



DRAYCOTE ~ WATER ~ SAILING CLUB



TEN YEAR DEVELOPMENT PLAN Issued: August 2018, Updated: August 2021

INTRODUCTION TO UPDATE

This Development Plan was launched in August 2018 and 3 years later it requires updating, primarily because a number of the elements have been achieved:

- Met and exceeded our target of increasing commercial income by £40k
- Set up our subsidiary trading company for our commercial activity
- Updated the Articles to reflect current company law & needs
- Secured a lease extension until 2035
- Created a training / hire boat replacement scheme
- Improved women's changing rooms and greater flexibility with the changing room space (allowing us to adjust the balance between each gender's capacity as required).

The other challenges (particularly membership numbers) continue and remain the focus of our 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 Development 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

WHAT WE ARE GOING TO DO

1. Create a more stable & secure position by:

- Increasing membership
- Increasing commercial trading

2. Enhance the Club management to ensure the long-term viability of the Club through:

- Ensuring the number of committee members remains around 8-10
- Developing the right paid staff team
- Setting up a subsidiary trading company for our commercial activity – COMPLETED 2019
- Improving the financial reporting, budgeting & forecasting
- Updating the Articles to reflect current company law & needs – COMPLETED 2018

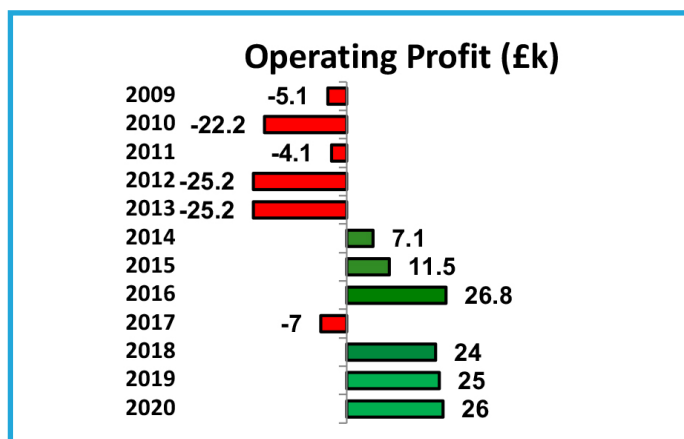
3. Address site & equipment issues through:

- Securing a lease extension – COMPLETED 2020
- Creating a training / hire boat replacement scheme – COMPLETED 2018
- Keep working to improve & develop the site

THE CHALLENGES WE ARE LOOKING TO ADDRESS (UPDATED IN 2021)

1. Unstable Finances

The Club struggled financially for a period of 5 years from 2009-2013 when we made a total operating loss of over £80k. We believe that we have turned the corner & have seen a surplus over the last 5 years (with a small loss in 2016/17 for various specific reasons). However, it is vital that we put the Club on a more stable & secure financial footing for the future.

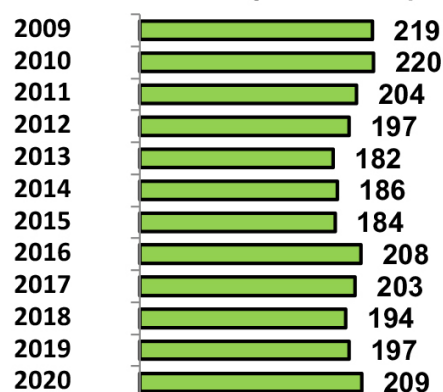


2. Decline In Membership

A significant reason for the financial difficulties was the dramatic decline in our membership & membership income from 2009/10 to 2013. While there has been some recovery, taking inflation into account we are still a third behind where we were. Membership is the lifeblood of our Club and, to create a stable & secure financial footing and a vibrant Club, we need to recover our membership losses.

(Because of a change in membership systems and database, it is not possible to look at membership numbers over this period.)

Membership Income (£k)



3. Membership Fees Not Covering The Cost Of Running The Club

In 2016/17 our membership income only covered 83% of the cost of running the Club. We have to find the other 17%+ from elsewhere.

4. The Committee Has Been Getting Smaller

Decline arrested in 2018.

5. No Regular Replacement Of Club Sailing Boats

In addition to the existing RIB replacement scheme, the club sailing boat replacement scheme was set up in 2018.

6. Our Lease Has Less Than 10 Years To Run

Lease extension signed in 2020.

The Development Plan has been created to address these challenges.

WHAT WE ARE GOING TO DO

1. Create A More Stable & Secure Position Membership

Targeting an increase of a third over the next 10 years: to get to the pre-recession level.

This is an ambitious target & will be hard to achieve but is required to get the Club back to where it was. 3 years in, this remains an ambitious target, but absolutely key if we are going to remain a members' club with a commercial arm rather than vice versa.

Retention

Our current levels of churn are fairly low (under 5%), but retaining members is absolutely key if we are to increase membership numbers. Lapsed membership research has shown that the key driver to leaving is not participating enough to justify the membership fee. Participation will be encouraged through:

- Hire boats available for non-boat owners & an attractive annual fee
- Improver sessions for those who have done the RYA Level 2 course
- Social sailing on Fridays nights
- Coached Get Racing sessions once a month
- Improved communication to improve participation (including monthly e-mail & Facebook activity)

Acquisition

Existing Sailors: A relatively small group, but one that can become active straightaway – no need for training. These will be targeted by:

- Continuing to run successful events for non-members (open meetings, squad training)
- Promoting trial of our facilities through winter membership and bank holiday pursuit race series
- Publicity of our great facilities through coverage of the above
- Easily sourced info and joining on the website (needs to be approachable & mobile friendly)

New Sailors: Attracting people new to sailing who we would need to teach & then bring into membership. There are 3 key sources for such people:

- Friends of members
- Site visitors (active & able to get here)
- Targeted groups

Specific groups we will target are:

- Geographic targets: Rugby, Coventry, Leamington Spa, Warwick, Kenilworth, Southam villages (Southam, Stockton, Long Itchington, Harbury, Napton). We have conducted an analysis of the population, our membership and open day participants by postcode and have identified the key post codes for us to target
- Demographic targets: Families, women, empty nesters, early retirees

They will be targeted by:

- Encouraging our members to invite guests & introduce people to sailing / the Club
- Maintaining existing site signage so it is good, current, clean & tidy and having friendly / available staff for

visitors to talk to

- Creating a social media marketing campaign which will be distributed to the target geographical locations on a rolling programme
- Getting coverage in the local newspapers covering target geographical locations through the exploits of our members living there
- Tailoring the offer / communication of the offer to the demographic target groups
- Media coverage, including social media, to demographic target groups
- The Open Day
- Easily sourced info & signing up for courses on our website

We will also create a more robust pathway from training courses to 3-month & full membership:

- Friday evening sessions for post-trainees
- Special & regular e-mail communication to this group
- Introducing 3-month & new members to committee members
- Having specific events at the end of the 3-month membership
- Dedicated novice race start on Sunday mornings

Commercial Trading

Targeting an increase of £40k from the existing £140k in the next 5 years: to enable us to deliver the training / hire boat replacement scheme and an additional member of staff to help service the additional commercial activity and to reduce the burden on committee members (to make being a committee member a more attractive proposition). The £40k increase in turnover was achieved in 1 year (2017/18), a new target of £250k by 2026/27 has been set.

Commercial trading generates income & is also a conduit to membership. It splits down into 3 main areas:

In-house RYA training

The largest element & a vital conduit for membership. This will be promoted as we currently do using:

- Facebook
- Leaflets
- Signage on site
- E-mailing schools
- Youth club bring a friend
- Local companies (Workplace Sailing Challenge)

Peak-time sailing activities (including open meetings & squad training)

These are important to contribute to the running costs of our sailing equipment & infrastructure; they also act as a conduit to membership for people who can sail. However, they can be disruptive to members & we work hard to minimise any disruption, including the self-imposed limit of 10 full weekend open meetings a year. These will be promoted as currently through:

- Regular contact with class associations

Non-peak-time activities (including corporate / private room hire, team building & parties)

This is the biggest area for potentially increasing our income with minimal disruption to members because it takes place when the club is underutilised.

A new identity (Draycote View) and website has been established for this offer & it will be promoted through:

- Promotion on Linked-In
- Direct selling to local companies & organisations
- Website listings
- Facebook activity

2. Enhance Club Management

Committee Membership Of Around 8-10

Vital to ensure the good management of the Club, sharing of responsibility & input into the Club from different groups. It will be achieved by:

- Ensuring good communication of the role
- Decreasing the workload through additional staff

Developing The Right Paid Team

We will regularly review our needs to both maximise the efficiency & income generation of the Club, but also to reduce the work done by committee members.

Improving Financial Reporting, Budgeting & Forecasting

This is important to give the Committee greater control & allow for better decision making. It is being worked on with our new accountants in connection with the setting up of the new trading subsidiary.

3. Site & Equipment Issues

Training / Hire Boat Replacement Scheme

This has been achieved, but it is vital that it is kept up, along with the RIB replacement scheme.

Improving & Developing The Site

We have plans for investing in the site for our various users including:

- Better disabled access
- Disabled and family changing rooms.
- New rigging area in dinghy park.
- Improving accessibility and capacity of car parking over time.
- Exploring opportunities to become more environmentally sustainable.

THE FINANCIAL TARGETS

We need a budget to deliver a regular surplus & we need to allow for the training / hire boat replacement scheme (c. £20k pa) immediately & an additional staff member (c.£25k pa) in 6 years' time (2024/25).

	2016/17 Actuals (£k)	2019/20 Actuals (£k)	2021/22 Targets (£k)*	2026/27 Targets Original (£k)*	2026/27 Targets Revised(£k)*
Income					
Membership	203	209	235	270	270
Commercial	140	215	180	180	250
Other income		13			
	343	437	415	450	520

	2016/17 Actuals (£k)	2019/20 Actuals (£k)	2021/22 Targets (£k)*	2026/27 Targets Original (£k)*	2026/27 Targets Revised(£k)*
Expenditure					
Club running costs	244	173~	244	244	200~
Commercial costs	107	237~	137	162	275~
	351	411	381	406	475

Profit / Loss	(8)	26	34	44	45#
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*Targets at 2018 prices – don't take into account inflation

~ Change in allocation affected the balance between these 2 items

It is not expected that we will reach this level of profit as the additional income will be used to enhance the Club's facilities for its members, but this has not been budgeted for yet.

PROGRESSING THE PLAN

Responsibility for each element has been allocated to individual or groups of committee members, staff or club members together with timescales for achievement.

ASSESSING PROGRESS

Progress on individual elements will be reviewed at Committee in-line with the timescales set.

Progress against the targets will be reviewed by the Committee every 3 months & presented to the members at the AGM each year.