

Flushing Sailing Club

Club Development Plan

EXECUTIVE SUMMARY

Introduction

- The Club Development Plan has been completed over a 6 month period during 2018 by a team of 6 supported by other committee members.
- We have considered the Club's position in the Port Of Falmouth sailing community and wider local community, but also in the context of changes in the world of sailing.
- In Section 1 we reviewed the club's strengths and weaknesses, then the club's needs and potential for improvement.
- In Section 2 we used the RYA-recommended structure for creating a development plan.

Conclusions

- Flushing Sailing Club is strong, pre-eminent in Port Of Falmouth and South West Cornwall keelboat racing, with active, though ageing membership, excellent racing and robust finances.
- We participate in the local community with activities based in the clubhouse made available to local groups (yoga, art club, lunch club, parties, wakes, weekly talks in winter etc)
- Since the club was established in 1921, it has a long heritage and is home to traditional keelboat racing in the port, including the Falmouth Working Boats, smaller traditional gaff rigged boats, and the graceful Sunbeams.
- The Club is located on an historic listed quay in a conservation area at the gateway to Falmouth & Flushing. A truly iconic and prestigious site.
- The clubhouse, however, is old, expensive to repair, utilitarian in appearance, too small and beyond economic refurbishment. It needs replacing, but that will be expensive given the sensitive nature of this gateway location.
- Access for disabled sailors is very poor.

Requirements for the Future

- We need to maintain the strength of the club in a nationally declining market for competitive sailing and, perhaps, sport in general.
- We shall achieve this and grow modestly with a new clubhouse, bigger and with better facilities for existing and new members.
- The new clubhouse will enable us to attract the local community to utilise this wonderful location even more than currently, and present opportunities to co-operate with other water sport groups (eg. pilot gigs).
- Improved disabled access to the clubhouse and the sailing water will increase the appeal to those who have difficulty but want to maintain an active life on the water.
- Managing the development of the club with the new clubhouse will be a real challenge if we are to maintain the character that makes Flushing SC the great club that it is, and the pre-eminent keelboat racing venue in the port. Change will no doubt be necessary: we must manage that change without harming that character.

Section 1 Where we are now

Three vital points must be made right at the start.

1. Flushing Sailing Club (FSC) is the pre-eminent keelboat racing club in the Port of Falmouth. Apart from the proportion of club members involved in organising port-wide sailing events such as Falmouth Week and Falmouth Classics, FSC racing during week commencing 6th August 2018 comprised 45.3% of all the racing activity in the port; the next largest club turnout was just half that, 22.6% .
2. The club is unique in the Port of Falmouth because it is purely about keelboat racing: it is not a 'social club' although it is very sociable and it is not for cruising sailors. This gives the club a special character – no frills, designed by and for racing sailors, and run by racing sailors. This presents a challenge in planning any development of the club – to develop without damaging that character.
3. The clubhouse is an important community facility, and must be maintained as such. For instance, the club makes a major contribution to the Flushing Village Regatta as well as other local village regattas.

The first step in defining the current situation of FSC is to analyse participation in our racing. The detail of this is contained in Appendix 1; the main features are as follows.

- The units used are boat/races, i.e. the number of boats participating times the number of races. So 2 boats sailing three races gives 6 boat/races.
- In the years 2013 – 2018 the number of boat/races was relatively stable at around 1100 per year. There is no evidence of growth and equally not much evidence of decline in numbers.
- Boat/race numbers are lower in April and September and higher in June and July. For the main points series (i.e. where most boats participate) the average participation was around 45 boats in 2013, successively lower in 2014 and 2015, to around 36 boats, but recovering to around 42 when correcting for the races that had to be abandoned due to high winds. 2018 shows a small fall in the average turnout for the main series to just under 39 boats.
- For early 2018 we have collected data for number of participants as well as number of boats. This shows that on average 134 people were involved in sailing on Tuesday evenings, on 38 boats. An average of 3.5 people per boat – and typically per member (the boat owner is often the only member!). In addition, there are roughly 10 volunteers to run the racing on the committee boat and in the Ops Room.
- Our survey data for total participants shows that the age profile is significantly younger than our membership. Our challenge is to gain more commitment from this wider group – in the form of membership.

A SWOT analysis (Strengths Weaknesses Opportunities and Threats) was used to be more precise about the current situation of FSC. Strengths and Weaknesses are the internal attributes of the club regarded as being either a strength or a weakness. Opportunities and Threats relate to the external environment; what are the aspects of the current environment that can be regarded as either opportunities for the club to grow or threats to the club's current sustainability.

Strengths

- Excellent racing reputation and highest level of participation in the Port of Falmouth.
- FSC has won the inaugural Inter-Club Championship in Falmouth Week in which each club nominated three boats as representatives in different classes of the Bay Fleet.
- Wide age range of sailing crews, although club members are all at the upper end of the range (see Appendix 2 Age Profile). The club benefits members by:
 - Encouraging the 'active elderly' to remain active and healthy
 - Encouraging improved mental well-being of all participants
- Largest provision for traditional racing classes: Falmouth Working Boats, Sunbeams, Gaffers.
 - This causes regeneration and reinvigoration of sailing and watersports in general.
- Excellent race organisation abilities – retains the skills of older members as well as encouraging non-sailing participation. We actively share this ability with other local clubs.
- Well attended after-sailing bar where food is provided.
- Socially diverse, FSC has no pretension to be anything other than a club for racing sailors
 - Low cost of membership to retain social diversity
 - "people's club"
 - Almost all work done by volunteers
- Strong links to the village of Flushing; residents attend the winter events and are encouraged to be involved with the club:
 - FSC is a community centre for the village facilitating a lunch club, pilates, yoga, shanty band
 - FSC plays a central role in Flushing Carnival Week and Flushing Arts Week
 - FSC houses a village defibrillator
 - FSC hosts regular Port of Falmouth Sailing Association (PoFSA) meetings
 - Provides facilities as needed for the village school
- The clubhouse is situated in an iconic location at the entrance to the Penryn River in Falmouth Harbour on a listed quay, in a Conservation Area in an Area of Outstanding Natural Beauty, with the estuary being a Special Area of Conservation. All in all a great location!

What are we doing to enhance Strengths?

Flushing Sailing Club has hosted the prestigious Half Ton Classics Cup in 2016. Sponsored by other major sailing businesses, this is an international event and FSC's running of the event was highly praised.

In 2018 FSC hosted the IRC South West Championships. Another prestigious event this was sponsored by Ancasta. Again, the organisation was highly praised by competitors.

In terms of community relationships, FSC has facilitated the creation of a Flushing Lunch Club and the RYA's 'Push the Boat Out' day.

Weaknesses

- Ageing clubhouse; no longer economic to continue repairing it
 - Poor environmental performance
 - Electrical infrastructure requires replacement
 - Kitchen equipment is inadequate
 - Inadequate and unsustainable heating
 - Frequent roof leaks, uneconomic for proper repair
- Very limited facilities due to size of clubhouse;
 - no showers or changing facilities
 - No separate meeting room
 - Inadequate kitchen
- A weakness as well as a strength, the clubhouse is situated in an iconic location at the entrance to Penryn River in Falmouth Harbour on a listed quay, in a Conservation Area in an Area of Outstanding Natural Beauty, with the estuary being a Special Area of Conservation. All in all a really difficult problem for development – the development is likely to be much more expensive than would otherwise be the case.
- Sailing activities are concentrated on one evening and one afternoon per week for 7 months of the year. Outside the sailing season continues with talks and workshops for members and local residents on one evening per week.
- Location within an AONB, on a listed quay and a Conservation Area and constrained area means that updating the clubhouse is more expensive than it would be otherwise.
- FSC has been poor at communication with its members, and more especially, with its potential members. This is being addressed, see panel below.
- Few of the young sailors who participate actually join the club
- No current mentoring for potential or new members
- FSC does not have its own rib/safety boat.

What are we doing to address Weaknesses?

We are improving our communication with existing members through issuing membership cards that offer benefits to the club. Communication with potential members is being addressed by the creation of a Facebook page and an Instagram account. A monthly newsletter is also produced.

Under discussion is the appointment of a 'new member liaison' post on Committee.

We have invested over £13,000 already in the design of a new clubhouse to satisfy requirements of the local community and the planners. Planning consent has now been granted and, because of the involvement of the local community in drawing up plans, no objections were registered. The local community are very supportive of our building plans.

FSC has created a 'raffle' scheme that has so far raised roughly £5,000 from members buying £50 tickets, plus the club has committed £50,000 from its reserves towards the building fund.

Additionally, we have received a bequest offer of £20,000. So, already the club has raised £75,000 towards the cost as well as having invested £15,000 in the project so far.

In addition to this, the club has made extensive use of the professional skills within the club: these have been offered on a pro bono basis by members: architects, planners, building surveyors, legal services etc.

Opportunities

- Young sailors *do* participate in club activities, there is an opportunity for FSC in getting them to join. Overall the age range of sailors is teens to 80's.
 - Potential for 'crew membership' at a reduced rate?
- Potential for a floating pontoon so that more sailors can come to the club after racing
- Establish better links with local University, Marine School and Colleges to increase participation
- Continue with initiatives such as Push the Boat Out to encourage more participation and increase FSC membership. Perhaps organise an event during Freshers' Week. Difficulty with the academic year, though, because Freshers' Week is in September when the racing season is finishing.
- Extend links with other compatible organisations, Pilot Gig Club, Working Boat Association etc. This may work to increase use of the clubhouse and encourage participation in sailing with FSC
- Build/extend links with Falmouth Marina and Falmouth Haven – benefits for berth holders as well as FSC
- Extend community links to extend community use of clubhouse, currently running at about 3 events per week
- A new clubhouse would enhance the attractiveness of FSC membership, as well as addressing many of the weaknesses defined above. Potential for grant funding to replace ageing clubhouse
- Access to extensive, safe sailing waters from an excellent location of the clubhouse

What are we doing to capitalise on these Opportunities?

Membership structure is being reviewed to investigate how we can encourage participants to become members.

We have opened discussions with the Working Boat Association and the Mylor and Flushing Pilot Gig Club to discuss how any link might be beneficial for both organisations.

FSC Initiatives on Facebook and Instagram are intended to extend ties with younger members and potential members.

Threats

- Structural decline in keelboat racing participation nationwide.
- Younger generation seeking rented activities such as hiring a kayak for a few hours on a nice day, rather than commitment to a sport. Potentially we may be able to turn this to an opportunity to recruit members.
- Younger generation interested in 'fun activities, rather than a 'competitive sport'
- Regulations and bureaucracy regarding youth sailors – safeguarding and GDPR
- Age profile of the membership – younger participants tend to be non-member crews rather than boat-owning members.

What are we doing to mitigate these Threats?

The first step is analysis of our existing data. Appendix 2 shows that we do have active participation of the younger age-group, but as yet we have not persuaded them to join the club.

We are investigating our membership records to find out more about our retention of members, as a basis for finding out how to improve the membership situation.

The above demonstrates that FSC has a good strong position at present but that there are significant issues that are being addressed and that must continue to be addressed. In the short term the main issue is the ageing clubhouse. In the slightly longer term the key issues concern the ongoing recruitment of racing sailors. A new clubhouse with better facilities would certainly help with the longer term recruitment of new sailors and an increase in levels of participation.

In order to achieve a growing level of membership / participation we need to develop our communication with existing and potential members – as well as with those who may want to participate as crews rather than boat owners or members.

In short we need better facilities, better communication / marketing to potential sailors – so that we can increase levels of participation. But our administration may need upgrading to be able to cope with an increased level of membership / communication / participation.

Section 2 FSC Development Plan

Developing the ideas embedded in the SWOT analysis leads to the explicit statement of:

- Where we want to get to; our objectives
- The intermediate steps that are needed to achieve our objectives, including the methods for taking those steps
- The means of monitoring progress

Facility needs

Where we are now

Our current clubhouse is high maintenance cost, energy inefficient and electrically dubious. It is regarded by many as an eyesore on the face of a beautiful village on a listed quay. It does not lend itself to any further alteration to improve its utility as a modern clubhouse. We need

- An improved clubhouse
 - A facility for a meeting room away from the bar
 - Changing rooms/showers
 - Disabled access and toilet facilities
 - Modern kitchen facilities
 - Storage space for equipment: racing marks, dan buoys, oars for the club's rowing dinghy, fuel etc.
- Access to the water at low tide. Currently spring tides prohibit our launch from approaching the club slipway.
- Better access to the club and to the water for the disabled
 - At present access to the clubhouse limits disabled membership
 - Access to the water is virtually impossible for the disabled from the clubhouse

Objectives

- New Clubhouse
 - We want to replace the current clubhouse with a new building designed to be even more supportive to the local community and that meets the requirements of a modern sailing club. This would include changing rooms, showers, storage
 - This would be a very attractive proposition for the village residents; becoming a community asset rather than an eyesore.
 - Greater space for the bar area to enable more sailors to come to the club after racing.
 - Compliant with the needs of disabled sailors and their guests/family.
 - Become an attractive venue for visiting yachtsmen
 - Improve 'ops room' facility where race results are produced. Currently this is inadequate in space and cannot be sufficiently isolated. At busy times, e.g. in Falmouth Week, a nearby private house is used to generate racing results. Protest meetings have to be held off-site too.
 - Improved kitchen facilities for provision of meals of at least an acceptable standard. Coupled with the new clubhouse, this opens the possibility of a wider community use of the clubhouse building.
- Water access. Acquire and install a floating pontoon to provide access for our club launch, for visiting yachtsmen and to provide disabled access to participate in sailing.

Intermediate steps and methods

- New Clubhouse. The clubhouse is situated in an iconic location at the entrance to Falmouth Harbour on a listed quay, in a Conservation Area in an Area of Outstanding Natural Beauty, with the estuary being a Special Area of Conservation. This means that development is more sensitive than would otherwise be the case. Planning and community support are vital.
 - Planning consent now granted. The planning application has already been approved.
 - FSC has invested £15,000 in developing architect's plans that will provide what we need and, at the same time, satisfy the requirements of the AONB, the listed status of the quay and, perhaps most important of all, the support of the village community.
 - FSC held several 'Open Days' for the village residents where the plans and illustrative drawings were displayed and discussed. We wanted to be sure that the village community would be very supportive of our plans.
- Funding the new clubhouse: At an expected cost of £350,000 - £450,000, the club cannot fund this project internally, and so we will need to seek external funding.
 - FSC has committed £50,000 from reserves towards the cost of the project
 - A bequest has been offered of £20,000 towards the project
 - FSC has started a 'raffle' scheme that has so far raised roughly £5,000 towards the building fund, primarily from our members.
 - Voluntary professional advice with a notional value of £17,000 has already been contributed.
 - FSC has formed two funding committees: one to seek grant funding; the other to seek funding from the local community and our membership

- Agree a Club Development Plan initially for grant applications, but also to ensure that the club does develop and not stagnate .
- Collaboration with other similar, local clubs.
 - FSC is investigating how collaboration may take place with the Flushing and Mylor Pilot Gig club and the Working Boat Association. Clearly there has to be a benefit for both parties to any collaboration. Possibly this may mean increased revenue for FSC, which can be used towards the building fund, or increased use of our bar – again generating revenue.
- Water Access
 - Investigate consents for a floating pontoon with all-tide access for the club launch and, possibly, visiting yachtsmen.
 - Investigate costs and funding for installing floating pontoon
 - Ensure that the pontoon allows disabled access

Monitoring progress

- New Clubhouse
 - Agenda item at every Monthly Management Meeting
 - Monitor maintenance and energy expenditure
 - Quantify and monitor community use/engagement
 - Survey and record approval from members and local residents
- Funding the new clubhouse:
 - Agenda item at Monthly Management Meeting
 - Reports from both committees
- Water Access
 - Access local expertise on gaining consents and gain FHC approval

What are we doing to achieve objectives on facilities?

Already raised £75,000 towards the cost- and the figure is still growing.

Initiated action to agree a Club Development Plan and then to make grant applications and to raise funds from local individuals

Current Flushing regular community usage of the clubhouse:

Flushing Luncheon Club – twice monthly – 40 attendees

Pilates Class – 5 participants per class held weekly

Flushing & Mylor Pilot Gig Club – 4 socials a year

Additionally,

Flushing Arts Week Venue – two uses annually in May

Flushing Carnival Week – two uses annually in last week of July

Occasional meetings of Mylor Parish Council sub-committee

Occasional wakes - two per year on average

Two wedding receptions in the last three years

Levels of Participation and Membership

Where are we now

- Static membership and participation; not declining with national trends.
- Age profile of membership, 60-70 and 70+
- Lack of appeal for young members
 - Age profile for participants overall is reasonable, but only the older age groups are members! (see Appendix 2 Age Profile)
- Low utilisation of club facilities by sailors
 - Short opening times: Tuesday evening and most Saturday afternoons when not competing with a village regatta.
 - More frequent utilisation by local community, typically around 3 times /week
- We need to enhance the experience for our volunteers
 - FSC is run almost exclusively by the efforts of volunteers – need to increase the club’s commitment to and recognition of the contribution of volunteers. The social effects of being active within a club are well-known as enhancing mental well-being across the age profile. We should endeavour to make the most of this for our members and volunteers.

Objectives

- Make membership more attractive for crews, particularly young ones.
- Incorporate other complementary water sports; pilot gig rowing etc. This would promote watersports overall.
- Use the findings of the British Marine Federation’s Futures Project to improve our appeal to younger potential members
- Increase utilisation of club facilities
- Explicitly recognise and value and offer training for club volunteers
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Intermediate steps and methods

- Achieve 5% growth in membership for the next three years
 - Do this by forging better links with Restronguet Sailing Club – primarily a dinghy club.
 - Encourage younger members by establishing a fleet of “cheap” boats, perhaps J24/Sonata/GK24?
 - Offer opportunities for non-sailing activities, e.g. Associate Membership for Pilot Gig Club members, or village residents. This will be more attractive when the new clubhouse is built.
 - Improve our online presence: website, Facebook, Instagram etc targeted at potential members as well as existing members.
 - Make it easier to renew membership. Reminders get lost and some members just forget, despite several reminders – we need to make our communication more active and make it easier to renew. FSC’s new membership card addresses this, it signals that membership has been renewed as well as gaining sponsorship for the club. Membership numbers are shown in Appendix 3; both ‘number of memberships’ (that may be single or family) and ‘number of people members’ (taking a family membership as being 2 people).

- Potential for staging a 'Membership Renewal Day' where members come to the club to renew membership and generate a social event.
- Volunteers
 - Identify non-volunteering members with appropriate skills or qualifications and offer them roles within the club, or training to enable/encourage them to volunteer more confidently.
 - Make sure that existing volunteers feel appropriately valued
 - Volunteer evenings
- Participation
 - Offer 'Try Sailing' days to University, Hospital, Marine School, Colleges to get younger people involved
- Utilisation
 - Open club on non-racing evenings as social activity: of interest to sailors/pilot gig club members etc?
 - Initiate a non sailing activity targeted at the local community from new clubhouse on non-sailing nights ensuring no impact on sailing activity.
 - occasional pre-booked dinners (feast nights)

Monitoring progress

- Maintain the monitoring of boat/race numbers and number of participants involved.
- Survey demographic profile of members and of participants. This is happening for 2018 and should be continued in future years.
- Survey membership and participants: what stops you joining the club, what do you think of membership of FSC etc
- Monitor renewal rates: currently renewals run over several months and require many reminders. Renewal rates, time for 90% renewal, number of reminders, method of renewal used.
- Monitor 'interest' from the local community: attendance at events, membership.

What are we doing to achieve objectives on levels of participation and membership?

Participation is great, but many participants are not members. Data analysis is the first step to determining action.

Online membership renewal is being trialled this year to ease encourage membership renewal.

The new membership card confirms that membership has been renewed as well as improving communication with members. Additionally the card sponsors offer financial benefits to the club.

We are the club for local racing members – we have few outport members which is significantly different from the other yacht/ keelboat sailing clubs in the area.

Initiate a formal welcome for new members; a social welcome as well as mentoring.

Engaging with the RYA initiative 'Push The Boat Out'.

Marketing and Communication

Where are we now

- Annual Sailing Instructions booklet / FSC website / Facebook page / Instagram
- While we have channels of communication they are not interactive, and might be used more for uses other than a noticeboard to show results.
- There is no formal welcome for new members. In fact it is difficult to know who is a member and who is not since we have no published list of members.
- We have good relations with sponsors but we could (and should) do better
- As a club we do not have a regular communication channel with the local community
- Good engagement with / support from the local community

Objectives

- Achieve lively interactive channels of communication. Less 'we have information that you might want' and more 'what's happening today?' for members and participants in our racing.
- Consider how the club's web presence can be enhanced to be a better marketing tool targeted at potential members as well as being a service for existing members.
- Initiate schemes to make new members feel welcome; new members' evenings, maybe a mentor / buddy system.
- We need to be aware that our sponsors want something from their sponsorship and we should help them to achieve it. This means having a closer relationship with them.
- We should generate more formal and informal links with the local community. This is likely to involve generating new activities – but we must avoid competing with other village activities.

Intermediate steps and methods

- Channels of communication; we need to find club members who are willing to share responsibility for enlivening our presence. This means regular updates, sometimes challenging members to respond online. Clearly Facebook and Instagram are likely to appeal to the younger element of participants – exactly who we want to reach. Establishing an online 'relationship' with crews and potential members is the target, enlivening the offer is the method to achieve that. At present the burden falls mainly on one or two people.
- We should delegate a volunteer to be our Press Officer, managing our PR.
- Generate a list of volunteer mentors willing to help new members or crews to integrate with the club. Organise social events primarily for new members or new crews/sailors so that they feel welcomed by the club.
- Retaining existing members: membership renewal currently requires several reminders. Part of the problem is that renewal has not, in the past, been accompanied by any action, such as a confirmation email. However, with the introduction of a new membership card, we can send a new card in a 'renewal pack' to remind members of the benefits of membership. Ideally, the renewal process can be made wholly online with an alternative for members who prefer not to use online payment. Then the whole process can be largely immediate and easy.
- We have created 'new member packs' so that on joining, new members feel that they are being welcomed in. Until recently a new member could join by sending off their membership

form ... and hear nothing. Now that we have membership cards, receipt of the card confirms that they are members.

- Sponsors: we should talk to each of our sponsors, i.e. race series sponsors, advertisers, membership card sponsors etc, to go formally through the process of seeing how the club can give them best value for their sponsorship.
- The new clubhouse will be a tremendous help in improving local community links. There is currently a lunch club for local residents, but there is no club involvement other than that it takes place in the clubhouse. The new clubhouse is likely to make this activity much more desirable – but the club should be involved – community involvement with the club – and the club with the local community – is a good thing.

Monitoring progress

- We should monitor and record traffic on each of the online channels: website, Facebook and Instagram. Success in enlivening the content will be defined by the level of traffic.
- Retention level of members; how many existing members renew their membership. While this is important for all members, the key here is how many new members only remain members for a short period. Established members tend to remain, even though they may be slow in renewing. We need to monitor the extent to which new members remain members of the club through a second, third, fourth season. Only retaining new members will lead to growth.
- Monitor levels of sponsorship. We should monitor the overall level of sponsorship that we achieve in all forms. If we generate better relationships with sponsors, then the overall level of sponsorship should be at least stable and, ideally, growing.
- Monitor and record attendance of local residents at club events and at other local events, such as the lunch club.

What are we doing to achieve objectives on marketing and communication?

Membership renewal is being overhauled to permit online renewal and make the whole process more user-friendly and efficient.

We have invested time in improving our relationships with sponsors, ensuring that they get the exposure that they are hoping for. We have achieved some success, but still have more to do.

We have reintroduced a monthly newsletter, sent by email. We have started a Facebook and Instagram : we hope to improve the impact so that Facebook posts receive more than 100 views.

Training

Where are we now

- Annual training workshops on 'Sailwave' results software
- Winter Tuesday evening 'workshops' include coverage of training issues
- Race management training takes the form of mentoring ROs on the committee boat
- We have elite race management skills within the club, many are experienced sailors
- Weak on training for child protection, vulnerable adults, first aid/defibrillator

Objectives

- Create a core of 'race results' people who are confident to generate results from the software and upload to the club website.

- Tuesday evening talks in the winter: balance between attracting people to come and incorporating training. Most important is getting people to come to generate club atmosphere and retain the social benefit of club membership.
- Expand dissemination of race management expertise, increasing sailors' confidence as ROs.
- Formalise training in the areas of child protection, vulnerable adults, first aid/defibrillator

Intermediate steps and methods

- Share the task of entering and generating race results. Only with practice can new people become proficient and confident. This means that some delays may occur and we have to manage the "irritation" that may arise.
- Encourage crews to become involved in race management when the owner/skipper is RO.
- Initiate RO self-evaluation after each Tuesday / Saturday race.
- Tuesday talks in the winter could include more from established 'hot shot' helmsmen/women on race preparation, boat tuning, race strategy etc.
- Initiate 'club race officer' training during the winter. This is currently done on an occasional basis throughout the port. Initiate a Flushing RO training session – specific to FSC systems.
- Initiate more formal racing rules training. At present this is done on a Q&A workshop basis; we should initiate a formal series of 'rules lessons' to help those who have never mastered the basics.
- Invite specialist speakers to present their specialist areas to the club, maybe on Tuesday evenings in winter or other evenings for the less-appealing topics

Monitoring

- Record and file RYA RO self-evaluation forms
- Monitor non-skipper attendance at RO duties, i.e. do crews attend and take part?
- Log winter talks under heading of 'training' or 'non-training', i.e. general interest to members.
- Log other training events – this needs a person responsible for logging events – and probably organising them too!
- Training log recorded as 'race training', 'rules training', 'race management training', 'child protection', 'vulnerable adult training' etc.

What are we doing to achieve objectives on training?

We already provide training on results software and need to give more practice (under guidance) to generate confidence.

Tuesday evening talks over winter 18/19 include 'boat preparation for a regatta', 'sail tuning and trimming', 'rules in practice' workshop as well as other keelboat racing-related topics

Administration

Where are we now

- Large committee, most committee members have specific responsibility, few with ad hoc roles
- Lack of rotation on the Committee. We need more youth!

Objectives

- The new roles and responsibilities outlined above must be allocated to specific individual committee members e.g. marketing, communication, training etc.
- Discuss whether a proportion of the committee should stand down each year.
- Maintain an online system of membership renewal that can be done easily and at one sitting – without having to write out a cheque, put it in an envelope, remember to post it.

Intermediate steps and methods

- Seek volunteers on the committee to fill the roles required. This may not be easy, given the difficulty in finding someone to write a newsletter! New committee members are needed – but this will exacerbate the already large committee.
- Maybe reduce the size of the general committee and have more sub-committees, for marketing, for training etc
- Investigate a software system for membership and renewal, likely to be a proprietary system used by other clubs. This should work for club membership and for race entries, so there is less excuse for racing without having completed a race entry form – and signed the declaration! (COGS, Falmouth Week and Falmouth Classics use an online entry system)

Monitoring progress

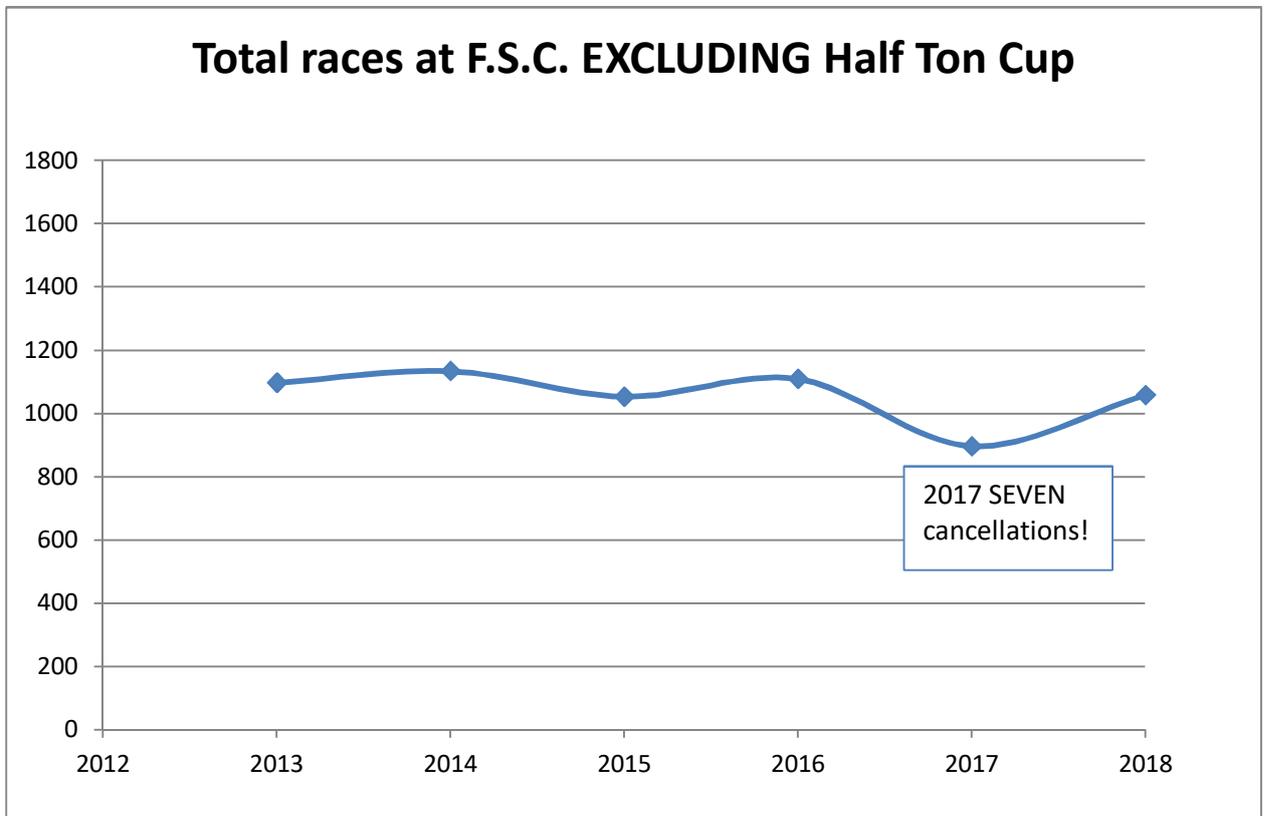
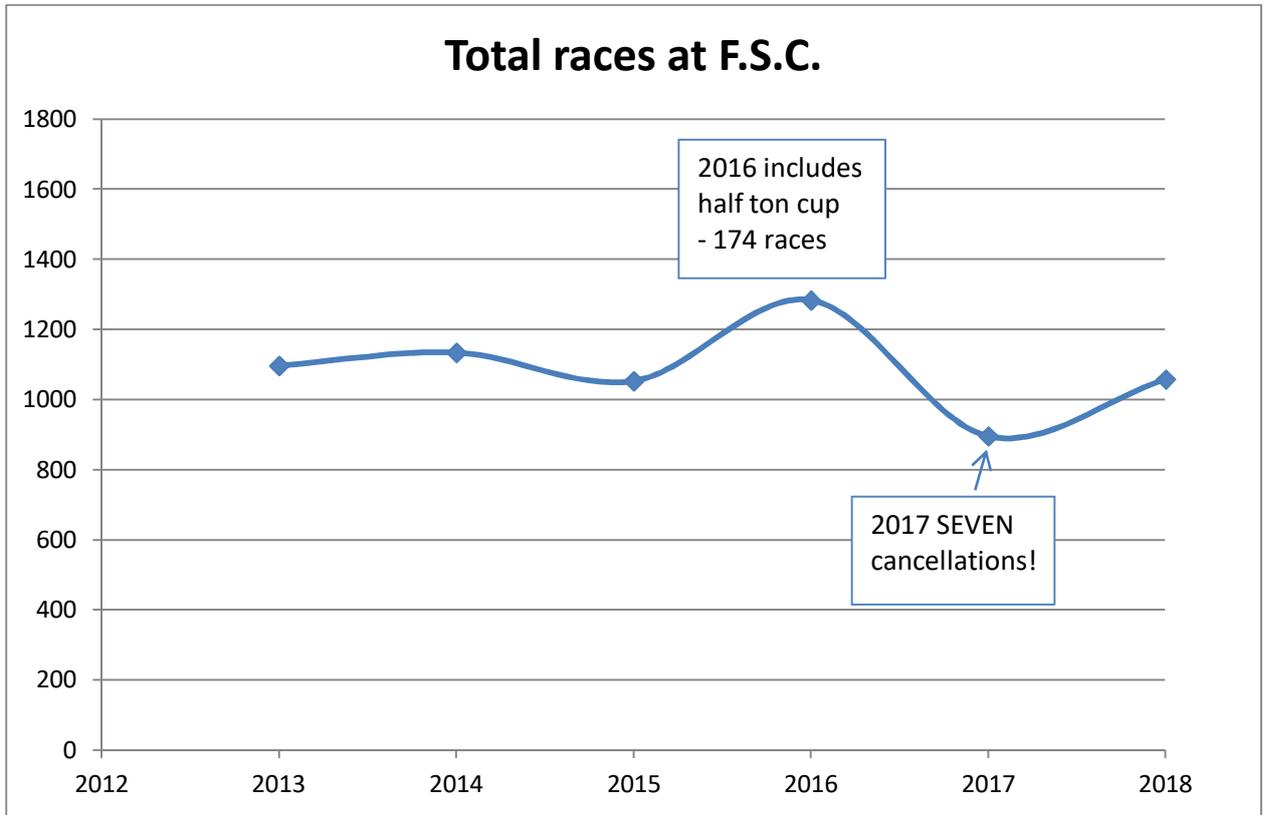
- Monitor the rate of renewal vs number of reminders sent. Our new system is easy and online, people can do it straight away rather than wait to find the chequebook or find the form, or pass a post box. This will hopefully lead to higher member retention.
- Monitor whether new roles (above) are allocated to individuals or left open. It is not required that everyone with any role or responsibility should be on the committee – but the role should be represented on the committee. If sub-committees are decided, then each should have a report to main committee as a regular agenda item.

What are we doing to achieve objectives on administration?

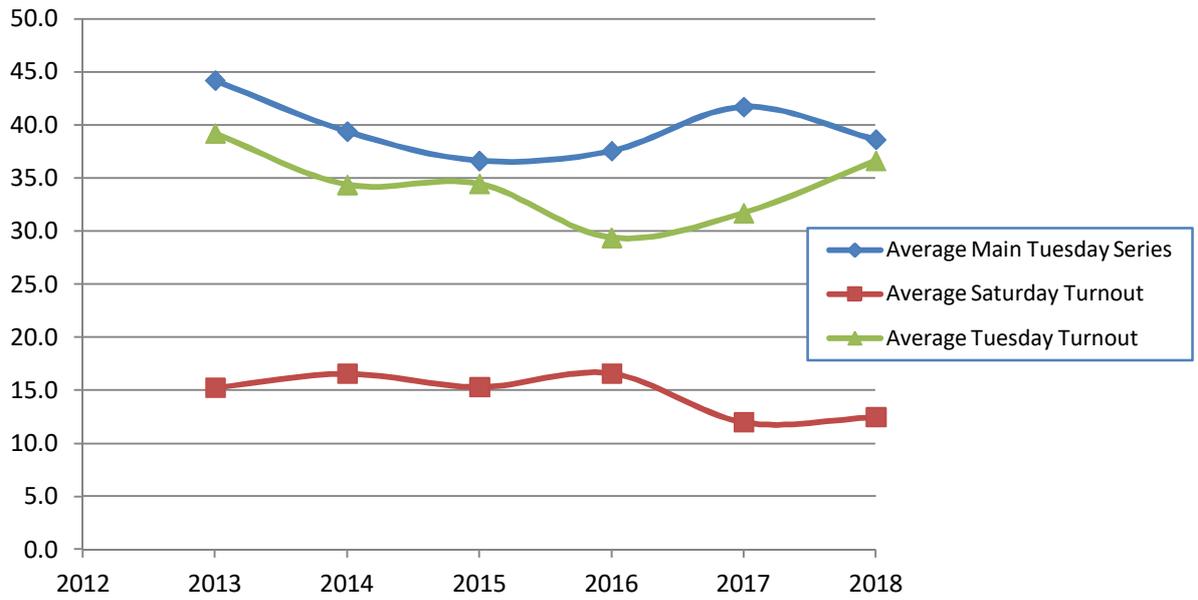
The club has signed up for a trial of an online system for membership renewal, with payment by bank transfer or Paypal as members prefer. Renewal will result in a membership card plus a renewal pack.

APPENDIX 1

PARTICIPATION LEVELS AT FLUSHING SC 2013-2018

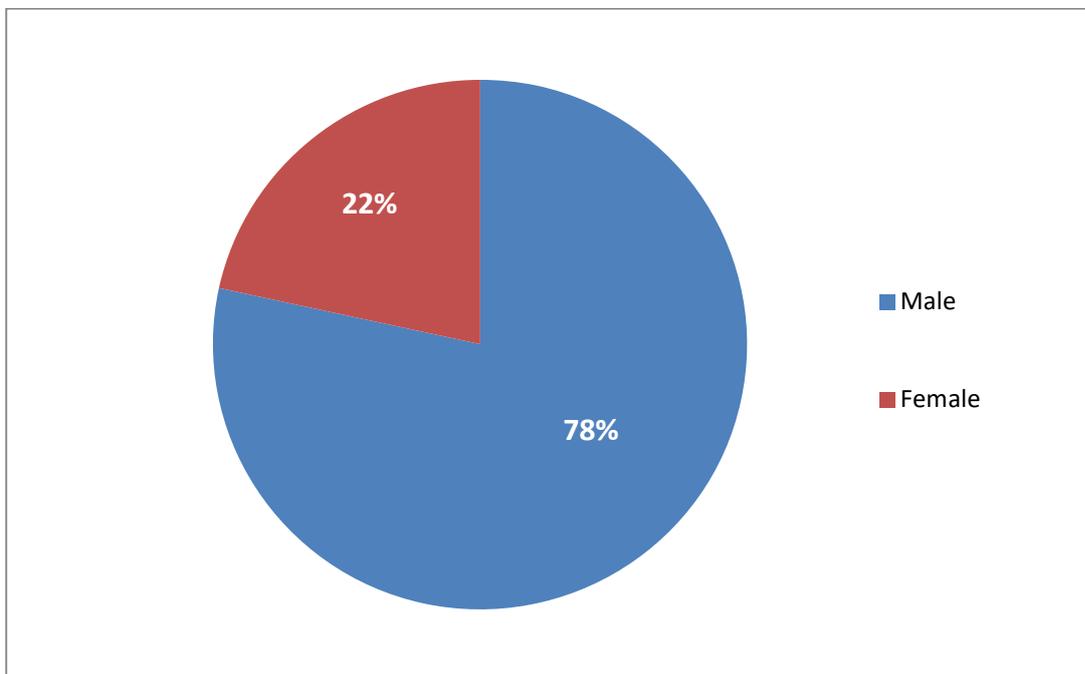
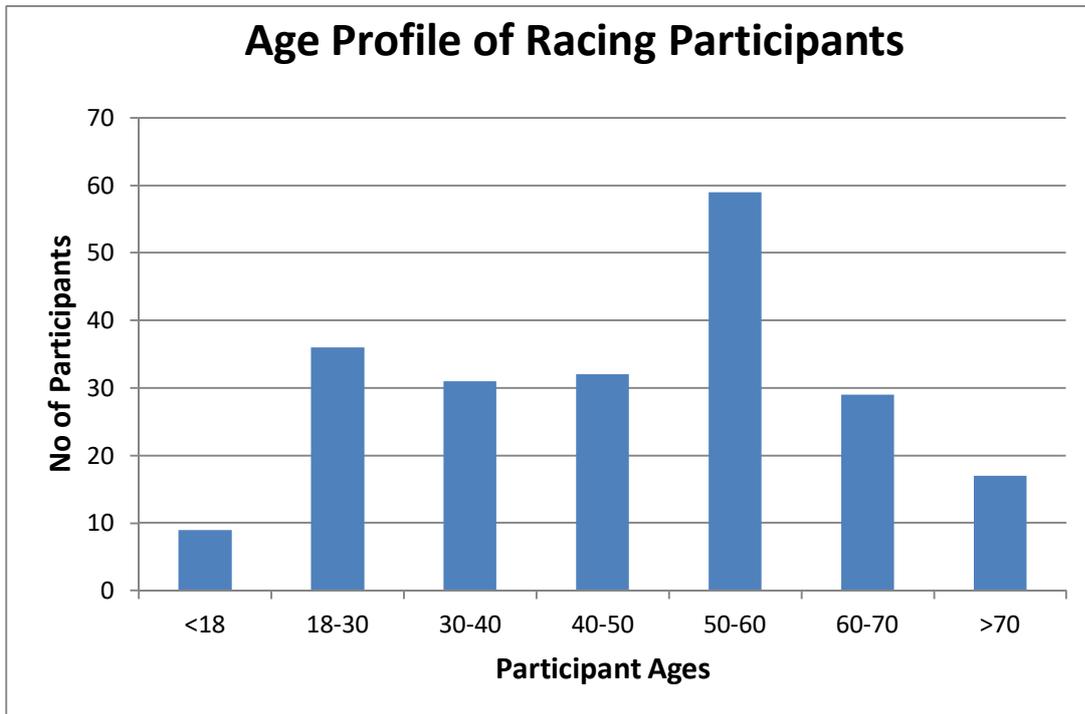


Average Participation in Racing 2013 - 2018



APPENDIX 2

AGE PROFILE OF RACING PARTICIPANTS 2018



APPENDIX 3

NUMBER OF MEMBERS 2011-2018

