procedure for closing the Club in bad weather
- Encouraging better observance of racing & class rules
- Low accident rate since investment in helmets for training centre



Continued

- Staff training
- Communication with fleet captains, affiliates & class associations

To Come

- Stig lap...



“Thanks for a great weekend – I was really impressed with the Club.”

(Ian Walker, Racing Director, RYA; Double silver medallist;
Volvo Ocean Race winning skipper)

ADDRESSING THE SITE ISSUES

Clubhouse

- Ground floor training room
- Bar divider & floor
- Heating boiler replaced
- Flat window replaced
- Annual decorating programme
- Ladies changing room refreshed
- Leased line & high speed internet connection
- Entrance porch



Site

- GroundForce (large areas) & gardener (boat park)
- Boat park car parking fenced
- Gap to west of clubhouse secured



To Come

- Ladies changing room refurbishment
- Repair of Laser / Solo boat park
- Replace steps up to containers

SERVING OUR MEMBERS & CUSTOMERS



Staff

- Welcomed Rebecca Owen as new Club Administrator
- Matt & Mark qualified Keelboat Instructors
- Matt & Owen qualified as Advanced Instructors

Members

- New member pack (replacing the entrance fee)
- Greater social media activity



Sailing Events

- On-going demand for open meetings
- Shared open meeting for smaller classes



RYA Training

- Bumper year in 2018



Draycote View

- Launched new identity & website for Corporate offer
- Extended clubhouse hire to suitable private parties
- Dragon Boat events held

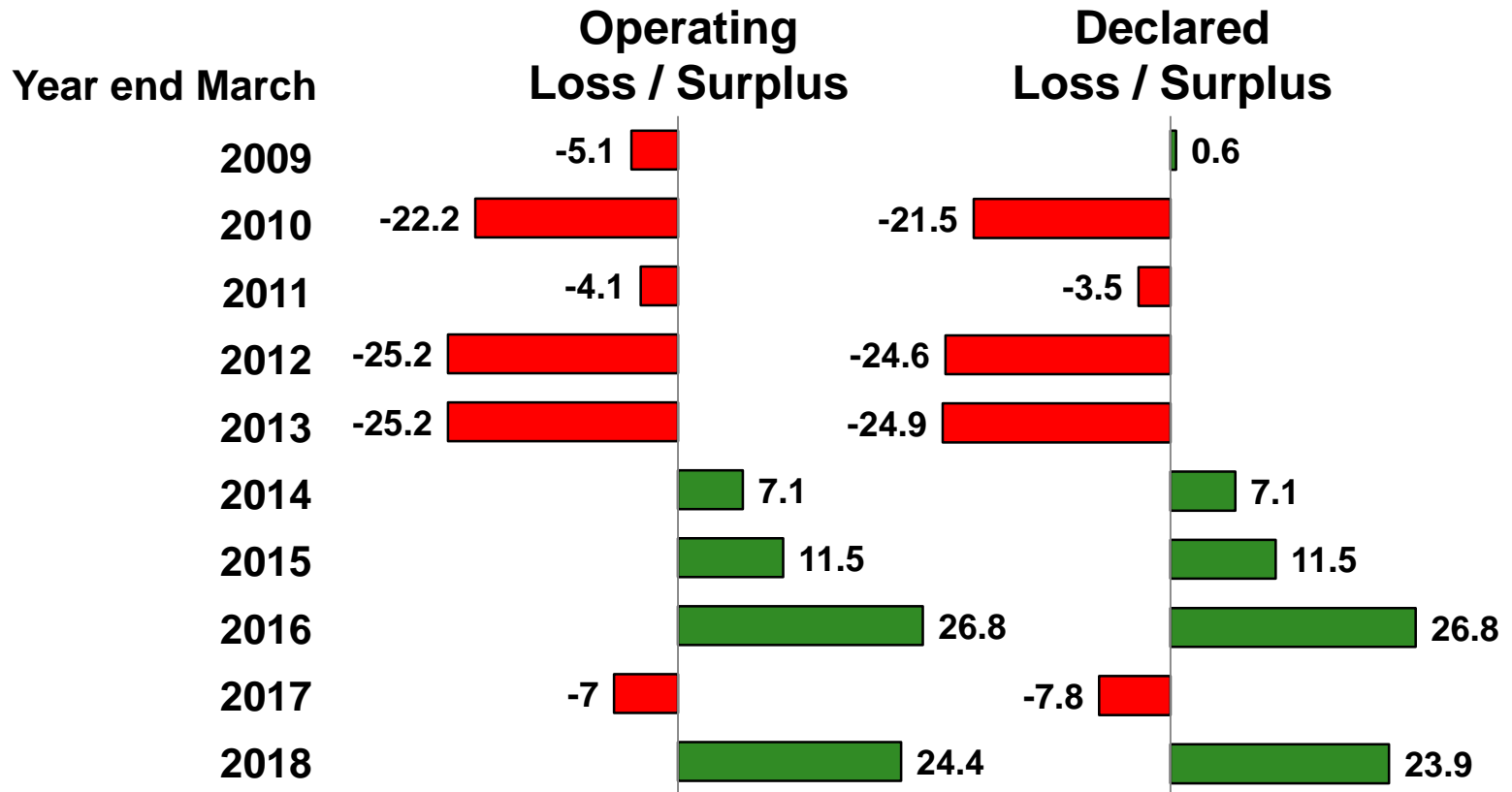


Meeting Rooms & Venue Hire

Draycote
View

OVERALL FINANCIAL PERFORMANCE

- After last year's blip we are back in surplus



- After 5 years of operating losses totalling £81.8k
- The last 5 years have recovered £62.8k (77%) of that

2017/18 INCOME & EXPENDITURE (£k)

<u>Year end March</u>	Establishment	Admin	Sail & rescue	Cost of commercial sales	
Expenditure	122	45	63	122	353
	Membership			Commercial	
Income	194			183	377
	Cost of running the Club				£24k surplus

- We have made a good surplus due to our commercial activity
- Membership income only covers 84% of the costs of running the club
- Commercial activity has:
 - provided £24k surplus
 - covered £36k's worth of the cost of running the Club for members
 - paid c. 50% of staff costs

INCOME (£k)

Year end March

	Membership	Commercial	
2009	219	110	329
2010	220	119	338
2011	204	129*	333
2012	197	43	240
2013	182	54	236
2014	186	100	286
2015	184	100	285
2016	208	126	336
2017	203	139	343
2018	194	183	377

* Club did catering

- **Total income is the highest ever (10% up)**
- **Driven by commercial income (32% up) which will soon overtake membership income**
- **Membership income dropped & is a continuing concern**

EXPENDITURE (£k)

Year end March	Establishment	Admin	Sail & rescue	commercial sales	Cost of
2009	108	46	95	84	334
2010	113	46	109	93	361
2011	107	41	85	104	337
2012	119	42	72	32	265
2013	123	43	64	32	262
2014	126	36	59	58	280
2015	117	34	59	63	273
2016	123	41	68	77	310
2017	132	44	68	107	351
2018	122	45	63	122	353

- **Our establishment costs were kept low after last year's loss** (there will be greater expenditure in the current financial year)
- **Overall membership costs are lower than last year**
- **Commercial costs are up** (with increased income) **but commercial profit is up nearly 100%** (£32k to £61k) – **as well as paying c. 50% of staff costs**

APRIL – SEPT: INCOME & EXPENDITURE (£k)

PROVISIONAL

<u>Income</u>	Membership	Commercial	
Last year	144	109	235
This year	137	142	278
<u>Expenditure</u>			
Last year	172		172
This year	218		218

- **Income is loaded to the first 6 months** (membership renewal & training in the summer) **whereas expenditure is more evenly spread**
- **Membership income continues to decline slightly – a real concern**
- **Commercial income continues to increase**
- **And is now ahead of membership income for the first time**
- **Expenditure is up, partly because of cost of commercial sales but also the investment we have made on the site & boats**
- **We expect to be around break-even this year**

DRAYCOTE'S 50TH ANNIVERSARY – 2019

1969



DRAYCOTE
~ WATER ~
SAILING CLUB

2019

Saturday 6th April

50th Birthday Party

Saturday 18th May

50th Anniversary Open Day

Saturday 22nd June

Midlands Championships

Sunday 15th September

Interfleet Championships

Sat/Sun 23rd / 24th Nov

10th Draycote Dash



- **We need your help!**
- **If you shop online, please sign up to easyfundraising to support DWSC**
- **It's a really easy way to raise money for us**
- **Just use the easyfundraising site to shop online with more than 3,300 well known online stores (like Amazon, Argos, John Lewis, ASOS, Booking.com, eBay, Boden & M&S)**
- **When you make a purchase**
- **The retailer sends us a free donation**
- **At no extra cost to you**
- **We want to raise as much as possible**
- **So please visit our new [easyfundraising page](#)**
- **Click 'support us'**
- **Thank you!**

DEVELOPMENT PLAN

WHAT OUR DEVELOPMENT PLAN IS TRYING TO ACHIEVE

Aim:

*Put the Club on a more secure footing
& provide direction for the next 10-20 years*

Underpinning the Plan is the fundamental nature of the Club:

We are a members' sailing club

This means that:

*Everything we do should be for the benefit of
our current & future members*
(although not necessarily for them)

Taking all this into account:

*The Development Plan is looking both to increase
our membership & participation
and to improve our equipment & facilities
for our current & future members*

3 KEY AREAS

PROGRESS

None

Hit 2021/22 target!

1. INCREASING INCOME FROM:

- Membership
- Commercial trading

2. ENHANCING CLUB MANAGEMENT

- Ensuring 8-10 Committee Members
- Developing the right paid staff team
- Setting up trading company
- Improving financial reporting, budgeting & forecasting
- Updating the Articles

Currently met

Will need to expand

Done

None

Hopefully

3. ADDRESSING LEASE & SITE ISSUES

- Securing lease extension
- Creating a training / hire boat replacement scheme
- Improving & developing the site

Working on

In place

On-going

MEMBERSHIP NUMBERS (SEPT / OCT)

Year	Total	Family	Ordinary	50%	Young P	Associate
2016	460	108	272	9	55	16
2017	444	116	242	9	58	19
2018	454	103	254	9	71	17

- **Total membership numbers have been fairly stable over the last 3 years**
- **With Young Person steadily improving thanks to the great Y&J work & team**
- **Which shows what can be done**

INCREASING MEMBERSHIP INCOME

- **Need to close the gap between the cost of running the Club & the income we get from members**
- **But recent small declines in membership income show our vulnerability**
- **We cannot just up the membership fees to close this gap**
- **We need to encourage a larger membership**
- **A key focus for the staff team (but need members' help)**

Retention: Churn is low, but need to keep it that way

- **Need more robust pathway from training to 3-month to full membership**

Acquisition: Existing sailors & new sailors

- **Friends of members**
- **Site visitors (active & able to get here)**
- **Targeted groups**
 - **Geographic : Rugby, Coventry, Leamington, Warwick, Kenilworth, Southam villages**
 - **Demographic : Families, women, empty nesters, early retirees**