



DELL QUAY SAILING CLUB

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ANNUAL GENERAL MEETING – 27 NOVEMBER 2016

Dell Quay Sailing Club

**Strategic Plan for
2016-2021**

Developed 2016



Contents

PART 1: Strategic Goals and Objectives	3
Background	3
Vision.....	4
Mission.....	4
Values.....	4
Current context across the Club	5
Strategic Themes.....	6
Objectives and Priorities This Year	7

PART 2: Delivery Plans, Supporting Actions and Budget....WILL BE COMPLETED BY GC AFTER AGM
2016



PART 1: Strategic Goals and Objectives

Background

DQSC is now 91, quite an achievement for any organisation and something to be really proud of. This makes it a good time to think about what our club is about, what our dreams and goals are for the next few years, and how we can go about making them a reality.

For many years an unincorporated association, we have recently (2014) become a company limited by guarantee. Our company Board is the General Committee, consisting of 5 Flag Officers (Commodore, Vice Commodore and three Rear Commodores), Company Secretary and a number of lay members. All General Committee members are Directors of the company. Supporting the Board there are Committees for Sailing (dinghy sailing primarily), Cruising, and House, each led by a Rear Commodore.

Despite our change in legal status, DQSC remains a 'by the members for the members club'. We have no direct employees and volunteer members run all aspects of the club.

DQSC serves a wide range of sailors, with a wide variety of boats and interests on the water. This is consistent with our objects, which are repeated here below.

As detailed in the Articles of Association, the Club is established for the following purposes:

- to acquire and take over all or any part of the assets and liabilities of the present unincorporated body known as DELL QUAY SAILING CLUB;
- to promote the spirit of comradeship and the furtherance for recreational purposes of all forms of small boat sailing and the use for recreational purposes of power craft;
- to be primarily interested in its activities at Dell Quay and in Chichester Harbour;
- to establish, purchase, and maintain premises for the use of Members and the storage of their boating gear;
- to promote and to hold either alone or jointly with any other federation, association, club or persons, regattas and sailing matches and events of a like nature;
- to provide social and other facilities for Members as may be from time to time determined.

These objects are important to the club ethos and have changed little since the start of the Club in 1925. Particularly important is the 'spirit of comradeship'.



DELL QUAY SAILING CLUB

As DQSC enters its 10th decade, the demand for our unique combination of culture, facilities and activities appears strong. Compared to many clubs in Chichester Harbour, we seem to have fared well during the recession that began in 2008.

This strategy comes at an interesting time for the Club. We have invested heavily in infrastructure over the past 5 years and our facilities are in good shape. In particular, we have recently completed the construction of a new balcony and pontoon, which have significantly enhanced the Club and will be an asset to dinghy and cruiser sailors alike for years to come.

We need now to return our attention to sailing and other water borne activities that are at the heart of the on-going viability of the Club developing and improving the offering for our members; this will be the primary focus of this strategy. That said, we will continue to invest in maintenance and improvement in specific areas as the need arises to provide the best environment we can for our members; in particular, the condition of the Black Shed is of concern and is likely to need replacement in the timeframe of this strategy.

We will continue to face challenges in gaining new members, but for those we do attract we must be able to meet their needs particularly as the dinghy park and Junior Week become oversubscribed. We also have the continuing challenge of ensuring that our leases for the club and the dinghy park continue to be renewed.

Vision

We believe everyone who wants to should be able to access water sports for fun, developing new skills as part of maximising their human potential, and engendering a lifelong love of the sport.

Mission

Our mission at DQSC is to provide safe, friendly, affordable access to the sport of sailing and other water borne sports for all abilities and ages. We strive to create a community of members working for members to enable us all to enjoy our sport.

Values

Friendship is an essential element of our Club

- We welcome new members to our Club
- We celebrate the company of one another at and away from the Club
- We take pride in all our members achievements

Mutual **Respect** forms the basis of our sport

- We respect those who officiate our events and accept their decisions



DELL QUAY SAILING CLUB

- We value our volunteers and those who run our Club

Enjoyment is the reason we participate in our sport of sailing

- We encourage members to enjoy all their sailing activity and experiences
- We help our members develop their sailing skills
- We safeguard our young sailors

We **Support** each other in creating our Club as part of a sailing community

- We uphold the sailing tradition of camaraderie
- We offer our time and skills to support both on the water and off the water activity
- We celebrate the diversity of the sailing community

We take **Pride** in our Club and its surroundings

- We work with each other to maintain and improve the facilities we all enjoy
- We take personal responsibility to maintain those parts of the club and it's facilities where we are required to do so
- We work with the rest of the Chichester Harbour community to protect its beauty and suitability for sailing

Current context across the Club

Membership

Overall membership is strong and for dinghy sailing, the limiting factor at the moment is dinghy space. The number of free cruiser moorings began the year high, but has decreased as the season has gone on; we will continue to monitor the situation and may look to increase cruiser membership.

Members' sailing habits

The comments below summarise the outcome of a members' survey conducted in June 2016:

1. Yacht cruising is as popular as dinghy racing and dinghy cruising
2. Pottering is twice as popular as any other sailing activity
3. We sail rather than train
4. Summer weekends are the most popular by far with summer weekdays more popular than winter weekends.

When it came to activities that members may like to do at the club, the results were less clear, although interestingly the two most desired activities were dinghy cruising and kayaking. Dinghy racing is important for those who take part, but was not particularly something that members who do not currently race wish to take up, nor were members looking to do significant amounts of training.



DELL QUAY SAILING CLUB

Members were also given the opportunity to provide ideas and thoughts on how to improve the way the club works. These have been provided to each of the key committees to discuss and take forward as they see fit over the period of this strategy.

Implications for our strategy

The biggest implication for the strategy is that we are lucky to have members who enjoy a wide range of activities and would like a wider range still (e.g. kayaking). This is a great opportunity to diversify into other areas of water borne sports. It is aligned to our core competencies and offers a source of competitive advantage over other clubs in the Harbour.

Strategic Themes

The input received has seen three key themes emerge that bind the strategy together:

1. First and foremost, being on the water

The objects of the club are clear, as are our mission and purpose: first and foremost we are about enjoying water borne activities and we must provide the right opportunities and support to allow our members to maximize their time on the water with the minimum of effort, whether racing, cruising or pottering. This theme is also core to delivering on our commitments to CDC and Sport England that secured the investment funding we enjoyed in 2015/16 and 16/17.

2. For members, run by members: Sharing the load

We will remain a club that is for the members, run by the members. We will stand by that principle in all areas of club activity. To deliver on the desires of the membership (such as those expressed in the 2016 survey) and to continue to grow and develop our club, it is vital that we spread the load of running the club, and the load of delivering brilliant on the water and off the water events week in week out. This means developing our members to make sure we have capacity to run all our events throughout the year and that the roles we ask people to undertake are not too onerous and to value all roles equally. A part of delivering on this theme will be our RYA training school. It is also about being realistic about what we can provide, ensuring that development is sustainable and not to over extend, to the detriment of the club.



3. Build our Club community

It is important that we create additional opportunities outside the 'normal' club dinghy racing times for members to spend time together, both across activities and across age groups.

Model boat racing, started in 2016, has breathed life into Wednesdays at DQSC and we must embed this as well as looking for other opportunities for our members to come together and support each other, whether that is on the water or off it. One example will be our 'Friday on the Quay' initiative.

Objectives and Priorities for 2017

Objective 1:

Support four new activities for members designed to get more people on the water: Model yachting; Blokes on Boats; canoeing/kayaking and paddle boarding

- Aligned with strategic theme of getting more people on the water
- Aligned with 'building our Club community'
- Aligned with the popularity of 'pottering' in boats

Objective 2:

Put in place a plan that will ensure sufficient properly trained personnel are available in the membership to run all our planned on and off the water activities.

Objective 3:

Develop a social programme that is more focused on adult members

- Aligned with building our Club community

Objective 4:

Refresh the club governance to ensure that all committee spaces are filled with contributing members, that each of the roles we ask members to undertake is manageable and that the roles of each committee and how they interact are clear. This will spread the load more and allow more focus on delivery of this strategy

- Aligned with strategic theme of getting more people on the water
- Aligned with 'By the Members, for the Members'
- Aligned with Building our community



DELL QUAY SAILING CLUB

Objective 5:

Start regular opportunities for members to meet and be in and around the club, supporting each other in whatever activities they are there for: 'The Fridays on the Quay' will run throughout the year and will encompass many activities including club/club boat maintenance, Fun Fridays, BOB/WOW events, training opportunities, preparing for weekend activities and members will be encouraged to plan maintenance on their own boats for the same time. The aim is to get members to think about coming down to the Club on Friday to go for a sail or 'do that job' and be more likely to meet other like minded members there.

- Aligned with Building our Community

Objective 6:

Ensure the financial stability and investment plan describes our position on reserves and capital investment over the period of this strategy.

Objective 7

To deliver requirements needed to complete the previous Building for the Future (2011 - 2016) strategy, CDC funding monies and requirements of the Sport England grant.

END