

ROYAL TORBAY YACHT CLUB



Club Development Plan

2018 – 2023

Draft: Version 1L
24.11.17

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1. Purpose of Plan

- Review the RTYC's current situation.
- Identify opportunities to protect and enhance sailing opportunities for both existing and new members.
- Continue to be at the heart of sailing within Torbay.
- Develop a strategy for the next five years.
- Establish a prioritised plan of action with identified resources.

2. About the club

- 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.

ROYAL TORBAY YACHT CLUB



Where are we now?

3.1 Membership

- In 2017 the club had 550 individual club members.
- The average size of club membership over the previous ten-year period is 613 individual members.

The graph below shows membership numbers over the last 20 years



The club may have experienced a spike in membership in 2015 and 2016. We believe this is due to major events such as the La Solitaire Du Figaro and the RYA and British Marine Try Boating Event (in the region of 350 people took part).

Membership Categories and Sizes

	Individuals	
	2016	2017
Single	61	55
Single 65+	42	49
Single Country	40	44
Single Overseas	10	8
Joint	60	72
Joint 65+	122	110
Joint Country	40	36
Joint Overseas	10	10
Family	92	64
Intermediate	11	8
Junior	59	53
Crew	13	10
Associate	4	6
Life	10	10
Life spouse 65+	1	1
Honary	12	14
	587	550

- Highest membership category is the over 65's
- Junior membership is declining
- In 2017 the club has 8 intermediate memberships (for those aged 18 – 25 years).

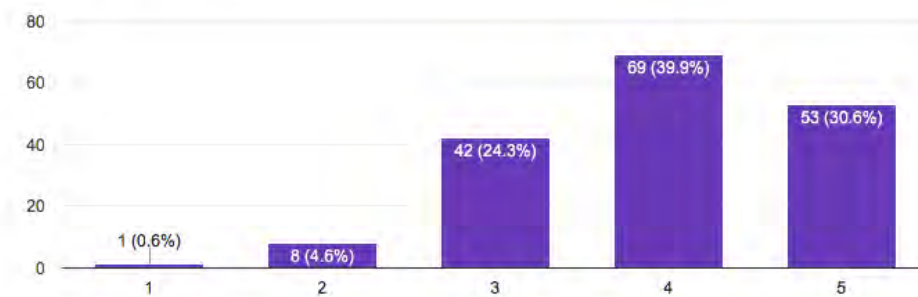
Where are we now?

Membership

The views of the membership were sought through an on-line survey in November 2017. 174 members responded.

How do you feel overall about your membership of RTYC?

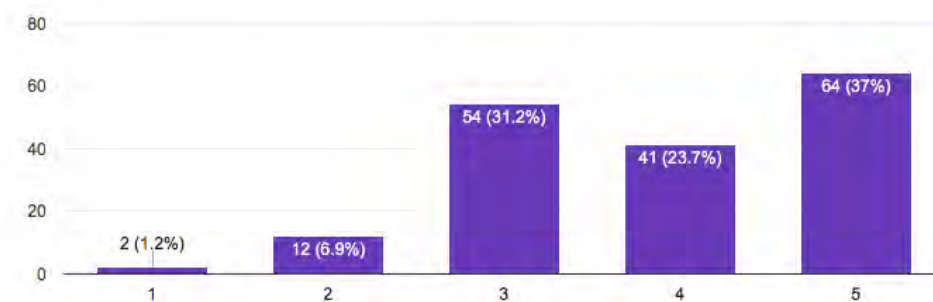
173 responses



Very dissatisfied = 1 Very satisfied = 5

How do you feel about the current levels of membership fees and charges?

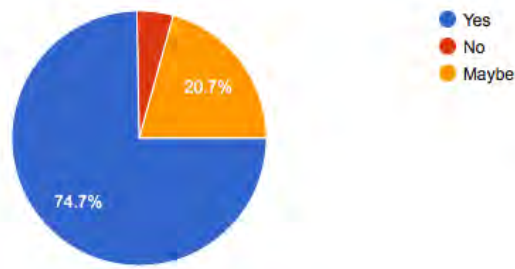
173 responses



Very dissatisfied = 1 Very satisfied = 5

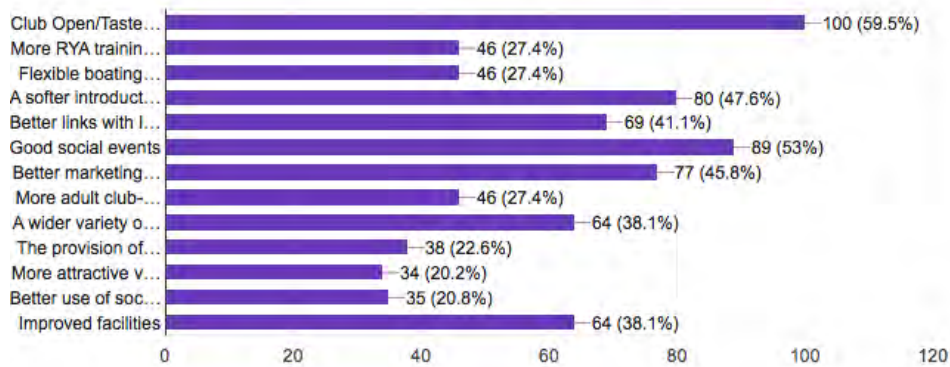
Would you recommend membership of RTYC to friends or family?

174 responses



Which of the following initiatives do you think are most likely to make people join and remain members of the club?

168 responses



RYA National Club Survey 2016 research, national observations:

- ✓ Nowadays new-comers to the sport, who have become sailing club members, are far more likely than previously to try the sport of their own volition or be introduced via an organised taster session or open day. The proportion of members being introduced by a parent or another family member has fallen by about 40%.
- ✓ Recreational/cruising sailing is the most popular main activity for both yachts and dinghies, more popular than racing which often dominates the calendar and bulk of discussions within club management committees.



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Where are we now?

3.2 Events

- The club has an excellent, well-deserved reputation for staging National, European and World Championships.
- The club relies on a range of experienced volunteers to help deliver these events.
- The bulk of these volunteers tend to be the same teams of people.
- Events generate considerable income for the club. In 2016 this accounted for £41,714 of the club's total income. Excluding bar, catering and peripherals.

Major events delivered in 2017 and planned for 2018 and 2019

2017	Events and number/estimated number of boats
March 25 th – 25th	Optimist Spring Championship. 165 Junior Dinghies
May 27 th - 29th	RS Feva National Championships. 120 Junior Dinghies
July 9 th – 14 th	Solo Class National Championship. 100 Dinghies
August 17 th – 19 th	J Cup - High profile Yachting Championship. 65 + Yachts
August 19 th – 23 rd	Torbay Royal Regatta. 100 + Yachts/Dinghies
September 23rd - 24th	RYA South West Junior Championships. 143 Dinghies
2018	Events and number/estimated number of boats
March 10 th – 11th	420 Spring Championship. 40 Youth Dinghies
April 2nd	Torbay Tornado Dinghy Regatta. 40 Adult Dinghies
June 15 th – 18th	SB20 National Championship. 30 Keelboats
June 23 rd – 24 th	RYA National Sailboat League. 15 Keelboats
June 30 th July 7th	Dragon Edinburgh Cup. 40 Keelboats
July 14 th – 15th	29er Grand Prix. 40 Youth Dinghies
July 27 th – 29th	Albacore National Championship. 40 Adult Dinghies
August 4 th -11th	2000 Class National Championship. 30 Adult Dinghies
August 25 th – 27th	Torbay Royal Regatta. 100 Yachts/Dinghies
August 25 th – 27th	29er South West Championship . 25 Youth Dinghies
August 25 th – 27th	VX1 National Championship. 10-15 Keelboats
September 1 st – 2nd	K1/K2 National Championship. 30 Keelboats
September 13 th – 16th	K6 and Viper National Championships. 30 Keelboats
November 17 th – 18th	Junior Autumn Regatta . 30 Junior Dinghies
2019	Events and number/estimated number of boats
June 22 nd – 28th	Squibb National Championship. 70 + Keelboats
July date to be confirmed	Laser Master Nationals. 100 Adult Dinghies
July 31 st – August 3rd	4000 Class Eurocup . 40 + Dinghies
August 10 th – 16 th tbc	Fireball National Championship . 80-100 Adult Dinghies
August 24 th -26th	Torbay Royal Regatta. 100 Yachts/Dinghies
August 24 th -26th	J70 National Championship. 50 + Keelboats
August 30 th – September 6th	J70 World Championship. 25 Keelboats

Where are we now?

3.3 Training Centre

The Royal Torbay Yacht Club is a Royal Yachting Association (RYA) recognised training centre, RYA OnBoard Centre and RYA Champion Club. The training centre offers:

- Power Boat Training. Offering one day Power Boat level 1 and 2 courses. Courses are arranged when required and are taught by our volunteer Instructors.
- Adult Dinghy Sailing Courses are delivered through Sam Sale-Parkes.
- Junior Dinghy Sailing Courses. Torbay Youth Sailing Trust (TYST) offers two day sailing courses. These courses are available to children between the ages of 8 to 16. Four two day courses are delivered during the session. These courses tend to be over subscribed. Fourteen Saturday morning training sessions are delivered during the summer session. These tend to attract in the region of 14 young people per session.
- RYA First Aid Courses.

In previous years the club has engaged with eight key local primary, secondary and special schools. In 2017 the club has delivered one sailing activity day for forty-three children from Ellacombe School.

Further sessions have not been delivered for other schools because the centre lacks volunteers who are available during school time. The centre also operates with high pupil to instructor ratios because the present fleet is more suited to sailors who have some experience in sailing, rather than the delivery of taster sessions. Taster sessions delivered in previous years to schools have not tended to attract new members.

Hire of club boats is available to members. In 2017 the revenue from the hire of craft was £325. Three years ago, this figure was over £1,000.

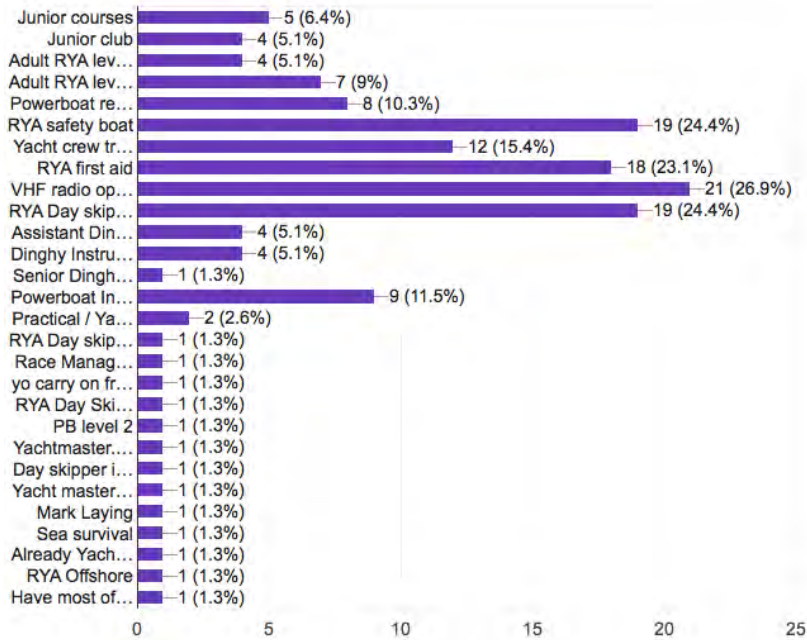
TYST has been successful - with three Sport England bids in the previous ten years funding the development of a junior sailing fleet that consists of:

- 6 Tera's
- 6 Qubas
- 2 Fevas
- 4.8m support boat

Below: 2017 RTYC membership survey results:

Would you be interested in starting or taking part in one or more of the following in 2018/2019?

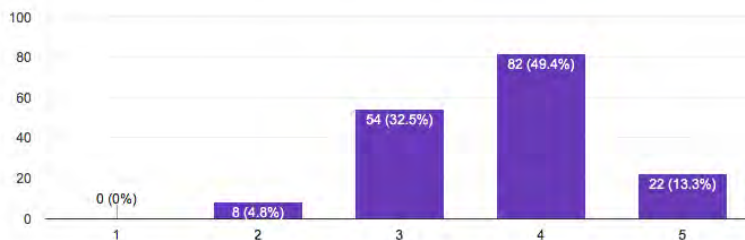
78 responses



3.4 Social activities – sailing

The club offers a range of social events run throughout the year. How would you rate the existing social offering that the club provides?

166 responses



RYA Research says:

- 59% of club members have taken a break in the sport for 18 months, or more, since starting out. If you can reach out to them and present, the right information and opportunities, then evidence suggests that they will return to the sport. Facilitating a 'soft landing' back into the sport is also key.
- Make the product offering more attractive to newcomers and returners (softer landing) to the sport.

Where are we now?

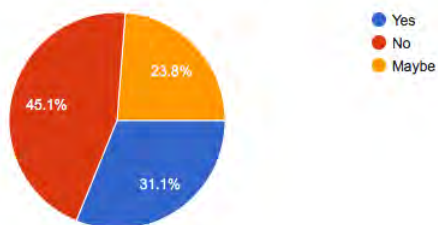
3.5 Club Racing

- RTYC offers racing from April through to New Year's Day. Taking place on Saturdays and Sundays.
- From mid-April to mid-September there is racing for every class on Wednesday evenings. It just gets too dark to race outside these dates. Fleet size averages 25 boats.
- The club has an extensive range of fleets from the IRC cruisers to our junior fleet of Fevas, 29ers, and now Teras and Quabas for the starter crews and between these there are Keelboats, Sportboats and our PY dinghy fleet.
- The Club owns a 34ft committee vessel; an ex- trawler that is well equipped to run racing in most weathers. Therefore, we normally race from windward starts and run courses of choice for the fleets.
- In addition to regular club sailing the club organises a number of special races and events during the year mainly for the cruiser racers. These include weekend races outside the Bay to the Yealm, Salcombe and Dartmouth in conjunction with the South Devon Combined Yacht Clubs

Below: 2017 membership survey results:

If you do not regularly take part in club racing would you be interested if there were introductory race nights e.g... dinghy hire and crewing opportunities

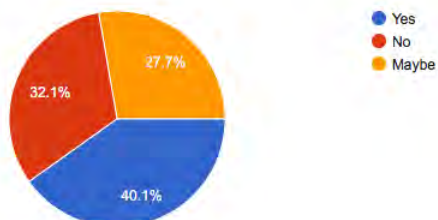
122 responses



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A Buddy system - linking less experienced sailors with more experienced sailors

137 responses



Where are we now?

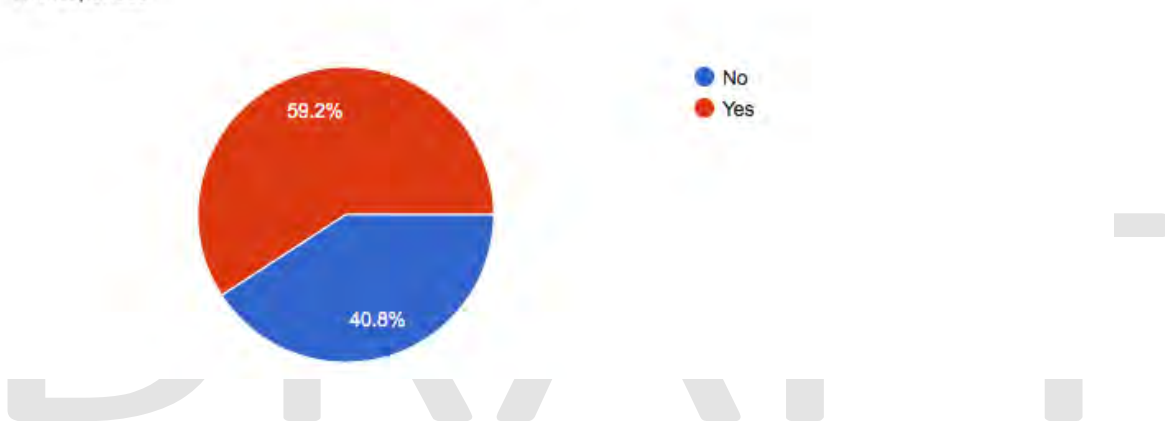
3.6 Volunteers

- Less availability of volunteers.
- It is becoming more difficult to recruit and retain volunteers especially for committee work and positions. This is a trend reflected nationally.
- There is a danger of volunteer fatigue, particularly around the delivery of large scale events.
- As with most sports clubs, the future success of the club is reliant on recruiting, training and retaining volunteers.

Below: 2017 membership survey results:

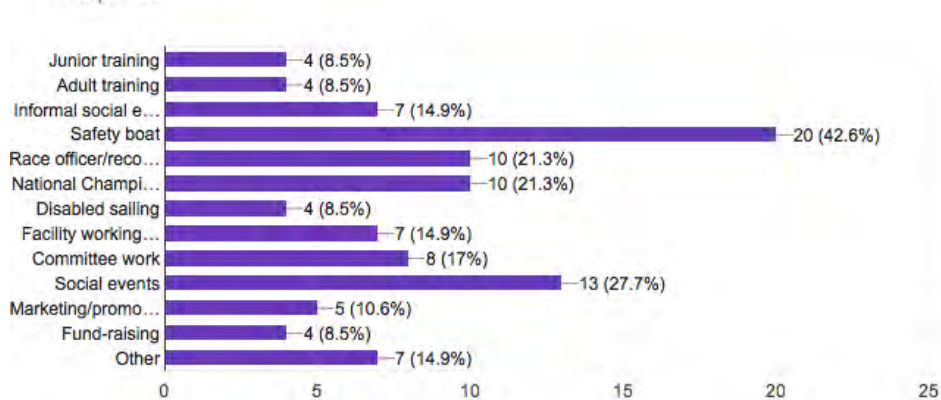
Do you volunteer at the club? Yes/No

174 responses



If no, would you be interested in volunteering in any of the capacities listed below?

47 responses



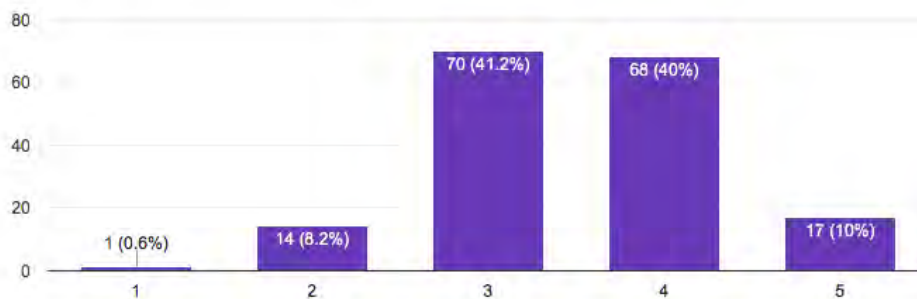
3.7 Facility

- The club owns the existing club house and freehold
- The existing facility will require considerable financial investment to maintain the building in a fit for purpose condition. Over the next five years the estimated cost will be £656,000
- The building has always required a considerable investment of volunteer time and money to maintain. The capital needed for upkeep and maintenance of such a large listed property has continued to challenge the clubs finances, and the property has fallen into disrepair.
- There may be an opportunity to develop a modern purpose built, low maintenance club house facility close to the water's edge on the harbour-side.

Below: 2017 membership survey results:

How do you rate the club-house physical facilities overall?

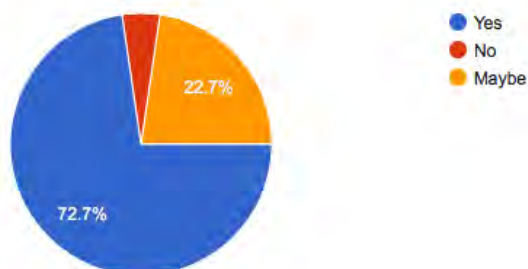
170 responses



Very dissatisfied = 1 and Very satisfied = 5

Would you feel happy if the club investigates opportunities to work with other community clubs/social clubs that...ost of the existing/or a new facility?

172 responses



Where are we now?

3.8 Finances

- The Management Committee has over recent years focused on regaining control of the clubs capital and operating costs with considerable success.
- The club has an annual income of approximately £143,000. In 2016 the bulk of this income came from membership and events.
- The core annual running costs for 2016 where £104,652. This resulted in a surplus in 2016 of £38,550.

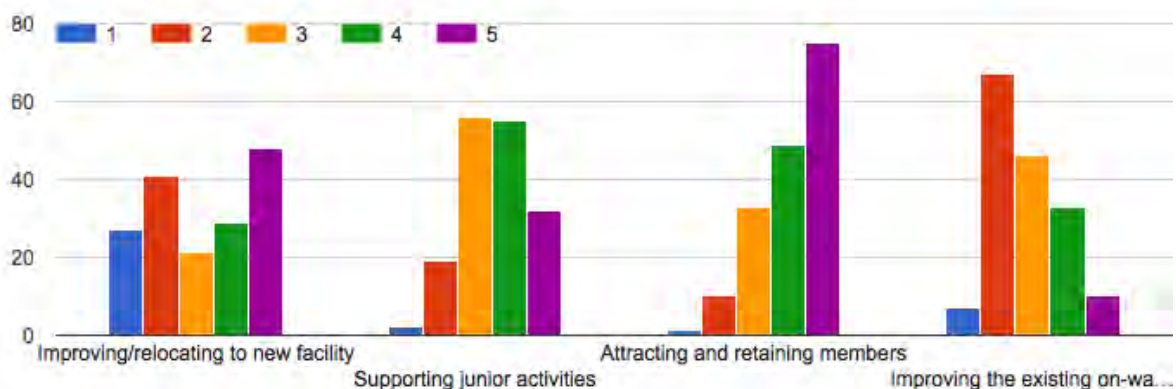
Where are we now?

3.9 Priorities

Question and responses from the 2017 Club membership Survey

In order of importance, what do you think the club development focus should be moving forward?

1 = lowest priority and 5 = highest priority



4. 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.

ROYAL TORBAY YACHT CLUB



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					

Appendices

A. RTYC - SWOT analysis

The following SWOT analysis was produced by consulting with the following club members and members of the RTYC sub-committee: Clive Scourfield; Adrian Peach; Pete Muskett; Bob Penfold; Joanna Poulton; Bill Butcher; Phil Rumbelow; Jackie Jobson Gillespie; Philip Meek; Caroline Aisher; Nigel Wollen and Paddy Bettesworth

Strengths

People

- Attitude of membership, enthusiasm for moving forward
- Volunteering and revenue opportunities generated from events
- Friendly club – good social calendar
- Experienced volunteers
- Combining of social and sailing elements of club

Sailing Area and Facilities

- Easy access to outstanding sailing area (protected/close to race course)
- Clubs long distinguished heritage
- Historic club house
- Heart of sailing 150 years in the bay
- More professional business approach in recent years
- Club generates a surplus
- Quality caterers
- Function room for events and social activities

Events and Training Centre

- Great pride the club has in securing and delivering major events
- Good club racing. April to December
- Success of Tiller Girls – opportunities for growth
- Torbay Youth Sailing Trust - Four junior courses (48 places in total) per year fill up
- Economic value of events to local community and Torbay
- RYA training Centre, OnBoard Centre and Champion Club

Weaknesses

People

- Declining membership, age profile of membership
- No follow-up when people leave club, why did they not re-join?
- Perception that membership does not provide value for money if non-racer or new to sailing
- Limited sailing membership offer outside of racing. 90% racing focused.
- Membership – too many types which is confusing
- Recruiting volunteers to help run the club
- Membership renewals in January – cannot pay by direct debit (reduction). No rolling subscription for long-term members
- Public perception of club – private drinking club
- Too many events – pressure on volunteers

- No clear plan and direction for club and committees
- Range of memberships – poor membership data base
- Lack volunteers across all age groups
- Outside perception that the club is elitist
- Junior membership declining
- Not knowing how many members are active
- Club cannot apply for funding to Sport England.

Sailing Area and Facilities

- Perception club has a ‘stuffy environment.’
- Disability access in facility
- Poor internal layout of facility
- Accounts: income vs expenditure, long term predictions – needs to be clearer
- Lack of harbour-side facilities
- Do not own foreshore
- Fabric of the building needs considerable investment
- Maintenance cost and volunteer time on existing facility
- Large building with lots of wasted/unused space
- Poor changing rooms
- New facility huge undertaking – worry that club could bite off more than it can chew
- If could not launch from harbour – could stop sailing
- Facilities hard to keep clean
- Lack of boat storage space
- Lack of car parking

Events and Training Centre

- Running too many events can affect club racing
- No clear product offering
- Little school activity delivered in 2017
- Building layout not junior or friendly
- Spaces for boat parking
- Detached from the harbour and water
- Have a sailing committee that is a racing committee?
- Racing boats struggle to find crews

Opportunities

People

- Making existing membership more active
- Widen membership appeal – not just racing and social
- People retiring to the area – attractive offer get out on water/active
- Fresh ideas from new commodore
- Targeting new members – segments
- Membership buddy system
- Class Captains – champion products (clear job description including support)
- Is membership articles of association fit for purpose? Change so that club can apply for funding and is more inclusive (Heritage does not mean not willing to adapt/change with the times)
- Partnerships with other clubs

- Continued membership offers through local waterfront businesses (they promote membership and courses)
- Cross fertilisation with memberships get rowers sailing (poaching opportunity both ways)
- Marine/MDL develop new relationship
- Other clubs using the facility – paddle boarding, canoeing, sea cadets
- Engage a membership secretary
- Club pro – support activities for members and commercial activities
- Linking with existing groups tennis – Rugby club
- Professionalise office and watersports commercial delivery
- Attract existing segments in preformed groups – Probus/Rotary using facility – selling them memberships
- Reengage with marina – opportunities
- Capitalise on further membership benefits
- Develop a strategy moving forward

Sailing Area and Facilities

- Create new facility that embraces the waterfront
- Been on harbour – tap into harbour side community
- Relocation would attract other user groups
- Have people with enthusiasm and skills to move
- Commercial opportunities through hiring existing or new facility for events
- Opportunities to make financial case (amount RTYC brings to community) to show council/harbour master?

Events and Training Centre

- More fun opportunities to get afloat for juniors and adults
- Engage junior parents in volunteering
- Work with key local schools and colleges
- Make use of Beacon Cove
- Opportunities for revenue generation through facility and on water activities
- Development of training centre activities, Tiller Girls, juniors, disability, commercial opportunities
- Purchase suitable very stable dinghies/keel boats for training centre
- Funding bid for larger dinghies in partnership
- Focus on developing a fleet- dinghy and/or keelboat
- Introducing decent membership software
- Revenue opportunities that are not volunteer dependant

Threats

People

- Ageing membership and volunteers
- Diminishing availability of volunteers and the time they can spare
- Events can interfere with club activities, volunteer time spent on this rather than club membership activities
- Pressure to volunteer
- Lower numbers of juniors mean lower numbers of parent volunteers
- Aging membership
- People not prepared to take on volunteer club management roles
- Lack of members 20 – 45 years

Sailing Area and Facilities

- Members not appreciating the serious issues effective the upkeep of the facility
- Road outside club house (safety access to water during junior events)
- Repairs to building are just applying a sticking plaster – need to bite the bullet
- Cost of refurbishment or move
- Public perception of brand – Royal and Yacht
- During events competitor spend money at other establishments – cafes
- Need to be realistic in ambitions, realistic steps in moving forward
- Move to small building could cause friction between sailing and social members

Events and Training Centre

- New and existing commercial and club offering
- Cost of beer in the bar (visiting events)
- Change of political will in council

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