



HELTFORD RIVER SAILING CLUB

DEVELOPMENT PLAN

NOVEMBER 2010

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SECTION 1 PURPOSE OF THE PLAN

1.1 The purpose of this document is to set out the Club's future aims and aspirations to assist both the current and future Committees in guiding the development of the Club in a planned manner. This will help ensure Members' expectations are met and enable the Club to respond pro-actively to the increasing pressures and changes taking place around us.

1.2 Having sought guidance from the RYA it was decided to produce a Club Development Plan. The process involves reviewing where a club is today, where it wants to be in the future and establishing key areas for development, which are supported by a budget and programme. Like many other sailing clubs around the country the Helford River Sailing Club has grown over the years into a large organisation, which requires considerable management. It is anticipated that the development plan process will identify the Club's ambitions over the next 5 years or so, helping guide future Committee's responsible for managing the Club.

1.3 The Development Plan sets out a vision for the Club and identifies realistic, prioritised targets which have been suggested by Members as being the key priorities for the future. These have been translated into an Action Plan, which is capable of being implemented within the identified timeframe and the budget which has been put forward.

Overview of the Club

1.4 The Helford River Sailing Club was founded in 1948 with its principal objective being "*to encourage sailing, racing, cruising, and generally messing about in boats, in a seamanlike manner*". Much has changed over the years, but these core values remain at the heart of the Club, its Committee and the Membership.

1.5 Since its early beginnings the Club has flourished and now boasts a Membership approaching 1300, together with a thriving junior section. Members have a variety of nautical interests including yacht racing, cruising, gaffer racing, dinghy sailing, dinghy racing and there are some who just use the Club's excellent facilities for social purposes.

1.6 The Club's calendar is crammed with keelboat and dinghy racing and one-off sailing events. On two evenings a week during the season there are junior and adult instructional classes using the Club's own fleet of wayfarer dinghies and Wednesdays are set aside for yacht and gaffer racing, with dinghy racing taking place on Thursdays and Weekends. The Club is an active member of the Port of Falmouth Sailing Association and Cornwall Offshore Group and holds an Annual International Off-Shore Pursuit Race to Brittany each year. This celebrated its 50th anniversary in 2009 with over seventy yachts taking part.

1.7 Ashore, the Club can boast about having one of the most popular and attractively located Club Houses in the country with a reputation for welcome and hospitality to visiting yachts. The Stewards provide a friendly, first class service and the Club benefits from excellent pontoon facilities, ensuring good access to the Helford River at most stages of the tide.

1.8 In terms of its financial position the Club has net current assets valued in excess of £300,000 and good levels of liquidity. Gross income totalled £131,000 in 2010 which lead to a healthy surplus of £37,000 and as at 30 September 2010 the Club has £115,000 in reserves. The membership fees, and berthing charges remain competitive compared with other local Clubs and waiting lists are run for both the dinghy park and pontoon berth facilities.

SECTION 2 WHERE IS THE CLUB TODAY

SWOT Analysis

2.0 A SWOT analysis of the Club was undertaken by the Committee during a facilitated workshop in January 2010. SWOT analysis is a tool for auditing an organization and its environment and is commonly used in both commercial and non commercial sectors. It is the first stage of the planning process which enables organisation's to focus on key issues such as strengths, weaknesses, opportunities and threats. The key points uncovered by the Committee are set out in the table on the following pages.

	Strengths	Weaknesses	Opportunities	Threats
DINGHY	<ul style="list-style-type: none"> - Volunteers - Young Adults - Involvement <ul style="list-style-type: none"> - Attracting more families - Large body of knowledge to draw on -Low costs, increasing numbers, fun 	<ul style="list-style-type: none"> - Lack of space - Tidal access - No junior racing - Planning permission for dinghy park - Limitations of rescue boats and crew 	<ul style="list-style-type: none"> - Longer season - Increase dinghy park - Promote more family use <ul style="list-style-type: none"> - junior racing - Continue training instructors 	<ul style="list-style-type: none"> - Drain on club funds - Global warming - Maintenance costs due to age of dinghies - Lack of volunteers in future
CRUISING	<ul style="list-style-type: none"> - People do there own thing - Cruising in company - Superb sailing waters 	<ul style="list-style-type: none"> - Too few organised events - Limited number of club moorings 	<ul style="list-style-type: none"> - Shore based talks - Pursuit events 	<ul style="list-style-type: none"> - Health and safety issues
YACHT RACING	<ul style="list-style-type: none"> - Friendly - Low budget - Open to all - Quality not quantity 	<ul style="list-style-type: none"> - Dropping numbers - Costs - Members moving (IRC and PY) 	<ul style="list-style-type: none"> - Increased integration between clubs - one design boat - Bring a junior on-board - More racing with Falmouth boats - Weekend races and family evenings 	<ul style="list-style-type: none"> - Limited number of boats to race - Boats moving to Falmouth - Costs of racing
SOCIAL	<ul style="list-style-type: none"> - Low cost of membership - L A'berwrac'h - Falmouth Week - Fabulous Location - Good Facilities 	<ul style="list-style-type: none"> - Getting feedback on members requirements 	<ul style="list-style-type: none"> - Big summer ball - Big dinner dance - Increased winter events - HRSC Club regatta does not work as a social – afternoons only? 	<ul style="list-style-type: none"> - Limited Space
CLUBHOUSE	<ul style="list-style-type: none"> - Excellent Stewards - Access to river - Car parking - Fantastic views - Very attractive Club House 	<ul style="list-style-type: none"> - Size of clubhouse during peak summer - Lack of space in all areas - Non sailing members cannot eat on Wednesdays after racing - Need to improve clubhouse facilities to accommodate growth 	<ul style="list-style-type: none"> - Extension of all facilities - Lecture/class room - Separate communal shower facilities - Extend outside space for summer dining (balcony) - More talks ie sailing in winter, - Better kids facilities 	<ul style="list-style-type: none"> - Local objections to increase in size - Planning restrictions - ANOB

	Strengths	Weaknesses	Opportunities	Threats
PEOPLE & TEAMS	<ul style="list-style-type: none"> - Stewards and Committee - Teamwork from membership 	<ul style="list-style-type: none"> - I.T – e-mail, website - Communications & IT expertise - Legal – RYA, first aid, knowledge of legislation - Reliant on too few! 	<ul style="list-style-type: none"> - Encourage training - Professional bonus - Encourage younger members to join committee - Opportunity to re-invent: IT and website - Increased use of e-mail and better communications 	<ul style="list-style-type: none"> - Change in Stewards - Incompatibility of Committee in future. - Limited duration on Committee and continuity - Correct skills set to move club forward
MEASUREMENT & FINANCIAL	<ul style="list-style-type: none"> - Good financial control - Good bar income - Good membership income 	<ul style="list-style-type: none"> - Short sighted - Limited commercial & financial advice - Limited marketing skills. - No efficiency programme for costs 	<ul style="list-style-type: none"> - Become more commercial - Increased marketing - Better budgeting and cost control 	<ul style="list-style-type: none"> - Annual membership variance - Employment of staff
PROCESSES & SYSTEMS	<ul style="list-style-type: none"> - Strong committee 	<ul style="list-style-type: none"> - limited IT skills - Archaic office - Sewerage system - Crisis management 	<ul style="list-style-type: none"> - Become more strategic - Chance to change and reinvent 	<ul style="list-style-type: none"> - Low tech at present
COMMUNITY & STAKEHOLDER INTERACTION	<ul style="list-style-type: none"> - Use of facilities by voluntary groups - Trust amongst community - Good reputation - Sustainable sport with limited environmental impact. 	<ul style="list-style-type: none"> - Lack of overall co-ordination of traffic on river 	<ul style="list-style-type: none"> - Do more with schools - Secure grants: CC sports councils - Rise in sailing as a result of Olympics 	<ul style="list-style-type: none"> - Oyster farm exploitation of the river - Yacht racing under threat - IRC moving to Falmouth
MARKETING/ POSITIONING/ BRANDING	<ul style="list-style-type: none"> - Location - Fantastic brand - Good reputation in South West - HBSC and Helford 	<ul style="list-style-type: none"> - Inconsistent branding/ communications - No asset management - No plan - No-one appointed to lead plan 	<ul style="list-style-type: none"> - Are we making the best of the location? - Develop a 10 year plan 	<ul style="list-style-type: none"> - Boats / members moving to Falmouth - Someone else developing the brand

PESTEL Analysis

2.1 The Committee also used a simple and widely-used tool that helps an organization understand the "big picture" of its Political, Economic, Socio-Cultural Technological Environmental and Legal environment. The analysis is useful in helping to build a vision of the future and the following key issues emerged as potentially affecting the future of the Club.

Category	Comments
POLITICAL	<ul style="list-style-type: none"> Local planning restrictions – Area Of Outstanding Natural Beauty Possible local resentment (elitism) Increased rates and taxes
ECONOMIC	<ul style="list-style-type: none"> Strong membership numbers ensuring good cash flow Need to reduce wastage, overheads and save on energy costs Need to reduce costs by better use of IT Need to find innovative ways of generating additional income Capital costs involved with developing club to meet size of membership Costs involved with developing dinghy park Risk of losing possible members
SOCIAL	<ul style="list-style-type: none"> Limited Disabled facilities Risk of complaints from neighbours No juniors equals no future 'family' Potential over use of river – loss of magic

	Need to consider reducing carbon footprint Special Educational Needs Supporting to local suppliers Demographics of membership Loss of members move to Falmouth/Restronguet Clubs
TECHNOLOGICAL	Potential for Training Classroom Installation of webcams Wireless and efficient communication Outside and behind the social networking world Better use of e-mail/internet Potential to introduce Electronic Single card payment Updating IT facilities
LEGAL	Need to maintain Risk assessment Improve disabled access and provision Tightening legislation and Environment Agency Potential restriction of water at narrows Meeting health and safety requirements Potential enactment of special conservation areas Safety checks for children (CRB)
ENVIRONMENTAL	Low use of IT Lack of environmental policy Implication of potential sea level change Oyster farm development at narrows and navigation issues Increased energy costs Improved insulation and potential for solar panels

2.2 Some of the key findings were that the location of the Club in an Area of Outstanding Natural Beauty and area of environmental sensitivity present significant challenges in seeking to develop the facilities. This is evidenced from when the Club sought to expand the dinghy park and had its application rejected on environmental grounds. There are also pressures on the Helford River from increased leisure and commercial use, in particular the expansion of the oyster farm, which the Club has expressed opposition to. These environmental restrictions are only likely to increase in the future and could limit the activities of the Club and its Membership.

2.3 In terms of economic considerations, one of the key challenges for the Club is to maintain a healthy level of membership, balancing subscription costs against the total number of paid members. Many other Clubs have seen membership reductions during the economic downturn and whilst the impact on the Club has been limited, it needs to be mindful of this and to look for innovative ways to generate additional income and reduce overheads costs, including making better use of Information Technology and energy efficiency measures.

2.4 There is a challenge posed by the increasing popularity of the Club in terms of the size and range of facilities that can be offered. The Club has significantly outgrown its premises, which was built for a membership of around 300 people whereas today, the membership is fast approaching 1300. The current Stewards provide first class hospitality, which has made the Club more popular amongst Members and visiting yachtsmen and there is a need to consider enlarging and improving the facilities on offer. Such development will require considerable capital funding and needs a well thought out funding plan which is likely to need subscription increases in the short term.

2.5 In terms of the future success of the Club, a strong Membership is vital and it is very important to encourage both families and juniors to join the Club. This was considered particularly important in view of the Club's geographical location which is

relatively remote to main centres of the population making it more of an effort to travel to the Club rather than some of the Falmouth based Sailing Clubs.

SECTION 3 WHERE DOES THE CLUB WANT TO BE IN THE FUTURE

Membership Questionnaire Feedback

3.0 A Membership Questionnaire was put together in order to involve the Membership of the Club in the Development Plan process from the very beginning. The Committee regarded it as vitally important to understand the views of Members and how they wanted their Club to develop. A copy of the questionnaire can be found at Appendix 1, but it was divided into 7 parts. Sections 1 & 7 sought general information from Members about why they joined the Club, the most important things for them continuing to be Members, their principle nautical interests and their vision for the future of the Club. Sections 2 to 5 sought more specific questions on the Club's principle facilities and activities such as: dinghy sailing, cruising, yacht racing, social facilities and the club house.

3.1 It was a little disappointing that only 40 questionnaires were returned as they were publicised in a number of Newsletter articles, made available as a download from the club's website and at the AGM in January 2010. However, the responses that were received were greatly appreciated and provided some very useful information on which to start considering the Development Plan. A summary of the key findings is set out as follows:-

Section 1 – General Information

3.2 In terms of why members joined HRSC as opposed to another Sailing Club, some of the principle reasons were: proximity to home, friendly atmosphere, and charming location.

3.3 In terms of the 3 most important things for Members when they joined the Club the most common responses were: good sailing, good launching and pontoon provision, good access to the river, family friendly club, good facilities and good socialising. These themes were also most common in terms of the most important reasons for continued Membership.

3.4 In terms of Members' vision for the Club the following common themes emerged:

- a successful family friendly club that provides excellent facilities.
- building on facilities whilst keeping the Club's primary objective.
- a healthy membership, lots of sailing and water based activities with good food and social activities.
- a larger car park, more space, better for children, larger changing rooms outdoor covered area.
- that the club remained a sailing club not a yacht club and has a successful junior programme.
- a strong dinghy fleet that does not turn anyone away due to lack of space, a classroom and facilities to host a dinghy open meeting.
- more sustainable energy options and less environmental impact.

Section 2 – Dinghy Sailing

3.5 In terms of the dinghy sailing, Members were asked a series of questions and to rank their response in one of five boxes which ranged from: strongly disagree, disagree, undecided, agree to strongly agree. The key findings were :-

- 57% either agreed or strongly agreed that adult sailing should be promoted to new Members.
- 57% either agreed or strongly agreed that junior sailing should be promoted to more Members.
- 52% were undecided about whether the amount of dinghy racing should be increased.
- 68% either agreed or strongly agreed that the dinghy park facilities should be increased.
- 49% either agreed or strongly agreed that more racing should be organised for juniors.
- 45% either agreed or strongly agreed that there should be more RYA accredited courses.
- 62% either agreed or strongly agreed that there should be more dinghy race training.

Section 3 – Cruising

3.6 In terms of the cruising, Members were asked a series of questions and to rank their response in one of the five boxes as described in the section above. The key findings were:-

- 42% were undecided about whether more cruising events should be organised.
- 51% either agreed or strongly agreed that the number of moorings available should be increased.
- 55% either agreed or strongly agreed that the number of pontoon berths should be increased.
- 65% either disagreed or strongly disagreed that the Club should charge more for pontoon berths.
- 54% either disagreed or strongly disagreed that the Club should introduce a 'pay as you go' club launch.
- 60% either agreed or strongly agreed that more shore based talks should be organised.

Section 4 – Yacht Racing

3.7 In terms of the yacht racing the key findings were:-

- 26% either agreed or strongly agreed that more yacht racing should be organised and 53% were undecided.
- 46% either disagreed or strongly disagreed that the Club should seek to organise a National Championship and 30% were undecided.
- 39% either agreed or strongly agreed that more joint racing should be organised with Falmouth Clubs and 53% were undecided.
- 39% either agreed or strongly agreed that the IRC and PY split fleets should continue but 36% were undecided.

- 43% either agreed or strongly agreed that a Club Handicap System should be introduced but 46% were undecided.
- 53% either disagreed or strongly disagreed that entrance fees should be charged, 21% agreed or strongly agreed and 22% were undecided.
- 80% agreed or strongly agreed that more juniors should be encouraged to race.

Section 5 – Social Events

3.8 In terms of the social facilities the key findings were:-

- 28% either disagreed or strongly disagreed that more social events should be organised, 45% were undecided.
- 68% either disagreed or strongly disagreed that the club should be hired out to non members.
- 75% either disagreed or strongly disagreed that a reduced membership fee should be introduced for social members.
- 89% either agreed or strongly agreed that the social facilities are just about right.

Section 6 – Club House Facilities

3.9 In terms of the club house facilities the key findings were as follows:-

- 80% agreed that the club house needed to be improved, whereas 20% disagreed.
- 60% disagreed that increased subscriptions would be a good way to finance this whereas 40% agreed that they would be a good way.
- 64% either agreed or strongly agreed that the amount of car parking available should be increased.
- 73% either agreed or strongly agreed that the size of the patio area should be increased.
- 34% either agreed or strongly agreed that the changing facilities needed enlarging, 32% were undecided and 31% either disagreed or strongly disagreed.
- 35% either agreed or strongly agreed that a separate dining facility should be created, 32% were undecided and 21% either disagreed or strongly disagreed.

Vision For The Future

3.10 The feedback acknowledged that the Club is thriving at the moment, enjoying a large membership and continues to offer a warm and friendly ambience. Therefore, in responding to the pressures on the Club and seeking to develop and improve its facilities and activities, it is essential that the current magic ingredient is not lost. It is therefore considered important that the Club sets out a clear vision for the future which can be implemented in a structured by future Committees and the Development Plan seeks to achieve this.

3.11 By reviewing the feedback from the questionnaires, the information gathered through the SWOT and PESTEL analysis and in consideration of the founding principles, the following paragraphs seek to try and describe a vision for the Club in the next 5 to 10 years.

At the very heart of HRSC is a family club that welcomes members from every walk of life whose main purpose is to have fun messing around in boats in a magical part of the world. It is paramount that the current successful and unique mix is maintained and the founding objective from 1948 “To encourage sailing, racing, cruising, and generally messing about in boats, in a seamanlike manner” remains as relevant today as it did when the Club was first founded.

It is felt that the distinctive Clubhouse needs updating and modernising to meet both the needs of an increasing Membership and to respond to environmental considerations. A club house with adequate changing and disabled facilities, a briefing room with internet access to facilitate year round courses/talks and increased balcony space was seen by many as a key priority. This could be covered at some point in the future when funds allow and would enable maximum use of space all year round and in all weathers. Such changes could be combined with the installation of the environmental improvements such as double glazing, modern lighting and solar PV to help insult the Club against escalating fossil fuel prices.

It was felt that additional dinghy storage and car parking facilities were important and careful negotiation with the Council could enable the Club to lease part of the car park until such time that planning permission is granted to extend the dinghy park. This will enable the Club to meet the ever-increasing demands for space from the expanding dinghy fleet, which combined with modest improvements to launching facilities could enable the Club to host open dinghy events, more junior events and possibly Regional and National Dinghy Competitions.

Training members under RYA schemes is essential to foster professionalism in all areas and the Club is committed to expanding training across the board from Assistant Dinghy Instructors to Power Boat Instructors and First Aid courses. All improvements will facilitate training, allowing the club to draw on a large pool of experienced and competent Members who, in turn, can train juniors and inexperienced new Members who are keen to get on the water safely.

At the core of any Club is its future generation and the Club is keen to encourage its young members in all aspects of club life. A Junior Cadet Scheme, which would enable all young Members to achieve rewards for completing courses and tasks could be implemented. The transition from Junior Sailing to Keel boats and dinghy racing will be smooth under the new cadetship scheme and race training programmes.

Encouragement will be given to setting up a one-design keel at the Club and an inexpensive one-design could allow more members to participate in keel boat racing and enable younger members to take part. This will have a snowball effect as Helford will be seen as the place to be racing. PY, IRC and Gaffer fleets will flourish and joint series and regattas with local clubs will add to numbers and make keel boat racing more competitive and interesting.

SECTION 4 KEY AREAS FOR DEVELOPMENT

4.0 Having set out a vision for the Club by considering the Membership feedback and the thoughts generated from the workshop it is then possible to identify key areas for development. This is set out below under the various key areas and detailed further in the Action Plan at Appendix 2.

Dinghies

4.1 The overall aim for dinghies is to continue to offer a broad range of activities including adult sailing, junior sailing, racing and access for recreational dinghy sailing. There is an objective to increase the numbers sailing by trying to enlarge the size of the dinghy park and to encourage more juniors to participate in racing.

4.2 The key areas for development include:-

- continue providing club boats for adults wishing to learn to sail.
- continue providing a fleet of dinghies for the juniors.
- increase the capacity of the dinghy park.
- improve the size and quality of the changing facilities.
- develop a programme of race coach training.
- introduce race training on Tuesday evenings for adult sailing.
- make full use of the dinghy facilities, including the occasional hire of club boats to the RYA.

Juniors

4.3 The overall aim for juniors is to continue offering sailing courses for Members' children and to help them to attain RYA Qualifications. There is an objective linked with the above to encourage juniors to step into racing and to introduce a 'Cadetship' to sustain interest amongst the older junior members.

4.4 The key areas for development include:-

- continue the programme of RYA courses.
- encourage more juniors to take part in racing.
- make the best use of the RS Feva by holding junior open events.
- encourage juniors to travel to RS Feva open events.
- introduce a HRSC Cadetship.
- introduce more trivial prizes.
- continue to sponsor members to become RYA qualified instructors and senior instructors.
- provide more opportunities for juniors to crew on keel boats.

Yacht Racing

4.5 The overall aim for yacht racing is to build on the recent popularity of the PY fleet, to encourage more IRC boats and gaffers to race, including strengthening ties with Falmouth Clubs for more joint racing in the bay. The Club would also support the development of an affordable One Design Class should sufficient people decide to take the lead.

4.6 The key areas for development include:-

- continue to provide IRC and PY racing.
- continue to provide racing for Gaffers.
- develop opportunities for more combined racing with Falmouth Clubs.
- encourage more juniors to race.
- support the development of OD Class should sufficient members take the lead.
- continue to run the Annual L A'berwrac'h Race.
- continue to support Falmouth Week and Cornwall Offshore Group.

Processes & Systems

4.7 The club has recently rolled-out an excellent new website, but needs to continue to upgrade its systems and processes to make the administration of the club more efficient. It also needs to become more business like in its management of resources and key areas for improvement include better financial planning and budget setting.

4.8 The key areas for development include:-

- taking advantage of sponsorship and grant funding opportunities.
- putting in place a 4 year cash flow budget.
- making better use of electronic communication to reduce increasing postal costs.
- undertake feasibility study into introducing an Electronic Purchasing & Ordering System.
- updating the office IT systems and introducing WiFi into club house.
- Installing a webcam which is linked to the Club's Website.

Club House Development

4.9 A key area for development highlighted by Membership feedback is the need to update and enlarge club house. The membership has now increased from around 300 when the club house was built to nearly 1300 Members today. There is now considerable pressure to meet Members' expectations and the amount of space currently available is considered inadequate.

4.10 The key areas for development include:-

- enlarging the changing facilities.
- increasing the dinghy park to meet increasing demand for space.
- building a multi-purpose room which can be used for training courses etc.
- improving the wash room facilities, including the provision of a disabled toilet.
- relocating the office to the main entrance and providing space for a shop.
- increasing the size of the balcony.
- increasing the size of the car park.
- installing Solar PV technologies to protect against escalating fossil fuel prices and to reduce the club's carbon footprint.
- Re-modelling of the bar area.

SECTION 5 CAPITAL FUNDING

5.0 The capital funding for such improvements will be significant and it is essential that the Club does not burden itself with debt for future years to come. Therefore considerable effort, including specialist accountancy support, has gone into preparing a detailed cash flow budget, which identifies how additional funds can be generated and this is set out in Appendix 3 in some detail.

5.1 In terms of total capital requirement it has been estimated that in the region of £364,000 will be needed over the next 4 years to deliver the key requirements identified within the plan and these are broken down as follows:-

- £240,000 - club house development to cover build costs, professional fees and VAT.
- £40,000 - dinghy park extension.
- £14,000 – replacement RIB and outboard engine.
- £20,000 - upgrade of Feva and Topper fleet.
- £50,000 - currently unallocated but could be used for energy saving improvements such as solar PV.

5.2 This cash flow budget identifies the key areas where additional funds can be generated to bolster the current reserves of £115,000 as follows:-

- £30,000 from the debenture sale of 12 pontoon finger berths.
- £20,000 from grant funding.
- £10,000 in 2011 from increased subscription fees.
- £4,000 per annum recurring from subscription fees.
- £6,000 in 2011 from increased pontoon / mooring fees.
- £2,000 per annum recurring from pontoon / mooring fees.
- £2,000 per annum from the club shop.
- £1,000 per annum from the pontoon honesty box.

5.3 The cash flow budget indicates that the Club can afford this level of capital expenditure without having to borrow money, which is seen as very important during potentially uncertain times. Furthermore, having delivered a considerable surplus of £37,000 in 2010, the Club has now built up substantial capital reserves totalling £115,000. It is proposed that the Club will not enter financial commitments until the additional capital has been obtained for the various projects.

5.4 The projections have also undergone a 'stress test' to demonstrate the effect of certain income opportunities not being realized. Having done this it is still considered possible that the work on the Club House improvements will be capable of starting in October 2011 and will be completed by Easter 2012 in time for the main sailing season. Additionally the Committee will need to keep very close control of expenditure as in 2009-10.

SECTION 6 CONCLUSIONS

6.1 It is hoped that the production of a Development Plan will help future Committee's oversee the continued development of the Club in a way which meets Members' expectations and responds pro-actively to the increasing pressures and changes taking place around us.

6.2 The Club has grown from a modest membership of only 300 when the Club House was first built to nearly 1300 today and its increasing popularity presents a number of challenges in terms of the size and range of facilities which can be offered. The feedback from Members' has confirmed that the Club must continue as a family Club that welcomes members from every walk of life, whose main purpose is to have fun messing around in boats in a magical part of the world.

6.3 It is paramount that this current successful and, perhaps, unique mix is maintained and the founding objective from 1948 which was "to encourage sailing, racing, cruising, and generally messing about in boats, in a seamanlike manner" remains as relevant today as it did when the Club was first founded.

6.4 The work undertaken by the Committee over the past 12 months, combined with the valuable input from Members, has identified a number of areas where changes are needed and these have been set out under the various headings under which Members were asked to respond. Undoubtedly, the key area identified for development was the Club House, which despite doing us proud for many years, is now becoming somewhat out dated and is struggling to cope with the pressures being placed on it due to the success and popularity of the Club.

6.5 Without wishing to jeopardise this popularity, the Development Plan identifies a few areas where facilities can be improved, for example increasing the size of the patio area, creating better changing facilities and building a multi-purpose room which could be used for training courses, by children and as general over-spill space during busy times of the year. Such plans will require substantial capital investment and considerable effort has gone into developing a robust cash flow budget, which is capable of delivering the improvements and ensures that decisions are not taken until the Club has raised the necessary capital.

6.6 The Club also needs to improve its systems and processes and become more business-like in its management of resources with better financial planning and budget setting, which is at the centre of the Development Plan. It also needs to respond pro-actively to the environmental pressures which are only going to increase in the future and projects such as Solar PV installation are capable affording some protection against potentially souring fossil fuel prices whilst improving the Club's carbon footprint.

6.7 We hope you enjoyed reading the Club's first ever Development Plan and would very much like you to hear your feedback.

HRSC Committee
November 2010

CASH FLOW TO 2014						
FIVE YEAR SUMMARY						
	Est	F/cst	F/cst	F/cst	F/cst	F/cst
	Yr to	Yr to	Yr to	Yr to	Yr to	Yr to
	Sep-10	Sep-11	Sep-12	Sep-13	Sep-13	Sep-14
REVENUES						
Subscriptions (see subs note)	85,000	80,734	90,544	94,797	99,044	
Entrance fees	5,000	6,300	6,600	6,900	7,200	
Pontoon berths (see mngs note)	24,200	25,020	29,700	31,000	32,300	
Moorings (see mngs note)	8,700	8,385	9,165	9,750	10,335	
Dinghy park etc (see mngs note)	3,100	3,577	3,980	4,185	4,390	
				-	-	
Clubhouse income	12,000	9,000	9,000	9,000	9,000	
Social events	3,000	2,000	2,000	2,000	2,000	
Bar surplus	12,500	16,000	16,000	16,000	16,000	
Sailing activities	4,300	5,000	5,000	5,000	5,000	
Interest received	-	500	500	500	500	
Other / misc	500	-	-	-	-	
	158,300	156,516	172,489	179,132	185,769	
ADDITIONAL REVENUES FOR DEV PLAN						
Increase in subscriptions		9,810	4,250	4,250	4,250	
EPOS mark-up		-	-	-	-	
Mooring and Berth debentures		30,000	-	-	-	
Capital grant		-	20,000	-	-	
Honesty box	500	1,000	1,000	1,000	1,000	
Sponsorship		2,000	2,000	2,000	2,000	
Race fees		500	500	500	500	
HRSC shop profit		2,000	2,000	2,000	2,000	
Increase mooring and berth fees		5,863	2,090	2,090	2,090	
	500	51,173	31,840	11,840	11,840	
Total Income	158,800	207,689	204,329	190,972	197,609	
EXPENDITURE						
Development Plan Costs						
Architect fees + Q S		5,000	20,000	-	-	
Construction costs		4,000	200,000	-	-	
Other Capital Costs	5,600	-	-	74,000	50,000	
Contingency		-	20,000	-	-	
EPOS set-up costs		-	-	-	-	
Overheads						
Admin salaries	17,200	18,000	18,000	18,000	18,000	
Postage	1,400	3,000	3,000	3,000	3,000	
Printing and stationery	4,500	4,000	4,000	4,000	4,000	
Telephone	800	1,000	1,000	1,000	1,000	
Advertising	400	1,000	1,000	1,000	1,000	
Rent and rates incl water	7,500	8,000	8,000	8,000	8,000	
Electricity and oil	9,200	9,000	9,000	9,000	9,000	
Water and sewerage	700	3,000	3,000	3,000	3,000	
Insurances	8,100	9,000	9,000	9,000	9,000	
Clubhouse maintenance and re-furb	21,700	7,000	7,000	7,000	7,000	
Licences	1,200	1,000	1,000	1,000	1,000	
Subscriptions and donations	1,700	2,000	2,000	2,000	2,000	
Cleaning and waste disposal	4,600	5,000	5,000	5,000	5,000	
Legal and professional	-	1,000	1,000	1,000	1,000	
Accountancy fees	2,000	2,000	2,000	2,000	2,000	
Bank and credit card charges	2,500	3,000	3,000	3,000	3,000	
Sundry expenses	800	1,000	1,000	1,000	1,000	
Social events costs	4,900	2,000	2,000	2,000	2,000	
Rescue boat costs	5,200	5,000	5,000	5,000	5,000	
Other Sailing activities costs	4,400	8,000	8,000	8,000	8,000	
Moorings service	5,000	5,000	5,000	5,000	5,000	
Pontoon costs	6,300	7,000	7,000	7,000	7,000	
		-	-	-	-	
Allowance for inflation	-	-	3,000	6,000	9,000	
		-	-	-	-	
Total expenditure	115,700	114,000	348,000	185,000	164,000	
Net Cash Flow	43,100	93,689	(143,671)	5,972	33,609	
BANK BALANCE - year end						
	50,000	158,689	15,018	20,990	54,599	
B fwd 1 Oct 2010						
£	50,000					
SCOTTISH WIDOWS DEPOSIT ACCOUNT	50,000	50,000	50,000	50,000	50,000	
£	50,000					
TOTAL CASH	100,000	208,689	65,018	70,990	104,599	

ACTION PLAN

Serial	Development Area	Target	Timescale	Lead
	Dinghies	Increase capacity of dinghy park Increase slipway area for launching and recovery of boats Develop programme of race coaching training Introduce race training on adult sailing evening Discuss opportunities to hire boats with RYA regional co-ordinator	2010 2011 2010 2011 2010	KH/BC KH BC BC BC/JJ
	Juniors	Continue to run RYA courses and award of Levels Introduce HRSC Cadetship Introduce a U16 dinghy series Seek opportunity for Ben Ainslie to speak to juniors Introduce adult/junior crew series Introduce more trival prizes for juniors Sponsor more RYA Instructors and Senior Instructors Run junior helm event and provide opportunities for juniors to crew on keel boats	2010-2020 2011 2011 2012 2010 2011 2010-2020 2010-2020	JK JK/BC JK/BC JB JK/BC JK JK/BC JK/GW/SS
	Yachts	Continue running racing for PY IRC & Gaffers on Wednesday evenings. Be receptive to requests for additional racing Run Race Officer training Continue supporting POFSA and develop opportunities for joint Bay Racing Continue supporting COGs Encourage more juniors into racing by organising special cup to be run over summer series Facilitate development of a One Design Fleet should the demand emerge	2010-2020 2010-2020 2011 2010-2020 2010-2020 2011 as necessary	GW/SS GW/SS GW/SS/BC GW/SS/JJ GW/SS/JJ GW/SS/JK GW/SS
	Club House	Commission Architect to undertake review of club house Review options Commission Architect to prepare concept design proposals and produce indicative cost plan Draft Project Budget and sources of funding Brief Members and AGM Commission Architect to proceed with design Produce Plan for Grant Funding Complete detailed design work Submit Planning Application Advertise Invitation to Tender for construction works Secure Planning Permission Award Construction Contract Commence Work Completion of works Opening Celebration – Easter 2012	Jun 2010 Aug 2010 1 Sep 2010 30 Sep 2010 Jan 2010 Feb 2011 Apr 2011 May 2011 Jun 2011 Aug 2011 Aug 2011 Sep 2011 Sep 2011 Mar 2012 Easter 2012	JJ All JB GW/JB/JJ GWJB/JJ GW/JB/JJ GW/SS Architect GW/JB/JJ GWQS GW/QS Contractor Contractor New Commodore

