

LLSC Development Strategy, Framework and Plan – 28th January 2024

Strategy

The mission of Leigh and Lowton Sailing Club is **primarily** to promote and enjoy the sport of sailing and **to support** compatible non-motorised water-based activities by people of all background and abilities.

This development strategy and its associated development plan is designed to maintain and, where possible improve, the facilities and services provided for our members and the wider community in which we live.

We are primarily focussed on competitive dinghy sailing and bringing new participants into our sport through training and development. We also support the wider spectrum of boating activities promoted by the RYA, as appropriate to an enclosed inland water such as Pennington Flash. The past 12 months have seen a steady level of canoeing, SUPing and informal non-competitive sailing activities.

As an RYA-affiliated club, our strategy reflects to a high degree the themes and focus of the overarching RYA National Strategic Framework and the RYA Regional Development Plan for the Northwest of England, which we share and help develop.

Three of these key improvements last year were the transformation of the field, replacement of training fleet with 6 Fusions and 2 safety boat engine replacements.

During the 2023 AGM it was agreed that any new projects with an estimated cost exceeding £20,000 would need to be subject to approval by a majority of members during a General Meeting. There were no such new proposals during 2023.

Development Framework Themes

Our four mutually dependent key themes are:

1. **Membership**

To continue to provide and further develop excellent facilities and services to our members, guests and potential members in order to become the club of choice for members drawn from a wide geographical catchment area and to extend our membership numbers

2. **Performance**

To build on the successes of recent years to become one of the most successful clubs in the Northwest of England, inspiring our members and volunteers to achieve their potential, whilst attracting new members of all abilities.

3. **Participation**

To increase the already high levels of participation through increasing the number and diversity of our members and improving accessibility to all.

4. Training

Set and meet the high level of expectations of our trainees in order to remain a highly regarded training provider and to become the Training Centre of choice for potential trainees across Northwest England

Annual Key Performance Indicators will be agreed by the Management Committee, the Training Centre Principle and any relevant sub-groups established by the club.

Focus Areas

Many of these are mutually dependent and overlapping and are in no order of importance – each could eventually have key milestones and KPIs to measure progress against

a) **Maintain and improve facilities and services for members and visitors**

Initiatives to be considered **during 2024** include:

Developing and delivering a Net Zero strategy – current heating and lighting arrangements are obsolescent, inefficient, polluting and/or costly

Changing the club's legal status to a Community Interest Company – in line with current RYA legal guidance

Modernising our changing facilities to meet current membership expectations and full compliance with Safeguarding legislation

Updating the club's management software to reduce the administrative burden on our workforce of volunteers

b) **Increase demand for sailing** Proposals include:

The continuation of PTBO/Discover Sailing

Specific Open Days – e.g. for local children, University of the 3rd Age, Sailability

c) **Reduce membership churn and increase retention** Ideas include:

Identifying and addressing any common reasons for leaving

Introducing a personal development pathway for all new members

Providing buddies for new members to help integrate them more quickly

d) **Increase the diversity of club membership**

Does our current membership accurately reflect the diversity of the Northwest community, in particular women (51%), BAME (13%), people with a disability (10% report their activity is limited significantly due to disability) and over 65s (c.20%)?

Ideas include:

“This Girl Can” and “Ladies who launch” campaigns and groups to provide role models

Forming associations with schools and colleges with a high BAME attendance

Forming associations with local disability support groups – physical, special needs and mental health groups

Forming associations with local University of the 3rd age (U3A) groups

Improving accessible facilities – including Changing Places

e) Grow junior and family club membership Ideas include:

- Junior pathway development programmes
- Developing more family-friendly environments
- Associations with schools and colleges
- Encouraging informal, non-competitive water-based activities

f) Increase the number of instructors and race coaches

Have we reached capacity, or is there scope to further increase numbers?

Ideas include:

- Matching any planned expansion of activities for disabled people with the recruitment and training of friends, family and carers as trainers
- Working with the RYA to deliver disability awareness training for trainers and coaches

g) Making better use of the RYA Regional Development and Youth

Training teams Ideas include:

- Continuing to encourage Regional squads to utilise LLSC as a training base
- Continue to work with the Development team to identify both best practice and support in grant applications
- Better links with the Regional Sailability team

h) Develop regular activities for people with disabilities Ideas include:

Maintaining the current sub-group to ensure:

- any new facilities are designed with accessibility in mind or we get good use out of the accessible boats we already have
- we have strong links with local organisations providing support for people with a wide range of physical, mental health and special needs disabilities
- re-launching LLSC as a Sailability Centre

In this context the term disabilities include the whole spectrum of disability including people with physical, mental and learning disabilities across the whole spectrum of severity.

2023 Progress Report and Ideas for 2024

<u>2023 Progress against plan</u>	<u>Theme/Focus</u>	<u>Comment (NB all proposals are subject to affordability which will be decided by a majority of the Management Committee)</u>
Field transformed into 3 tiers for camping	1/a	Ongoing, contractor to revisit site and rework the drainage
Rolling replacement of safety boats, outboards.	1/a	Ongoing
Replace pontoon in front of training building	1/a	Completed
Dinghy park extension for additional capacity	1/a	Completed
Increase security cameras around site	1/a	Completed
Installation of secure perimeter fencing	1/a	Deferred
Canoe storage	1/a	Deferred
Lounge heating	1/a	Incorporated in sustainable heating idea below
Further canoes and SUPS per RYA conference discussions	1/a	Deferred
Extend male changing rooms	1/a	Deferred
Improvements to front club lawn	1/a	Ongoing review
Separate kids lounge or outdoor play area	1/a	Ongoing review
Launching keelboats/Sailability boats with off-road vehicle/quadbike	1/a	Ongoing review
Replacement of current IT systems, including WebCollect with Sailing Club Manager	1/a	Ongoing review
Sound dampening for training rooms	1/a	Ongoing review
New PA system from OD box	1/a	Completed
Sit on Lawn mower or other devices for mowing field.	1/a	Completed
Having a tiered fleet system with different starts on Sundays – beginners/juniors – improvers – main fleet	1/b	Superseded by informal sailing with safety cover for novices and others on Sunday mornings

<u>2024 Ideas and Contingencies</u>	<u>Theme/Focus</u>	<u>Comment</u>
Sustainable heating and lighting – RYA Net Zero Strategy compliance	1/a	Utility cost increases in 2022/23 brought into sharp focus the inefficiency, high cost and non-sustainable nature of LLSC's current heating and lighting arrangements. A comprehensive review and a Net Zero Strategy would be the logical next step. Committee to request approval in principle for the project of up to £50,000. Note – it had been hoped to bring detailed, costed, proposals to this AGM but due diligence requires additional estimates are obtained to assure value for money is delivered.
Incorporating LLSC as a Community Interest Company	1/a	RYA legal advice is that clubs should make this change to safeguard their legal position and to mitigate the risk of members being personally sued because of club activities. Unincorporated clubs are not, in law, considered to have their own legal identity thus the club cannot own property, enter into contracts or employ staff in its own name.

Improvements to male, female and disabled changing rooms to meet increasing expectations and evolving safeguarding requirements	1/a	Ongoing review - subject to affordability
Canoe storage	1/a	Ongoing review - subject to affordability
Further canoes and SUPS per RYA conference discussions	1/a	Ongoing review - subject to affordability
Improvements to front club lawn	1/a	Ongoing review - subject to affordability
Separate kids lounge or outdoor play area	1/a	Ongoing review - subject to affordability
Launching keelboats/Sailability boats with off-road vehicle/quadbike	1/h	Ongoing review - subject to affordability
Replacement of current IT systems, including WebCollect with Sailing Club Manager	1/a	Ongoing review - subject to affordability
Refurbishment of accessible toilet and changing room to Changing Places standard	1/h	Ongoing review - subject to affordability
Sound dampening for training rooms	1/a	Ongoing review - subject to affordability
Rolling replacement of safety boats, outboards and training boats	1/a	Ongoing review - subject to affordability
Replacement or renovation of Clubhouse and Training building roofs	1/a	Ongoing review - subject to affordability
Upgrade Jetwash for cleaning Buoys on the Flash	1/a	Ongoing review – subject to affordability