

ROYAL TORBAY YACHT CLUB



Club Development Plan

2018 – 2023

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Where are we now?

- The Royal Torbay Yacht Club has been at the heart of sailing in Torbay for over 150 years and is proud of its long and distinguished history.
- The club membership is made up of sailors, power-boaters and social members.
- The club has an existing membership of 550 individual members.
- The club has a strong sail racing focus and an established junior and youth sailing section.
- The club has easy access to one of the best sailing areas in the South West - Torbay.
- The club has a well-deserved, excellent reputation for staging National, European and World Championships.
- The club is an RYA Recognised Training Centre, Champion Club and OnBoard Club.
- Torquay Rowing Club is affiliated to the RTYC. Rowing Club members enjoy full use of the club facilities.
- RTYC and Torquay Tennis club share an affiliate membership scheme.
- The club owns the existing freehold on the club premises where the membership can enjoy; a bar, a restaurant, changing and training rooms and terraced gardens.
- Management of the club is overseen by an elected Management Committee. The club also has a Sailing Committee, House Committee and Social Committee. All club committees are made up of the club membership
- Club staff and personnel include: Club Secretary; Bar Supervisor and Club Caterer.

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Where do we want to be?

Priorities

4.1 Membership - Grow the membership to 750 individual members by 2023

- ✓ **Retain current members.** Make existing membership more active by providing a range of attractive, demand led products both on and off the water.
- ✓ **Attract new members** through softer introductions to the sport including; open days, informal opportunities to get afloat and socialise and training courses. Target key membership section – junior and youth.

4.2 Events - Continue to be a world class sailing venue

- ✓ **Deliver a select number of events.** Ensure that these events are rewarding for the competitors, club volunteers and the club.

4.3 Training Centre – provide formal and informal on water activities for all

- ✓ **Support youth and junior sailing** activities and the volunteers delivering those activities.
- ✓ **Deliver adult courses** that attract/retain members and generate income for the club. Including 'pay and play' plus hire opportunities.
- ✓ **Schools and community.** Focus on a smaller number of schools with regular activity. Use an attractive offer to encourage children and parents to join and return to the club.
- ✓ **Inclusivity** – ensure that any offering is open to all members of the community.

4.4 Volunteers – recruiting, training and retaining

- ✓ **Produce job descriptions for key volunteer posts** and identify support needed for volunteers to deliver their actions. This will include a membership secretary and social sailing activity organisers.
- ✓ **Develop a Club Professional Post** (contracted on a daily basis) who supports volunteers in the delivery of the club's sport development plan.

4.5 Facility - Have a fit for purpose facility by 2023

- ✓ Investigate the cost of refurbishing the existing club house or building a new facility that embraces the waterfront.
- ✓ Present the findings and business case for each option to the membership by the autumn of 2018.

4.6 Communication – promote RTYC

- ✓ **Communicate** to the wider community that the RTYC is a friendly club, welcoming and encouraging to all those who wish to sail, powerboat and enjoy the unique and beautiful waters of Torbay.

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5. How will we get there?						
All actions will require ownership to implement. Additional documentation advice to assist with implementation is available where listed.						
Some actions share ownership so costs/actions may be replicated below.						
5.1 Membership - Grow the membership to 750 by 2023						
Objective	Action	Timescales	Ownership	Cost/resource	Success measure	
Employ a club Manager	Recruit Club Manager, to assist with implementation of the plan					
Appoint volunteer membership secretary	Write volunteer job description					
	Advertise post through club					
	Appoint					
Organise Club Open Day	Select date (with RYA National Open Days)					
	Agree format of day					
	Promote and deliver					
Organise new members evening	Agree date/format					
Membership churn (lessons to be learnt)	Contact previous members via questionnaire					
Soft landing opportunities - new and existing members	Agree dates, products, advertising who targeting					
	Tiller Girls					
	Training Centre courses/taster session					
	Social/mid week sailing opportunities					
	Junior and Youth sailing					
	Social evening talks in winter based around sailing experiences/learning					
Club manager and support staff	Deliver staff training ref: membership recruitment and retention					
	Review membership categories and automate membership renewals					
5.2 Events - Continue to be a world class sailing venue						
Objective	Action	Timescales	Ownership	Cost	Success measure	
Identify volunteer opportunities over next five years	Organise volunteer training programme					
	Advertise and recruit new/younger volunteers					
	Succession planning - individuals who deliver events and on water organisers.					
5.3 Training Centre – provide formal and informal on water activities						
Objective	Action	Timescales	Ownership	Cost	Success measure	
Put together a full calendar of training events and activities including	Junior and youth training - more commercial courses					
	Adult courses					
	Develop pathway into regular club sailing activities					
	Develop pay and play option (look into insurance issues)					
	Open day delivery with membership secretary					
	Schools package - delivered by club pro					
	Inclusivity package - work with Torquay Disabled Sailing Association and Sailability					
Budget to deliver activities	Put together a budget to deliver the above and resources cost					
Volunteer training	Volunteer training courses to support training centre (identified in club survey)					
Funding application	Identify suitable craft and funding to deliver above					
Volunteer support/club pro	Contract a number of club pro days to help support volunteers in deliver					
Soft landing - introduction to racing for members	Buddy system introducing less experienced sailors to more experienced sailors					
	Introductory race nights (coaching, free dinghy hire and crewing opportunities)					
	Promote crewing opportunities on beginner friendly boats					

5.4 Volunteers – recruiting, training and retaining club volunteers						
Objective	Action	Timescales	Ownership	Cost	Success measure	
Help produce job descriptions and outlines for	Membership secretary					
	Mid week social sailing group class captain					
	Cruising class captain					
5.5 Facility - Have a fit for purpose facility by 2023						
Objective	Action	Timescales	Ownership	Cost	Success measure	
Investigate the cost of maintaining the existing facility over the next 10 years Consultation with the harbour committee, to obtain initial feedback.						
	Engage architect to initiate planning enquiries to seek feedback from planning committee and Council on the objective of moving the club to the yachtsmen steps site, on the Harbourside.					
Report findings of planning and design possibilities to the membership, before costing the project to establish viability						
Investigate the cost of building a new facility on the waterside in line with the projected membership growth						
Evaluate the respective costs of both options and funding options and make recommendations to membership						
Identify existing and potential income streams to help fund development	Sport development plan - existing membership, reduce membership churn					
	Latent demand - using Sport England Market Segmentation (new members)					
Look at additional community use to fund facility improvements/redevelopment						
Report back to the club and vote on which course of action to take						
5.6 Communication						
Objective	Action	Timescales	Ownership	Cost	Success measure	
Club as a shop front	Improve outside signage and welcome					
	Promote opportunities to get afloat with the club					
	Provide key contacts for specific opportunities (products)					
Promote membership in Torbay	Appoint press/communications officer (identify through club survey)					
	Report on events, training, club racing. Increase social media presence					
	Create specific mailing groups for membership types. Establish format for club newsletter.					
	Build a relationship with local press to promote club activities					