

DEVELOPMENT PLAN LOCH TUMMEL SAILING CLUB

OBJECTIVE

Loch Tummel Sailing Club (LTSC) development plan lays out the club's ambitions and plans for the next 5 years. The purpose of the plan is to provide clear direction enabling LTSC to focus activity and investment on both people and facilities identified for development, of water based activities, as defined by the club constitution.

The plan defines the five year vision, broken down into annual targets. The development plan will be reviewed regularly.

Actions are described to move the club closer to the 2023 vision.

PROCESS

Progress will be reviewed at each committee meeting and recorded in the document.

DEVELOPMENT PLAN – 5 YEAR VISION

Vision	Reason	Proposal	What Does Success look like
Finance (FNA) - To sustain stable membership at a level sufficient to maintain existing facility based on subscription income	Club is of an ideal size to allow it to run as a friendly community that is not too onerous to run or be at financial risk.	Balance subscription rates and membership numbers to maintain financial stability, and mitigate risk.	Maintain cash surplus in operating costs and a capital expenditure reserve.
Facilities (FA) – Fit for purpose to meet current and future membership requirements	The best facilities support the things we want to do without excessive burden or risk.	Focus on maintaining and developing the core facilities whilst clear and prioritised plans guide future developments.	Club has best facilities possible within available resources.
Training (TA) – Meets the requirement of all members.	A well-trained membership supports safe and fun activities for all.	Review the training needs of the membership regularly, and provide support	A knowledgeable and well skilled membership Hygiene, Safety officer, race officer, rigging club boats,
Committee (CA) – Fully subscribed from broad spectrum of membership with regular turnover.	Provide leadership to drive and develop the club vision.	Grow inclusion where people want to be involved in the decision-making process.	An active committee is representative of the membership, is fun and members want to participate.
Water based activities (OWA) – which encourage more people to be at the club for longer	A broad range of activities attract members to the club more often and for longer.	Support a wide range of activities.	More people active at the club for longer.
Membership (MA) – maintain and increase active membership.	A core of active fee paying members provides for a healthy and successful club.	Focus on effective ways to maintain and grow the number of members.	Stable and financially viable club.
Participation (PA) - The club has a vibrant feel with regular participation in all aspects of club activities.	Club is a fun place to be with lots going on and all members participating.	Regular activity throughout the week	The club has a vibrant feel with regular participation in all aspects of club activities.
Racing (RA) – the club has a vibrant feel with	Racing is one of the core activities of the	Offer training and varied fun options e.g.	Good number of boats per club race. Wider

regular participation in the annual racing programme.	club which attracts and retains members.	more pursuit racing and easier starts. Keeper prizes.	spread of prize winners.
Communication (COA) – all members are enabled to feel actively involved in and knowledgeable about the club.	All members should know what is happening and feel welcome and involved.	Develop effective communication channels to suit all members.	Well informed membership.

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DEVELOPMENT PLAN – YEARLY GOALS

Vision	Action	Responsible person	Timeline By year	What success looks like	Status and Evidence
Committee	CA1 Review of constitution and bylaws.	All Committee	1	Complete and approved	Complete
Committee	CA2 Clearly defined duties and key areas of responsibility for each member	All Committee	1	Role profile defined for each committee member	Complete for flag officers
Committee	CA3 Create emergency action plan	Commodore	1	Complete and approved	Complete and approved
Committee	CA4 Create risk assessment	Commodore	1	Complete and approved	Complete and approved
Committee	CA5 Create normal operating procedures	Commodore	1	Complete and approved	Complete and approved
Committee	CA6 Meeting arrangements positive and accessible for all	All Committee	1	Full Committee participation at all meetings.	Complete Meetings at club or central location

Committee	CA7 Develop a policy to avoid lengthy meetings.	All committee	1	Policy approved	Complete Reports prepared and circulated in advance and meetings held only when necessary. More correspondence by email
Communications	COA1 Minutes to be prepared, agreed and available membership within 10 days of meeting.	Secretary	1	Minutes available to the entire membership	Not complete The website issues have meant we have been unable to put these online. Looking at alternatives such as Google Docs
Communication	COA2 Improve communication through Social Media.	All committee	1	Lots of members following and participating.	Complete FB likes Jan2017 234 FB likes Oct2018 335 Average reach 335 Average engagement 61
Communication	COA3 Continue to support Friends of Loch Tummel as an absent member programme	Richard Patrick	1	Continuing contact with former members.	Complete. Arrangements and commemorative mugs being produced for the 10 year anniversary next year. Richard Patrick and Angie Sword are working on engaging the younger generation in 'Friends of Loch Tummel

Facilities	FA1 Create annual maintenance plan and process for damage.	Rear Commodore	1	Club property and assets kept in good repair, breakages reported and actioned effectively with results communicated to membership.	Not complete
Facilities	FA2 Revise First Aid Equipment	Commodore	1	Club house and safety boat have recommended and in date first aid kit	Complete
Facilities	FA3 Housekeeping: Get clubhouse into clean, clutter free and tidy state.	Committee	1	Clean and clutter free clubhouse.	Complete
Facilities	FA4 Secure storage in clubhouse for valuable equipment.	Committee	1	Increased respect for club property.	Complete Padlocked cupboard in training room

Facilities	FA5 Create a housekeeping and cleaning policy.	Committee	1	Increased respect for club and members property.	Not complete
Facilities	FA6 Create and fill a position to look after club boats and RIBs	Committee	1	Ensure maintenance is up to date and boats are looked after.	Complete Tony Dowson
Finance	FNA1 Develop a financial plan.	Treasurer and Committee	1	Agreed and approved	Not complete
Membership	MA1 Establish clear membership database.	Secretary	1	Clear recording of membership.	Complete Updated Sailing Club Manager
Membership	MA2 Annual membership card	Secretary and Committee	1	Sense of belonging for members.	Complete Issued for 2018 season and discounts in local businesses established
Membership	MA3 Membership booklet	Committee	1	Members to have up to date information about all areas of the club.	Not complete
Membership	MA4 To provide buddy system for new	Committee	1	Greater retentions of prospective members, less effort for all members	Complete

	members.				
Membership	MA5 Clarify process for handling enquiries, recording, follow up, membership form, basic info etc.	Committee	1	All members confident in dealing with membership enquiries	Complete Information such as club info and membership forms on Noticeboard for members reference and a spreadsheet on dropbox detailing all enquiries and notes
Participation	PA1 Encourage fun and friendship as club ethos	Committee	1	Club is a fun place to come with a friendly atmosphere	Complete Great feedback to the committee both in conversation and emails
Participation	PA2 Establish a regular Tool Shed Group or Dad's army. To meet regularly on a weekday to work and have fun	Committee	1	Regular mid week attendance for fun/meal/sailing or work	Not complete
Participation	PA3 Planned social sailing at family days. Trips for High Tea/picnics	Committee	1	Full membership participation	Complete Wednesday, Friday and Saturday social sailing programmed 2018 Season

Participation	PA4 varied social programme with option of organised activity eg. Start of season meal	Committee	1	Full membership participation	Complete Opening meal and training. Christmas party night. Volunteer meals during events
On Water Activities	OWA1 Promote planned events and encourage adhoc activities by preparing list of potentials (Cruising log)	Committee	1	Full membership participation	Not Complete
Racing	RA1 Self defined Rookie Racing, club boats automatic entry Novices starts before hot shots	Committee	1	Series established	Not Complete - Vision to be reviewed
Racing	RA2 Verbal announcement after races, weekly presentation of results by duty	Committee person on duty	1	Effective communication with membership in all aspects of club activities	Complete Winners mugs presented during the Autumn series

	committee				
Training	TA1 Provide race training for members Core team offering 1:1 or training events	Committee	1	More proficient racing competitors	Complete 1:1 sessions provided for 3 sailors who requested it
Training	TA2 Provide effective safety boat training	Committee	1	Large group of safety boat trained members	Complete Tony Dowson ran 10 sessions for members
Training	TA3 Provide basic sailing training to new members.	Committee	1	More competent beginners	Complete 2 Saturdays and 4 Wednesday evenings
Training	TA4 Arrange regular First Aid training courses	Committee	1	More qualified first aiders in the club	Complete 6 members trained in January
Training	TA5 Arrange members training day	Committee	1	All members up to date with club procedures	Complete
Training	TA6 Arrange appropriate safeguarding	Committee	1	All members aware of Safeguarding policy	Complete Safeguarding officer trained and members signposted to training

	training				at members training day
Training	TA7 Develop volunteer training plan	Committee	1	Members	Not complete

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Year 2

Vision	Action	Responsible person	Timeline	What success looks like	
Committee	CA8 Committee Training	committee	2	Clear Committee roles, use of technology to hand, club strategy, new membership process	
Communication – live data feed	COA4 Live data feed	committee	2	A live data feed available with results	
Communication – Public profile	COA5 Members to attend local meetings	committee	2	Other groups around aware of the club	
Communication – review and maintain website	COA6 Build a website that can be easily updated by all	Working group	2	Up to date fully functioning website that all the committee can update	William Ferguson is currently building this with the new URL www.lochtummel-sailingclub.org
Facilities – Boat park racking	FA7 Racking to be build at the back of the changing rooms. This will store club boats in the winter and be	Working group	2	Racking system built	Complete

	available for members to use during the season				
Facilities –WiFi	FA8 WiFi to be investigated and installed	Working group	2	Closed WiFi installed for club official use	Complete
Facilities – Display screen	FA9 Display screen in the club	Working group	2	Display screen installed	
Facilities – renew furniture – consistent, serviceable and pleasant to use.	FA10	committee	2	New and appropriate furniture in the club and all well maintained	Complete
Membership – Club clothing	MA6 LTSC Tribe /Team Tummel /for new members	committee	2	Outlet for Tummel Clothing established.	
Membership – Pay as you go (monthly payments x6)	MA7 DD	treasurer	2	Direct debit set up for paying membership	
Membership – retaining 17-25's	MA8 Establish what the needs of this membership group are. Review membership costs and what benefits they can	Working group	2	More members in the 17-25 age group	?Cheaper membership for this category will go to the AGM for approval

	bring to support the club				
Membership – word of mouth recruitment – bring a friend	MA9 (INCREASE MEMBERSHIP) promoted event and general encouragement	All members	2	Increased and increasing annual membership	
Membership –are duties a deterrent	MA10 Review and implement appropriate changes to membership categories	Committee	2	More membership types included	Review of action – looking at less categories
Membership –membership discounts	MA11 Review and implement appropriate changes	Committee	2	Increased membership	
Membership –More flexible categories	MA12 Review and implement appropriate changes	Committee	2	Increased membership	
Membership –Volunteer membership	MA13 Review and implement appropriate changes	Committee	2	Retain membership	
Other on water activities – Paddle Boarding	OWA2 Keep appropriate windsurf boards and adapt some paddles	Committee	2	Increase activity and appeal to members	
Other on water activities –	OWA3	Committee	2	Increase activity	

Radio Controlled Boats	Provide safe storage for members kit and establish a suggested single class			and appeal to members	
Other on water activities – Rowing – costal skiff or other	OWA4	Committee	2	Increase activity and appeal to members	
Other on water activities – Windsurfing	OWA5	Committee	2	Increase activity and appeal to members	
Participation – To support members to share club duties	PA5 Provide training, reward volunteers	Committee	2	All members do some duties, some members choose to do repeat duties.	
Participation – Review duties to individual races	PA6	Committee	2	More flexible memberships	
Racing – code of Conduct and swear box! Less serious/intimidating	RA3	Race committee	2	Club rules as per RYA	
Racing – Focus on back of fleets	RA4	Working group	2	Greater race participation	
Racing – handicapping system	RA5 Looking into adding some personal handicap races	committee	2	Greater race participation	
Racing – intro to racing	RA6 Racing introduced during training sessions	Committee	2	Greater race participation	

Racing – Mentoring	RA7 Making racing an easier option	Members	2	Greater race participation	
Racing – more pursuit/team/endurance/match	RA8 More options to enthuse	Committee	2	Greater race participation	
Racing – review series structure and data	RA9 Change to suit the needs of the members	Committee	2	Greater race participation	
Training – Membership are provided with training through either group activity or 1:1 training	TA8 Increase ability, skills and confidence	Committee	2	20% of membership have First Aid, PB 2	
Training – Racing	TA9 Annual race training for all levels	Committee	2	Increase race participation	
Training –Review and define ideal club boats	TA10 Training development plan to include all aspects of the club	Committee	2	Plan complete and good working document	

Year 3

Vision	Action	Responsible person	Timeline	What success looks like	
Committee –make it fun			3		
Communication – webcam			3		
Facilities – To develop better rescue facility with covered	To make duties simpler/more	Consider a building or	3	Dry access to boats with secure storage.	

storage and/or Safety Boat shed/pontoon /versa dock	pleasant and better care for equipment	container and secure versa dock			
Facilities – To reduce unwanted and abandoned equipment on site	Avoid run down feel, encourage owners not to abandon boats, clear out sheds for club use and active members	Amend rules, no winter storage, better register, change by laws, ownership stickers. Bonfire	3 could this happen year 1 as Alan Foster is looking into legalities and a system to remove boats	No abandoned boats, stored equipment clearly labelled. Good racks, no danger of damage or falls.	
http://www.dictionary.com/e/tis-the-season/?src=tcom-serp-tab Facilities – Moorings			3		
Membership – engage with local community			3 this could move to year 1 as we have an opportunity to provide activity for Breadalban e high school		
Membership – review process			3		

Other on water activities – Canoe			3		
Participation – club boats participate in races	Define as being in		3		
Training – Boat maintenance skills			3		

Year 4

Vision	Action	Responsible person	Timeline	What success looks like	
Facilities – Racebox	Maintenance or replace		4		
Facilities – car park	Maintenance		4		
Facilities – storage sheds or similar	Review with membership if secure storage is required and would enhance the club experience		4		
Membership – target an age group?			4		
Participation – across the other six days			4		
Participation – different water sports			4		

Participation – pay and play			4		
Racing – invest in a fleet of similar boats			4		

Year 5

Vision	Action	Responsible person	Timeline	What success looks like	
Committee –fixed term	(MAKE IT FUN)		5		
Communication -			5	Membership feel engaged and are encouraged to join in	
Facilities - To review club training fleet to reflect club racing classes e.g. RS200/Laser/Flying Fifteen	Encourage access to racing	Develop a plan for optimum fleet and low maintenance e.g. Topper, Laser, RS200 and Wayfarer.	5	Good fleet, well maintained, attractive to new members, feeding into racing.	
Facilities - To update rescue boat fleet	To make duties simpler and easier and ensure safety	Clear plan for ideal spec and rolling plan to get there	5	Good rescue fleet at low cost with flexibility, reliability and all boats work the same,	
Facilities –consider accommodation on site			5		

It is important to measure success of the Development Plan. An update will be provided at each Committee Meeting, and via Email as and when required. The membership shall be updated on the Development Teams objectives and achievements as often as possible.

The following options were discussed as to how success is measured.

- Recording and monitoring of membership uptake
- Recording and monitoring of boats on the water during Sunday and F
- Monitoring feedback from members – surveys etc.

COMPLETE ACTIONS

A record of complete actions

Vision	Action	Responsible persons	Date complete	Feedback/ comments

Review date January 2019