

Dell Quay Sailing Club

**Strategy for
2022-2027**

Developed 2022

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PART 1: Strategic Goals and Objectives

Background

DQSC is 97 and will celebrate its 100th anniversary in 2025. This strategy looks forward to and past that date but uses that significant milestone to consider what sort of Club we want to celebrate in 2025 and what actions we need to take to get there.

DQSC is 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.

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

- 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'.

As DQSC looks forward to its 100th year, the demand for our unique combination of culture, facilities and activities appears strong. Along with many clubs in Chichester Harbour, we have fared better than originally expected since the start of the Covid-19 pandemic. Indeed, travel restrictions seem to have brought many people back to activities in the UK and the Harbour is busy with all sorts of water sports. As the country and the Club emerge from the pandemic in the years to come, this is important for us: we believe that the waters at Dell Quay are one of, if not the, best places to learn to sail in the harbour, a great place for a range of other water sports, and without doubt one of the best views. We are also the closest Club to Chichester city

centre with excellent cycling access and reasonable access by bus (the nearest stop being at the top of Dell Quay Lane).

This 2022-27 strategy will help us build on the platform that the last strategy has given us (assessment of our performance is at Appendix 1). In particular, we have seen the popularity of the Club's rowing boat and members own SUPs and kayaks grow considerably, confirming our view that members want to enjoy a wider range of water sports; we need to continue to support this move.

Whilst we will keep our focus on the water and offering a wide range of opportunities to enjoy the environs and social occasions, the pandemic has brought a chance to reflect on DQSC's place in the harbour and the wider community and has brought issues of the environment and the diversity of our membership into sharper relief.

This strategy will address these issues: we aim to be a Club relevant to our surroundings and our community, affordable, friendly, playing to our strengths to give a great experience for all our members.

Vision

At DQSC, 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. We strive to be relevant to the whole community, creating an environment that enables everyone to enjoy our sport.

Values

Friendship is an essential element of our Club

- We welcome everyone 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 and our Club

- We respect those who officiate our events and accept their decisions
- We respect the rules of our sport and of our Club

- We respect the commitment to volunteer

Enjoyment is the reason we participate in water sports

- We encourage members to enjoy all their activity and experiences on the water
- We help our members develop their skills, and training is a key part of this
- We safeguard our members

We **Support** each other in creating our Club as part of the wider community

- We uphold the tradition of camaraderie in sports clubs
- 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 recognise the increasingly diverse community in which we are situated, and we strive to be relevant and welcoming to all

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

- We take personal responsibility and work with each other to maintain and improve the facilities we all enjoy
- We work with the rest of the Chichester Harbour community to protect its beauty and sustainability

Current context across the Club in 2022

Membership

Overall membership is strong, with numbers at their highest since 2018. For dinghy sailing, the limiting factor remains dinghy space. All club cruiser moorings are also taken, a situation common with the rest of the harbour.

What do our Members' think and want from the Club?

The comments below summarise the outcome of a members' survey conducted in March 2022. Between 70 and 80 people completed the survey. Assuming that most will have been one person per membership, this equates to around 20% of memberships, or 10-15% of members; a reasonable return.

Participation in on the water activities

- Dinghy sailing the most popular, yacht sailing not far behind
- Paddlesports really strong
- Openwater swimming and motorboating also popular

What will members be trying in the near future:

- Rowing is the sport most will be trying, with other 'non-competitive' activities also featuring

What club activities are they doing:

- Most who replied race, but those who don't participate in club activities are the next biggest group
- Popularity of rowing and Fun Fridays also clear

Comments:

- Quite balanced
- Appetite for more organised events across all paddlesports
- Some simple ideas (e.g. QR codes in club) that can be implemented quickly

Implications for the strategy:

- Ensure that offer continues to be diverse across, for example, ability and range of scheduled activities such as racing and non-racing.
- Expand planned events for paddlesports
- Look to work on improving the offer for:
 - Model yachting
 - Dinghy cruising
 - Yacht cruising
- Pressure on volunteering will increase: it is likely we will need more tracking and to ensure those qualified do qualified roles.

Training

- 57% of respondents had done PB courses (aligned with our needs for running racing)
- Comments show possible interest in additional training across a wide range of activities

Implications for the strategy:

- We may need to develop a specific sub-strategy for training as a whole to look again at operating model and offer

Social

- Good spread of interest across all events
- Satisfaction good, so doing something right!

Galley:

- Comments show some clear opportunities for breadth of offer and opening hours
- Number of Galley Supervisors an issue

Bar:

- Opening frequency, hours and offer all clearly issues we need to address

Implications for the strategy:

- 'Events' part of social looks strong, should keep doing what we're doing
- Clearly a need and opportunity to look at the 'regular' offers of bar and galley. We will look at things such as:
 - Extension of operating hours
 - General house duty vs dedicated bar

Facilities

- Overall, members want more and better, but 76% positive for 'overall' shows most have balanced view
- Responses re changing rooms and toilets show right focus for improvements
- May be an issue with the kayak racking – worth contacting those members with kayaks to explore more
- Moorings result may have been influenced by this year's pricing error
- Feedback well aligned with satisfaction scores

Implications for strategy:

- Shows that balance of VFM/cost of membership with investment in facilities will continue to be crucial, as will communicating that balance

Communications

- Website most popular way of getting information
- Web and e-news make up about half of votes cast
- WhatsApp very highly used
- Other social media very low usage
- Only 9% want hard copy QN
- Feedback fairly balanced, but
 - tends towards more regular emails in future
 - Many comments on the need to improve the website

Implications for the strategy:

- Website rebuild essential
- More to be done on embedding SCM
- More structure to most communications required
- Comms cannot be by WhatsApp alone, we need to cater for those who don't use it

- Try to recruit a strategic comms lead from the membership to take this on, thinking about both how we:
 - communicate with/market to existing members and
 - how we communicate with/market to potential future members
- Consider whether a contracted media company for the web and social media would be a good investment

Being a Member

- Overall positive
- Comments indicate some opportunities for better induction
- Of those not already on a committee, 1/3 said yes or maybe
- For non-committee roles, 53% said yes or maybe
- Concerned by comment that a member has been told “if you just want to row, join a rowing club”: not aligned with our strategy
- Comment on considering financial aspects of EDI is important

Implications for the strategy:

- Website rebuild required
- Need better comms of our strategic aim to widen membership to those who just want to participate in paddlesports
- Highlights need to replace Membership Secretary to support induction [**COMPLETE** – *Nikki Buchanan has returned to the role*]
- Need to follow up with the individuals who said yes/maybe to roles

ED&I

- Of those who responded and did not select ‘prefer not to say’:
- 67% male
- 100% same gender as at birth
- 76% married
- 97% heterosexual
- 89% over 45
- 54% Christian, 40% no religion, 5% ‘other’, 0% other religions listed
- 100% white

Implications for strategy:

- Not reflective of current or future national or, more importantly, local demographic

- Implies need to consider how and where we market the Club
- Financial inclusivity is important: fees structure project needed to consider affordability, joining fees etc.

Strategic Themes

We will focus on 5 strategic themes in this period:

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 in sailing vessels, or in or on any other type of vessel.

2. For members, run by members: everyone involved

We will remain a club that is for the members, run by the members and we take pride in and celebrate our volunteering ethos. We will stand by that principle in all areas of club activity. To deliver on the desires of the membership and to continue to grow and develop our club, it is vital that we focus on our volunteering ethos to deliver brilliant on the water and off the water events week in, week out. This means developing the skills of our members to make sure we have capacity to run all our events throughout the year, ensuring that the roles we ask people to undertake are not too onerous, and that we value all roles equally. A key part of delivering on this theme will be our RYA Training Centre but we will look at training in the round, delivered inside and outside the Training Centre. 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

We will have a focus on Equality, Diversity and Inclusion and create a separate strategy to address this important subject across all aspects from protected characteristics, to affordability, to bullying. We have done some good work supporting children at Junior Week with learning difficulties and we need to build on this. We need to remember we're at the start of a journey and be ambitious but not over promise.

It is important that we create additional opportunities outside the club event times for members to spend time together, both across activities and across age groups to help all members feel part of the same Club.

We will continue to support model boat racing and Fridays on The Quay, 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.

We will look to build new links with other groups and organisations in our community, expanding

our reach and community impact.

4. Protect Our Environment

We are lucky to be situated in an Area of Outstanding Natural Beauty. To keep the harbour sustainable for water sports we will:

- Engage with other Clubs, the Federation, the Conservancy and others to deliver environmental improvements
- Support projects that are focused on understanding our environment so we can focus on the right actions for improvement
- Look for the environmental/sustainability benefit in all our in-house projects
- Capture our plans in our own environmental strategy and support our Environmental Group to lead on delivery

5. Protect and Develop our Club Assets

We will save for the long-term replacements that we know we will need. We will refresh our plans against the previous building survey and also make investments in our assets that improve facilities for our members and the GC consider to be value for money. In making these investments we will always look to improve our environmental performance, planning for a 'net zero' future for DQSC and making progress towards that over the term of this strategy.

The key building project for this period will be works to the ground floor of the Clubroom that will:

- Be designed to improve our ED&I
- Make better use of the available space
- Resolve the long-standing question of the size and placement of the bar
- Be funded in the main by grants

Our assets also include all of our IT systems. In this period we will develop all of our systems, maximising the potential for both existing and future members.

Risks and Opportunities

SWOT Analysis

Strengths	Weaknesses
Location: easy access to Chichester city centre	Tidal waters restrict access
Beautiful surroundings and views	Dinghy park capacity and poor maintenance by berth holders
People friendly	
Safe waters	

<p>Excellent value</p> <p>Volunteering ethos</p> <p>Junior week</p> <p>Social events</p> <p>Subsidised training at high quality RYA Training Centre</p> <p>DI pathway</p> <p>Good facilities</p> <p>diversified activities (water and shore based, e.g. rowing Strong class and handicap sailing fleets)</p> <p>8 decades of ages supported</p> <p>Part of the DofE scheme</p>	<p>Reliance on a small core of volunteers for most of maintenance and committee work</p> <p>Club boat maintenance</p> <p>Parking (due to pub popularity)</p> <p>Irregular hours due tidal waters</p> <p>Draft limitation for cruisers</p> <p>Don't own most buildings</p>
<p>Opportunities</p> <p>100th year in 2025</p> <p>Improving Equality, Diversity and Inclusion</p> <p>Expanded local community links</p> <p>Covid legacy: 'refresher training'</p> <p>Refresh offer for Club boats (and advertise)</p> <p>Update of web content and tone</p> <p>Buddy system for new members</p> <p>Permanent race committee launch</p> <p>Junior pathway visibility and promotion</p> <p>Broaden training offering (RYA/non-RYA)</p> <p>Merchandising</p>	<p>Threats</p> <p>Succession planning</p> <p>A car park could increase time to access club</p> <p>Covid legacy: impact on volunteering/re-engagement with the Club</p> <p>Covid legacy: reduced numbers at social events</p> <p>Numbers of members trained for certain duties</p> <p>Potential for lease holders not to renew</p> <p>Building replacements</p> <p>New H&S rules make duties overly complex and members start to avoid</p> <p>History of making do and getting by; frugal history could be a threat to future development</p>

Attract water sport enthusiasts not just sailors	Ageing committee members
Improve access to bar/galley for 'out of event' activities	

Risk Register

Risks Identified	Controls in place/planned	Who is responsible
Because the boat park is full, potential new members who may be more likely to participate in on the water events, cannot get storage and sailing activities suffer	<i>Tactical controls only.</i> No strategic solution. Attracting members who need less storage (rowing, SUPs, kayaks) will help	Digital Services Sec.
Because of a lack of succession planning for key posts, retirements and resignations leave the Club unable to function effectively for a time	<i>No controls in place;</i> more work to be done	Commodore