



TANKERTON BAY SAILING CLUB DEVELOPMENT PLAN 2020 - 2025

Issued – January 2020

VISION:

Tankerton Bay Sailing Club (TBSC) to be the sailing club of choice in North Kent for people of all ages and abilities with an interest in the sport of dinghy and catamaran sailing. The Club encourages family participation and offers opportunities to those interested in social sailing and racing, as well as anyone who wants to develop their sailing skills or to just 'have a go' in a safe and friendly environment.

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1. Aims and Objectives:

The key aims of the club are to:

- Promote sailing and sailing related pursuits
- Serve as a valuable and valued local amenity for present and future generations
- Grow and retain a balanced demographic of membership
- Grow participation in social sailing, club racing and broader social activities
- Encourage involvement in activities that support the Club's objectives
- Retain Royal Yachting Association (RYA) accredited Training Centre (the Centre) status

The aim of the Training Centre is to ensure the long-term future of TBSC by providing a safe environment and quality service where individuals and groups of all ages and can:

- Learn to sail dinghies and catamarans in inshore tidal waters
- Improve their current level of sailing skills and seamanship
- Participate in recreational sailing
- Learn to race competitively
- Learn to safely use power boats to provide racing support and training cover

The Club and the Training Centre also aim to create a positive environment which encourages young people to engage in teamwork which in turn will ensure those involved become:

- More socially interactive
- More self-confident and self-reliant
- More aware of their responsibilities as members of society
- Members interested and involved in shaping the Club's future while preserving its core values
- More focused on the health and wellbeing of themselves and others

2. Where are we now?

Formed by a small group of keen local sailors in 1962 the Clubs membership and use has increased significantly with the successful deployment of the 2014 to 2019 development plan. This had core aims of achieving RYA accredited Training Centre status and increasing the number of young people and families sailing. Income generated from the recent year on year increase in memberships, social activities and bar takings covers day-to-day running costs and expenses as well as planned club improvement activities. The Club remains financially solvent. Ian Smith – Commodore from 2014 to 2018 led this change with Ian Mills taking over in 2018 to further embed the plan and future proof the club to maintain its stature as the Sailing Club of choice on the North Kent coast.

Club racing continues to be popular with established members and numbers competing having increased significantly over the past 2 to 3 years across all classes and age groups with a good balance between Cat and Mono Sailors. Over the past years we have further enhanced the traditional racing offering with more social sailing activities ranging from beginner to intermediate sailing workshops, free sailing days, and Thursday and Saturday cruises. Alongside this we have strengthened the social activity offering so that the club is being used more often thus achieving our desire in increase participation in all activities that are sailing club related.

2016 saw the Club achieve RYA accredited Training Centre. In 2019 we now see this as embedded with a range of course offerings catering for over 80 training spaces managed on behalf of the Committee by an appointed Training Principal and delivered largely through our 'in-house' training partners *NorthShore*, who support RYA qualified, dinghy, catamaran and power boat Instructors. This has led to a heightened interest in sailing from those taking the courses with a subsequent increase in membership. This training is seen as key to retaining a balanced age profile within the club and includes the development of a structured pathway linking training to racing.

The club has forged powerful links with the Queen Elizabeth secondary school following the untimely death of Alex Holliday in 2017. Alex was a student at the school and an active member of the club. In recognition of this, and in conjunction with his family, we formed the Alex Holliday Trust which currently enables one pupil from the school to enter a scholarship at the club each year. The chosen cadet gets full honorary membership for the year, training to RYA Youth Stage 1, full use of the club boats and equipment, entry into Bart's Bash and support throughout the season. We will continue to review how we can involve further pupils and staff from the QE School and others nearby.

The Club has a long tradition of developing some very able sailors and the continuation of the RYA Training Centre is central to the long-term success of the club. The Club has also upgraded its boat fleet over the last 2 to 3 years, now offering around 10 well managed club boats ranging from an RS Catamaran (obtained with support funding), three fusions, three picos and several other boats. With the introduction of more varied memberships options, including Club Boat membership alongside other planned and managed improvements we have seen an increase in the use of these assets being utilized on a more regular and formal basis to benefit the community in which it operates: these include not only the clubhouse, boats, launching ramp and foreshore but also the skills, qualifications and experience of its members.

In 2018 the club took part in the RYAs Members Satisfaction Survey. 51 members (48% of club membership) took part and the club overall satisfaction index score was 89.1%, putting the club in the top quartile of those who took part. This is testament to the great work put in by the committee, members and volunteers over the past few years with high scoring areas being our welcoming atmosphere,

memberships support and approachability. The areas that scored lowest were around communication, social activities, Saturday sailing and club house, bar and catering facilities. These are areas we will have already started to improve and will focus on further in this 5-year plan.

Located a mile East of Whitstable on the North Kent Coast, the Club genuinely enjoy a unique position with views west to the Isle of Sheppey and East to Herne Bay and beyond and is within easy access of Canterbury and surrounding areas. The Club continues to strengthen a more structured marketing approach to actively encourage new membership and our experience over the last 5 years clearly reinforces our belief that we can achieve our desire to maintain a healthy diverse membership and participation base to a level that will ensure the long-term future of this valued local amenity.

3. What would we like to do?

We would like to:

- Maintain the membership of the Club at between 200 and 250 people that specifically participate in racing, recreational sailing, social and other club activities
- Increase numbers of young people and families participating in sailing through a varied sailing and social programme and forward-thinking membership opportunities
- Increase the numbers of Senior SI, Dinghy DI and Assistant AI Instructors
- Retain the accredited RYA Training Centre status for dinghy and catamaran and power boat training and safeguard its future by succession planning
- Enhance and extend the training and experiential sailing we offer for the broader benefit of the Clubs membership and local environment
- Preserve and improve the clubhouse structure, equipment and facilities to enable the club to thrive and encourage members to want to spend more of their time there

4. What does the Training Centre Offer?

The Centre offers:

- Introduction and beginners and improvers sailing courses (to RYA Youth Stage 4 and Adult Level 3 and advanced modules 'seamanship' and day sailing ') (on monos and multi hull)
- In house race training as long as we don't claim it as RYA
- Powerboat training up to Safety Boat.

We currently have two Senior Dinghy Instructors, one assistant instructor and four Power Boat Instructors, and several RYA qualified safety boat helms. Income derived from training is reinvested to ensure the continued development of the Centre, Northshore and volunteers. The continuation of our training facilities is managed so as not to be distracted into a purely commercial venture. It will remain true to the overall family orientated and informal nature of the Club, but at the same time ensure that growth is progressive and safety standards are not compromised.

We will seek to utilize income from training, grants and sponsorship where possible to develop the Centre and facilities, but it will inevitably require Club support. The Centre equipment will be owned by the Club and will be available to all club members in line with the Club's constitution.

5. Sailing Equipment:

The Club and its Training Centre will continue to manage, maintain and use the Club's current equipment (including one RS 16 catamaran, 3 Fusions, 3 Pico's among the club boats) for training, club boat membership and general membership hire so that members can experience a wide range of sailing experiences. Our intention is to periodically review the club boats and ensure these are traded in and out to retain an appropriate fleet for use to suit our membership.

To continue to ensure the safety of trainees and our members we obtained a third patrol boat. With three PBs we now have a good balance across sailing and training support but will continue to review their appropriateness as the membership develops.

6. Encouraging our younger members:

We will continue to deliver a range of ‘have a go’ sessions at various points in the sailing season - March to November typically - encouraging the whole family to participate. Existing members and participants who want to attend future ‘taster’ days will be encouraged to bring one or more friends. As an RYA accredited Centre we deliver the RYA Youth Sailing Scheme (stages 1 to 4)

To maintain cadet numbers, we will need to develop a more focused marketing plan (under consideration but to be properly formulated) to encourage people new to sailing or to the Club to find out about the Club and what we offer. The plan will include information for schools, scouts, guides and other youth organizations in order to encourage more young people to get involved in a variety of ways, perhaps including ‘days out’ and youth focused activities as well as increasing the number of cadets attending the club each week.

Costs will continue to be kept competitive and we will continue to deliver some activities during school holidays as well as offering cadets a route to work towards becoming qualified RYA assistant instructors

7. Encouraging our less young members:

For our less young members who are new to or perhaps returning to sailing, or just starting out, we will continue to implement a range of social sailing opportunities around a structured sailing agenda to build their confidence, improve basic skills, and introduce them to racing in a controlled and relaxed manner

As people grow in confidence and where needed we will establish a mentor/buddy arrangement to provide coaching and support to ensure we continue to improve their skills through, for example, race training and boat tuning, and thereby sustain their interest and participation.

For newer members we will consider the introduction of a ‘rookie rep’ to encourage new members and less good sailors to come along to sailing and the events we organize for our membership

8. Our timeline:

Activity	2020	2021	2022	2023	2024
Create RYA Training Centre 2030 succession plan	▶				
Establish formal youth and cadet infrastructure	▶				
Upgrade clubhouse, bar and galley	▶				
Upgrade existing and obtain new RIB	▶				

Maintain and Upgrade Club Boats & Equipment					
Create 2030 plan					

9. Conclusion:

Tankerton Bay Sailing Club boasts some of the best sailing water on the North Kent coast and unrivalled views over the Thames estuary and Kentish Flats to the Essex coast. The Club understands the value it brings to the local community and wishes to maintain its position with circa 200 to 250 members comprising a well-balanced membership from families and cadets, those new to sailing, improvers and experienced sailors that continually aspires to better represents the local communities. The current sailing, training and social programme provide a great platform for the club to continue to be successful, but we aim to build enthusiasm and structure beyond the current club and training leadership teams to future proof the ongoing success of the club into 2020's and '30's thereby encouraging participation in the sport and ultimately retaining a healthy membership portfolio in the Club.

With the balanced membership we wish to continue to see a structured portfolio of sailing across both the Cat and Mono that feeds fun and competitive fleets of between 15 and 30 boats racing and cruising on weekends from March through to November with continued participation in club activity in all areas and at every level.

The Club also recognises the social responsibility it has to help younger people to fill the gap between boredom and misbehavior as well as giving them valuable 'life' skills. The commitment by the Club and its volunteers will be invaluable and enriching for the individuals concerned. Young people achieving in sailing will build confidence, and self-esteem, and gain a better appreciation of the value of teamwork. It supports them to take responsibility for themselves and others, as well as their own and the Club's equipment, further developing their personal skills that will be useful in work and in later life. The club will aim to build on its relationship with the QE School to further encourage teachers, pupils and their families to experience sailing.

As the Club continues to embed a varied sailing, training and social programme that provides for recreational, educational and sporting activity it will more and more become a central focus for the local community. The family orientated nature of the Club we now have will build the vital self-support system to ensure the long-term sustainability of the Club and we will continue to see new supportive friendships formed and relationships develop between the more experienced sailors and those new to the sport as skills and experienced are shared.

10. Where are we now? Where do we want to be? How will we get there?

Where are we now?	Where do we want to be?	How will we get there?
We are an RYA training centre that offers formal dinghy, catamaran and Power Boat training by formally qualified instructors.	We want to be able to continue to provide RYA recognised training, have a go style sailing events and experience days throughout the next decade with a succession plan	By the end of 2021 we will have developed a detailed succession plan that safeguards the training centre into the 2030's

	<p>that safeguards the training centre into the 2030's.</p> <p>We want to have a complement of fully RYA Safety Boat trained members, and/or non-members, dedicated specifically to operating the Club safety boats on a regular basis. This would be in order to better support the ongoing club activities and to free the current trained Club members for other tasks.</p> <p>We want to be recognised as the training centre of choice on the North Kent coast</p>	<p>We will develop a complement of powerboat training people and we will encourage them to progress to Safety Boat status.</p> <p>We will provide PB2 (Power Boat Level 2) and Safety Boat Level training for both members and non-club members.</p> <p>We will continue to offer a broad annual training, have a go and experiential programme across dinghy, catamaran and power boat activities.</p>
<p>The Club has a small but healthy youth membership (under 18's) but limited formal youth section or support for them.</p>	<p>We want to increase the youth membership participation by 10% year on year.</p> <p>We want a youth section that feeds into the adult section and ultimately races competitively at club level.</p> <p>We would hope that the youth section might eventually compete locally (at other clubs) and ultimately nationally.</p>	<p>We will continue to deliver and develop the current 'Have a go' programme.</p> <p>We will expand our membership offerings to ensure younger members find it easier to transition from Cadets to Full membership.</p> <p>We will develop and implement a marketing plan to attract younger members.</p> <p>We will establish youth sailing sessions during school holidays.</p> <p>We will continue to develop sailing and social programmes that attract younger members</p> <p>We will further develop our relationship with QE2 School via the Alex Holliday Fund</p>
<p>Buoyant social side but we have a tired main clubhouse and limited catering that needs updating to offer better facilities including kitchen, social, bar and lounge areas.</p>	<p>We want to be able to offer a modern comfortable clubhouse that includes both bar and catering facilities to suit both our sailing and social membership</p>	<p>Create a 2-year plan to upgrade and refurbish our main clubhouse focusing on improved galley, bar, lounge and wet briefing/training areas. We have a core group of able and willing volunteers who set aside their free time outside the sailing season and the club needs to utilise this volunteer base to support this plan.</p>
<p>We have three patrol boats, however only 1 is fully suited to</p>	<p>We want to have three patrol boats that are suitable for use by a helm and crew in all the club's activities</p>	<p>Year 1 – Review the cockpit configuration of PB2 to allow better use of space for crew and general support</p>

<p>support both helm and crew that can enact a rescue</p>	<p>from racing, training, cruising and general patrolling</p>	<p>duties. Upgrade engine on PB3 to enhance reliability and suitability for boat 3 status Year 1/2 – obtain potential external support funding to replace PB3 Year 2/3 – replace PB 3 with larger more suitable 2nd PB and reduce current PB 2 to PB3 status.</p>
<p>We currently have a limited path for new members to follow in order to progress from novice to competent sailor, but this is dependent on a small group of volunteers.</p>	<p>We want people to move seamlessly through training and into further sailing activities, either social or racing, at a speed to suit the individual.</p>	<p>Within our programme we will build on the social sailing days, including cruising, relaxed improver and 'Introduction to Racing' sessions.</p> <p>We will introduce a mentoring/buddy system of experienced sailors paired with novices.</p> <p>Where necessary we will offer 1-2-1 sessions.</p> <p>We will ensure that people get to try different boats to enhance their skills and their experience.</p>
<p>We have a well-formed Sunday racing tradition with circa 25 to 30 boats competing in each series. Alongside this we have introduced a Saturday racing series, however this is less well attended.</p>	<p>We would like to be able to provide racing on days other than Sunday that attract similar boats to those we currently obtain on Sunday race days.</p> <p>We want people new to racing to enjoy the experience and form a competitive race scene at the club, subsequently to go on to race in local and national events.</p>	<p>We will continue to offer Saturday racing and look to enhance this offering year on year to other days during the week as the membership changes and grows.</p> <p>We will continue to offer 'cadet and novice race Series' that will be scored and awards presented.</p> <p>We will ensure that people are brought into the race environment in a manner that does not adversely affect their confidence – start by crewing, move to helming with an experienced crew.</p> <p>We will arrange for introduction to racing events and invite guest speakers to help teach the racing rules.</p>
<p>Membership retention is good and this needs to be maintained.</p>	<p>We want to see membership retained especially for the youth group where we want to see them progress to adult membership and stay with the Club.</p>	<p>Provide a diverse sailing and social programme and equipment base to retain interest and ensure continued development.</p> <p>Ensure people can progress to social sailing or racing and can participate on a competitive basis to maintain interest, enthusiasm and morale.</p>

<p>The Club is visible on the Internet, Facebook and Instagram, but could be better marketed and recognised in the local community and surrounding areas.</p>	<p>We want local people to know about and value the Club through developing community links and working in partnership with the community to improve the lives of the people around us.</p>	<p>In conjunction with local groups we will lead and investment in an external defibrillator at the club for the benefit of the local community and its visitors.</p> <p>Each year we will agree a nominated charity that the club will endorse and support through our Sale Against Slavery series</p> <p>We will establish a 'press liaison' role to connect with local press and other community groups.</p>
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11. SWOT Analysis:

This **Development Plan** aims out to provide a basic framework for the development of the Club over the next 3 to 5 years and a focus on maintaining participation in the Club and associated activities including social sailing, club racing and social events.

<p>Strengths</p> <ul style="list-style-type: none"> • Strong Committee and dependable core membership including members from 1960s when club started in a beach hut • Willing and enthusiastic instructors and volunteers • Encouraging, supportive, welcoming and family orientated • Premier location with 6hr+ hour sailing 'window' at most states of tide • Superb 30 mile+ views to Kentish Flats and Essex coast • Affordable fees • Close to hotels, shops, public houses and other local amenities • Own launching ramp • Direct access from promenade to shingle beach for launching • Formal RYA training Centre • Dedicated training team • Social sailing opportunities 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Ageing, expensive to maintain clubhouse and 'tired' facilities • No food 'offer' • Self-sufficient; wholly dependent on subscriptions, social activities and bar takings • No formal youth section • Weather and tide dependent • Disability access/provisions • Limited boat storage/parking
<p>Opportunities</p> <ul style="list-style-type: none"> • Better beginners and intermediate support framework • More varied social sailing opportunities • More varied membership options • More varied training and experiential opportunities • Potential rental income through clubhouse becoming an amenity for the local community • Partnerships with schools and local community and youth groups • Partnerships with other local organisations/charities • RYA training Centre provides a launchpad for others to become involved in training • Fantastic footfall past Club 	<p>Threats</p> <ul style="list-style-type: none"> • Retention of young people and trainees • Inability to provide enough skilled and enthusiastic volunteers • Overuse of current volunteers and key individuals • Lack of resource • Effect of recession of peoples' discretionary spend • Change from boat ownership to pay and play society • Other more modern opportunities for youth and families • The need for parental/guardian oversight for under 18's

12. Membership Survey 2018

Key comment areas for improvement

- Winch for Slipway
- Improved access to clubhouse
- Saturday sailing
- Better communication
- Longer and more varied opening hours
- Improved social offering
- Improve Internal clubroom, bar and galley facilities
- Replace shutters
- Better Parking

- Done
- Done
- Started
- Started
- Started
- Started
- Started
- Planned
- Unable to change

