



Largs Sailing Club

Development Plan: 2016 - 2019

Vs 1.0: March 2016

Vs 2.0: Updated following a club development day, January 21st 2017

Largs Sailing Club

DEVELOPMENT PLAN 2016 - 2017

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INTRODUCTION

Purpose.

The purpose of this plan is to support the development of LSC through the implementation of the identified key and enabling objectives.

Development.

Input to the plan is invited at any time from all the members either through the relevant Sub Committees or directly to the development subcommittee or through specific discussion events organised by the club Executive.

The plan is under continuous development and the latest draft version will be presented to Executive Committee members at meetings at least annually for approval, as part of our planning cycle. Once approved the draft becomes the definitive version (which will then be the basis for further drafts).

Maintenance.

The Commodore will maintain and hold the definitive version of the plan.

Distribution.

The definitive version will be available on the LSC Website.

Structure.

The plan is written in 2 parts. Part 1 covers strategy and identifies the LSC Vision, Mission and Key Objectives. Part 2 covers operations and identifies time constrained Enabling Objectives to deliver parts of the strategy.

PART1 – STRATEGY

Mission Statement.

The mission¹ of LSC is to encourage community participation in all forms of sailing, motor yachting and other water based activities.

Vision Statement.

The LSC vision is to become the first choice location for all forms of sailing, motor yachting and other types of water based sports pursuits, open to all levels and physical abilities from beginners to championship racers. Our ambition is to create a fully accessible and enabling environment where our members, visitors, partners and stakeholders can realise their range of watersports ambitions.

Key Objectives.

The Key Objectives are numbered so that the related Enabling Objectives can be referenced.

Key Objective No	Key Objective Description
K1	To follow best practice in terms of governance and financial controls; specifically by actively addressing wider societal responsibilities including equality and also seeking continual improvements to operational efficiency, thereby ensuring the sustainability of the Club.
K2	To develop Club Activities and increase participation at all levels and abilities including disabled and disadvantaged groups.
K3	To increase membership of the Club, drawing from all sections of the community.
K4	To improve volunteer Recruitment, Retention, Reward and Recognition.
K5	To increase the use of the Club's facilities both commercially and by community based organisations.
K6	To seek partnerships with organisations within the wider boating community and beyond in order to consolidate the Club's position as a key player for boating and related activities in the local area and in Scotland.

¹ Taken from the LSC Constitutional Documents

PART 2 – Enabling Objectives

The plan consists of a series of Enabling Objectives designed to implement portions of the Key Objectives. The Enabling Objectives conform to the SMART process; i.e. Specific, Measurable, Attainable, Result focused and Time constrained

Enabling Objectives are split by operational areas matching the subcommittee structure.

Dinghy

Reference	Relevant Key Objectives	Description	Actions	Milestones	Resources Required	Current performance/ Target Performance
EO/1 <i>Linked E/O9</i>	K2	Inspire the Cadets to continue to sail out with the training sessions and engage with other club activities, in particular Club Racing.	Review the format and courses used in club racing to ensure that they are relevant to Youth Racers, provide challenge and are enjoyable	Review to take place by May 2017. Changes to be put in place as soon as practicable based on the review recommendations.	RYAS Active Sailors/Active Racers	Target by end of 2017 that 20 cadets take part in at least one club race with an average participation of 5 cadets in all club racing. By end of 2017 at least 25 cadets take part in at least one race with an average participation of 6 cadets in all club racing.
EO/2	K2	Provide a pathway for Adults from training into club activities to continue to develop their skills, and participation	Work with the training section to make a clear pathway from beginner training to regular racers.		RYAS Active Sailors	

EO/3	K2, K5	Retain existing racers and increase frequency of participation by occasional racers.	Race Coaching: Set up 'buddy' system with experienced racers helping novices.		RYAS Active Racers	
			Weekend/day/half day training sessions (possibly prior to Sunday racing)		Racing to organise with support from Training/LSTA	
			Encourage use of club boats with experienced racers introducing novice crews to racing.			
			Review the format and courses used in club racing to ensure that racing is challenging and are enjoyable			Ongoing
E04	K2	Encourage sailing outwith club racing programmes	Trial evening social sailing programme		Volunteer coordinator and rib/safety boat provision	Launch date April/May 2017

Keelboat

Reference	Relevant Key Objectives	Description	Actions	Milestones	Resources Required	Current performance/ Target Performance
EO/5	K2, K3	Extending the cruising group to include motor cruisers and dinghies.	Actively pursue setting up a dinghy cruising group with new dinghy convenor.	All club cruising event, carried over from 2016	Will require access to LSTA Dinghies and a Safety Boat for each cruise.	Planned for June 2017
			Extend representation from Motor Cruisers on the sub-committee	To be done by start of 2017 season		Outstanding
EO/6	K2, K3	Help members to improve their knowledge and abilities	Continue passage planning sessions prior to extended cruises; maintain flexibility in scheduling weekend cruises to allow for agreeing destinations (and passage planning) according to weather/conditions.		RYAS Toolbox	Ongoing
			Support for development of this programme to include "training" and/or technical updates in key areas such as electronics, navigation, weather forecasting, boat maintenance....		RYAS Toolbox	Ongoing

			Build on groundwork undertaken to develop keelboat programme and continue to work with Training/LSTA to scope the practicality of introducing formal keelboat training.			Being adapted to look at disabled access options
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Training

LSC training is run by the Largs Sail Training Association, a charity set up by LSC in 2008 to develop training offered from the Yacht Haven Site.

Reference	Relevant Key Objectives	Description	Actions	Milestones	Resources Required	Current performance/ Target Performance
EO/7	K2	Increase uptake of adult training with a focus on getting more participants from beginners and intermediate training towards participating in club racing and cruising.	Gauge demand and consider the practicalities of delivering more adult beginners weekend courses.	Courses to be advertised from April 2016 onwards	Adult instructors prepared to run weekend courses. RYAS Go Sailing/ Active Sailors	Ongoing
			Work with the Dinghy section to make a clear pathway from beginner training to regular racers. See E/O 2			
EO/8	K2, K6	Improve cadet participation in racing both at club and at national level.	Continue program of regular race training and/or supported racing.	Wednesday night race training (annually reviewed)	Race coaches / instructors who are not competitively racing. RYAS Active Sailors/Active Racers	Ongoing
			Work with the dinghy section to increase numbers at club racing. See E/O 1			
			Encourage participation of cadets (and parents) in RYAS Academies, Squads and Club Trophy		Youth liaison officer (appointed 2017)	4 members in RYAS squads, 10 members participating in RYAS Academies Ongoing
EO/9	K2, K3	Continue to improve cadet training programme, with specific focus on the speed of progression	Track how well cadets are progressing. Intermediate training to be reviewed and improved.	Visible tracking (wall chart?) to be put in place (August 2016)	RYAS Go Sailing/Active Sailors/Active Racers	Target at least 50% of participants at the end of year 1 to be retained to end of year 3. Ongoing

		within training as well as the retention of beginners through into the higher levels of the scheme.	Participants to be able to move group mid-season as they attain new skills.			
EO/10	K2, K3	Review our windsurfing training scheme with particular reference to lack of demand.	Consider publicity to improve the visibility of the windsurfing section to potential future windsurfers		Windsurfing instructors.	Windsurfing activities shelved at present due to low interest levels
			Gauge demand for introducing an adult group		RYAS Go Sailing/Active Sailors/Active Racers	
EO/11	K2, K3	Continue to offer a strong programme of powerboat training at PB2 and both to train members for their own leisure use and to train volunteers to support other disciplines.	Continue to run 1 day LSC safety boat update course and deliver to all LSC powerboat drivers			Ongoing
			Participate in the RYA Youth Rib Contest			Ongoing
EO/12	K1, K6	Safeguard provision into the future by planning for equipment investment/ replacement into the future.	Review fleet against training requirements and identify need for additional or replacement boats and upgrades to existing boats and match to funding opportunities.	Fleet upgrade program under continuous review	RYAS Toolbox and sportscotland guidance Support from development sub-committee to find potential funders. Seek support from North Ayrshire Council External Funding Officer to find potential funders.	Ongoing

			Work with the Keelboat section to scope the feasibility of future provision of keelboat training. See E/O 2
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Membership

Reference	Relevant Key Objectives	Description	Actions	Milestones	Resources Required	Current performance/ Target Performance
EO/13	K1	Administration requirements of Club continue to grow.	Involve more volunteer members to assist in membership administration			Ongoing
EO/14	K2, K3	Continue to ensure that membership is open to all and embraces all forms of Sailing, Motor Yachting and other water based activities based from the Largs SC facility.	Review the membership structure to ensure that membership categories offered match the needs of the local and sailing communities that we serve	Review to be completed by May 2016 with recommendations to be considered by the committee in September prior to going before the membership in November at the AGM.	RYAS toolbox RYAS support in identifying alternate membership models. Member Survey	Ongoing
			Review affiliate membership structure to maximise usage of the facilities by other community sports groups.	Currently we have 3 clubs with formal links, and another 1 clubs with informal links. All 4 to be formalised by mid 2016	Flag officer support in interclub negotiations	Ongoing
			Publicise club in local community, with particular push for new adult sailing members, via sail training.		Publicity and communications sub-committee Social media stats to increase	Facebook, website and Webcollect

House

Reference	Relevant Key Objectives	Description	Actions	Milestones	Resources Required	Current performance/ Target Performance
EO/15	K1, K2, K3, K5	Continue to run the lookout lounge providing an acceptable level of service while minimising costs.	Review staffing levels annually	Club steward appointed early 2016 Delivery costs review completed during season	Volunteers to support paid staff delivering social and sailing related events	Costs and pricing structure in place for use of clubhouse facilities: ongoing
EO/16	K1	Maintain the existing facility	Work with Building Investment Awareness Sub-committee	Completion of Strategic plan for building maintenance	Work with Development Sub-committee and Finance regarding funding sources	Ongoing review of strategic plan for building maintenance.
EO/17	K1, K6	Minimise energy and other establishment costs	Investigate potential for local renewables such as solar, wind and heat pumps.			Watching brief as acceptable payback is unlikely under current subsidy programmes. Ongoing

External (Major) Events

Largs SC has worked in close partnership with a number of other organisations, most notably the Scottish Sailing Institute, to promote Largs SC as a venue for Major Events and to deliver those events. These partnerships are under review with the reorganisation of SSI.

Reference	Relevant Key Objectives	Description	Actions	Milestones	Resources Required	Current performance/ Target Performance
EO/18	K4, K5, K6	To continue to promote the facility to class associations as a first choice for hosting major events.	Work with all partners to market the venue.	2016 delivered - 4x Major - Oppies, LRW, RYAS Zones, RYAS Winters, plus another 4 smaller. 2017: no major events 2018: RYA Youths	SSI RYA RYAS NAC sportscotland National centres Cumbrae and Inverclyde AIRS/neighbouring clubs	Ongoing with active review of partnership responsibilities
EO/19	K3, K4, K5, K6	Ensure that we maintain a pool of appropriately trained volunteers to support Major Event activity.	Review the number of trained volunteers in key areas of race management currently active and put in place a training and succession plan. This plan to include support for volunteers to attend seminars/training and gain necessary experience both at home and away.		SSI RYA Regional Race Management Co-ordinator / LSTA to provide relevant RYA Training courses and seminars.	Ongoing

			<p>Make use of less active members</p> <p>2017 focus on training more qualified RIB Drivers and Mark Layers and building an in-house Race management pool</p>		Volunteers	
EO/20	K2, K3, K4, K5, K6	Use both the high visibility within the community of major events, as well as the enthusiasm generated amongst volunteers, to increase membership and participation in club activities.	Continue Facebook focus keeping the page fresh, relevant, and interesting for Event participants		Volunteers	Ongoing with successful Club, racing and cruising FB pages/groups
EO/21	K2, K3, K5, K6	Establish role in LRW planning and delivery	Evaluate costs, management and revenue sharing with partners		FYC, LYH	Ongoing with new management structure in place for 2017

Safety

Reference	Relevant Key Objectives	Description	Actions	Milestones	Resources Required	Current performance/ Target Performance
EO/22	K1, K5	Ensure that Largs SC is at the forefront of best practice in terms safety management of our on the water activities.	<p>Continually review safety policy in light of emerging best practice.</p> <p>Continual review of Safety boat syllabus to be completed in relation to club volunteers and funding for delivery of course to be reviewed by executive club.</p>		Safety Policy RYA & RYAS guidance	Provision and type of club safety boat reviewed in 2016. Ongoing
			Work with the training/LSTA to develop volunteer safety boat training. See E/O 10			

Development & Communications

Reference	Relevant Key Objectives	Description	Actions	Milestones	Resources Required	Current performance/ Target Performance
EO/23	K1, K2, K3, K4, K5, K6	Maintain a continual review of current development plan and plan and produce an updated development Plan for the club at the appropriate time	Maintain dialogue with sub-committees on progress against current plan. Development Subgroup to draft updated plan for consultation based on the development priorities already produced by the sub-committees.	Draft of 2016-2017 plan to be produced by end of February 2016 Definitive version to be produced by end of May 2016 Club development day planned	RYAS development team support.	Development day held (Jan 2017) with actionable outputs
EO/24	K2, K3, K4, K5	Produce a communication plan for the club and develop our communications toolbox to allow us to constantly improve how we communicate with the membership (increasing participation) as well as the local communities (increasing membership).	Identify and recruit (volunteer) marketing officer for Club. Maintain a regular flow of news material for the 'Wee Paper' Increase use of social media to communicate with members	Appoint Club marketing officer by end of April 2016 Draft communications plan to be produced by end of May 2016	RYAS Toolbox Club volunteers	Ongoing FB "page likes" steadily increasing and new groups established for racing and cruising

EO/25	K1, K2, K3, K5, K6	Work with Finance and Administration to plan and initiate development projects to take the Club forward, with a particular emphasis on financial sustainability.	Continually investigate & secure new business opportunities for the club, particularly community and watersports based organisations use of the clubhouse		Finance and Administration	Ongoing
			Maintain review of Club corporate structure in terms of tax and operational efficiency. Maintain review of alternative structures for the club such as "Sports Hub" and "Social Enterprise".		Finance and Administration	Ongoing
EO/26	K1, K2, K3, K5, K6	In conjunction with appropriate sub committees and Club Treasurer identify funding sources for Club development	Build and maintain index of potential sources of funding. Support Subcommittees in identifying "fundable projects" and potential funders. Assist with the preparation of applications for such funding.		Finance and Administration	Ongoing
EO/27	K1, K2, K3, K4, K5, K6	In conjunction with all subcommittees and consultation with stakeholders, especially RYA, RYAS	Maintain a dialogue with the Executive Committee Advisory Group established to look into Building		Finance and Administration House Executive Committee Advisory Group	Ongoing

		and sportscotland (Inverclyde and Cumbrae) produce a facilities development plan for the club.	Investment Awareness. Take the findings of this Group and work with other sub-committees to put such recommendations arising into action.			
EO/28	K1, K2, K3, K4, K5, K6	Work towards establishment of Younger members sub-committee as full member of Executive Committee	Assist with the development of the Younger Members Forum including the establishment of a programme of activities devised by the Forum	Younger members' activities programme for 2016 developed by end April 2016. Younger members' activities programme for 2017 developed by end November 2016	Younger Members Forum Finance and Administration House Membership Training	Ongoing; 2 youth reps co-opted onto the Exec Comm with responsibilities for specific events and class association relationships
EO/29	K2, K3, K4, K5, K6	Re-introduction of (open) keelboat sailing for the Club	Research and develop a feasibility report. If feasible and approved by the Club put plan into action.	Feasibility report by end June 2016	Finance and Administration Training Keelboat LYH, Inverclyde, Cumbrae, RNCYC, RYAS Sailability Centre (Castle Semple Loch)	

Finance and Administration

Reference	Relevant Key Objectives	Description	Actions	Milestones	Resources Required	Current performance/ Target Performance
EO/30	K1, K6	Ensure that Largs SC is at the forefront of best practice in terms of governance, financial controls and administration in light of our ever changing environment.	Consult with other clubs with similar circumstances (overly large clubhouse for normal sporting activities) with the aim of finding a more effective financial model.		RYA RYAS AIRS	Ongoing
			Maintain continual review of possible alternative business models which could provide greater robustness for the long term sustainability of LSC	To be reported by each AGM	Engagement with all major stakeholders	Ongoing
			Maintain continual review of best practice for "keeping it simple" for admin and finance in a sailing club, and so reducing costs			Ongoing

			Work to establish a "Treasurer's" group within AIRS (local sailing development group) to share best practice.	Contact to be made with other clubs via regular AIRS meetings	AIRS support	
EO/31	K1, K5	Increased event contributions from Class Associations using the facilities and the volunteer effort of LSC	More advantageous cost models		RYAS RYA Class associations	Ongoing with appointment (voluntary) of youth coordinators to work with class associations
EO/32	K1, K4, K6	Develop a methodology to value the club's volunteer effort to enable better management decisions as to the use of volunteer effort and to enable us to communicate the impact of our volunteers efforts to our stakeholders and potential funders.	Recruit a volunteer member to develop a volunteer management structure along the lines of the "Investing in Volunteers" accreditation scheme.	Identify volunteer member(s) to take this forward		Ongoing