



# HORNING SAILING CLUB

# DEVELOPMENT PLAN

## Table of Contents

Background.....4  
 Future Development Initiatives.....5  
 Encouraging people onto the water.....5  
 Provision of Interesting Activities.....8  
 Increasing Club Membership and Volunteer Participation.....9  
 Disabled Access.....11  
 The Clubhouse.....11  
 Mooring Plots.....13  
 The Local Community and Young People.....13  
 Club Management.....15  
 Conclusion.....16

<i>Revision</i>	<i>Date</i>	<i>Comments</i>	<i>Modified By</i>
Rev 1.0	2009	Initial version for driving training centre development.	H Hancock
Rev 1.1	2010	DRAFT - Updated to include wider club development	S Bailey
Rev 1.2	2011	Updated from committee comments	S Bailey

## Background

Horning Sailing Club was established in 1938, with an initial membership of 244. Today, the Club is one of the largest in the area, is family oriented with Club racing in a variety of boats including keelboats, dinghies and yachts, keeping sailing affordable and accessible. Racing takes place on the river at Horning, on Hoveton Little Broad or down river to Thurne or Acle, on most Sundays between March and October. There is handicap sailing for Allcomers A, B & C and class races for River Cruisers, Reedling, Rebel, Yare & Bure One Design and Yeoman keelboats. Current membership in 2010 stands at 479 (with each family unit counted as two individuals). Under 12s are not included in this figure.

The RYA approved Training Centre runs courses for juniors and adults on Thursday evenings and occasional Saturday mornings throughout the season. The Training Centre aims to fill the gap in membership from a dip in the past, currently reflected in the numbers of members in the 30-50 age group.

Each year the Club also runs the nationally famous Navigators and General Three Rivers Race at the beginning of June. The management of this race is delegated to a sub-committee that reports back to the club's management Committee. Horning Sailing Club also run the popular Horning Open Regatta and Horning Town Regatta during the first week of August.

There is an active social programme throughout the year.

With its main emphasis on racing, Horning Sailing Club welcomes new members to join at reasonable rates. The cost of membership is kept low through the support of its many volunteers, taking care of running the races, staffing the galley, and general maintenance around the club and neighbouring river banks.

Based in the heart of the Norfolk Broads, races can be organised regularly every week, as they are not dependent on tides. Horning Sailing Club currently has several National Champions within its membership. There is a large fleet of club owned boats available for use by members during training sessions. There is also the potential for members to take part in outside events and widen their sailing experience through the use of the new, mobile floating classroom.

## Future Development Initiatives

In order to ensure the future of the club, and improve the sustainability of the club and its activities, a clear plan for future development is required. All members must have a clear vision for the future of the club, and this development plan is instrumental in ensuring this vision is available and communicated to all members.

The club has recently redeveloped its website to provide more information to the membership and to advertise the club through the Internet. It also provides club officers with access to the membership database, allowing greater efficiency in club management.

The club newsletter, Mainsheet, is available on the club website, and by post. Consideration is needed to as to whether the club should continue to provide printed copies by post.

### ***Encouraging people onto the water***

The club has a number of boats available to members for use during training sessions, and on racing days. Club owned rescue boats are used to support and create a safe racing environment. Members are also encouraged to buy their own boats. Currently, the club has access to the following boats:

<i>Type of boat</i>	<i>Quantity</i>	<i>Comments</i>
Optimist	10	(6 new in 2009)
Topper	10	
Splash	2	
RS Tera	4	(new 2009)
RS Feva	2	
Slipper	1	
Yeoman Keelboat	1	
Mirror	1	
Gull	2	
RIB	1	(new 2008)
Dory	2	
Rigiflex	3	(new 2010)

In order to provide more members with the opportunity to sail, and with the expansion of the Training Centre, it is necessary to add the following boats to the fleet

<i>Type of boat</i>	<i>Quantity Required</i>	<i>Timescale</i>	<i>How to achieve</i>
Yeoman Keelboat	1	2010/2011 season	~£1500. Fund-raising opportunities are being considered
Enterprise	2	2011/2012 season	~£2000. Funding options are being investigated

There are some members who have recently completed training courses and some that have recently purchased their own keelboats. Many of these new members have not ventured into racing. In order to encourage those members to take part in club racing, and other events, a number of actions and provisions are to be considered.

<i>Action / provision</i>	<i>Who will do it</i>	<i>When will it be done</i>	<i>Resources</i>
Provide races specifically for the novice	Race Management Committee	Novice races will be provided from the start of the 2011 season	Race Team to run races
Start a series of 'start racing' articles in the club newsletter	Training Centre instructors	The first article will appear in the spring 2011 edition of the newsletter	Access to relevant information
Race training provided by the training centre will require a specific number of Sunday races to be entered in order to complete the course	Training Centre	This will begin at the start of the training centre season, in May 2011	Race Team to run races
Rule refresher and race officer training	Training Centre	This is to be discussed and trialled during the 2011 season	Instructors familiar with HSC sailing instructions

Safety boat cover is required in order to create a safe and enjoyable racing environment. The training centre provides Safety boat and power Boat training courses, at affordable rates for all members. Safety boats are manned by volunteers as recorded in a duty roster

<i>Action / provision</i>	<i>Who will do it</i>	<i>When will it be done</i>	<i>Resources</i>
All safety boat teams must hold the relevant qualifications	Training centre / duty roster editor	Principle in place from 2010 season. Aim to be completed by 2012 when suitable numbers have been trained	Powerboat Instructor willing to run courses
Parents of children in the training centre will be encouraged to take safety boat courses. The parents will then be able to provide safety cover on race days, thus providing the means for the children take part in races	Training Centre through weekly contact with the parents. Flag officers by promoting involvement through various communication channels	This was discussed and trialled during the 2010 season, and will be continued and developed during 2011 and beyond.	Newsletters/website/ face-to-face communication

Access for disabled members, and spectators wanting to watch racing on the broad (not visible from the clubhouse) has been provided by the recent acquisition of Bure Magic, the floating classroom, during the 2009 season.

There are a number of boats on Club moorings, both wet and dry, that are rarely, if at all used. Whilst these moorings are being paid for, which provides a valuable income for the club, consideration is required to find ways of re-activating these boats.

<i>Action / provision</i>	<i>Who will do it</i>	<i>When will it be done</i>	<i>Resources</i>
Find ways to reactivate unused boats that are taking up club moorings	Berthing masters and Management committee	Ongoing	Mooring / berthing plots

### **Provision of Interesting Activities**

It is important the the Club provides interesting activities, both sailing and non-sailing, in order to retain existing members and attract new members.

Horning Sailing Club is located on a bend in the River Bure. There is easy access to the river, both up and downstream, and to Hoveton Little Broad, also known as Black Horse Broad. This gives the opportunity for a varied and interesting racing programme. There is scope to offer non-racing social / cruising sailing activities. There is also interest in providing non-sailing team building activities during the winter months.

Some existing Club events are poorly attended. Feedback from the membership suggests that venues and costs need to be addressed.

Due to the average age of Club members being fairly high, consideration is required for the provision of activities that will appeal to younger members and children.

<i>Action / provision</i>	<i>Who will do it</i>	<i>When will it be done</i>	<i>Resources</i>
Arrange a series of monthly social activities for juniors throughout the winter months.	Entertainments committee supported by flag officers	First event to take place by Jan 2011	Ideas for events/facilities/people to run events
Arrange sailing cruises to complement the racing programme. These may be on different days / evenings during the season	Fleet captains	To be discussed and trialled during 2011. Continued and developed from 2012	Willing participants
Organise suitable venues and prices for club events, such as prize-giving.	Entertainments committee	2011 season onwards	Information regarding potential venues
Find additional	Entertainments	To be discussed and	Discussions with young

activities to cater for the interests of younger members.	committee	trialled during 2011. Implemented and developed from 2012	people to discover what they want
---	-----------	---	-----------------------------------

### **Increasing Club Membership and Volunteer Participation**

Provision of attractive, safe and comfortable premises are essential to attract new members and retain existing members. This includes Clubhouse facilities, disabled access, car parking, mooring and slipways, and provision for race spectators.

The Island is currently leased. The Clubhouse built on the Island has survived beyond its designed life, and is now showing signs of requiring substantial repair or re-development. There are wooden sheds on the island adjacent to the Clubhouse used for storing club equipment.

The island is covered with wooden staging and walkways giving access to the dry dinghy berths.

There are 2 slipways on the island used for launching dinghies into one of the dykes on either side of the island, and expansion of these slipways would be desirable.

The Club has use of a car park, also leased, with a slipway for launching dinghies directly from the car park.

The future of the premises needs consideration in view of the lease and need for modernisation.

Due to the sensitive nature of discussions concerning the matter two sub-committees have been established to consider options available to the Club, both in the short and long term.

<i>Action / provision</i>	<i>Who will do it</i>	<i>When will it be done</i>	<i>Resources</i>
Prepare options for redeveloping or repairing the clubhouse	The Management Committee has appointed a small sub-committee to investigate possible options	Sub-committee established end 2010 <b>To confirm reporting period</b>	Access to information required to prepare options
Negotiations surrounding lease	The Management Committee has appointed a small sub-committee to make contact and investigate lease / purchase options	Sub-committee established end 2010 <b>To confirm reporting period</b>	
Galley Volunteers to be trained in Health & Safety	Management Committee to organise	Ongoing	
Refurbish moorings & plots	Management Committee to organise	Ongoing	Working Parties
Pass on good practice to incoming Flag Officers	Ex Officio	Annually	Verbal/book of good practice
Apply for Community Amateur Sports Club Status (CASC)	Options being considered by the Man. Committee	Before end 2010	Access to relevant information, application forms

Distribution of the club newsletter – do we stop giving printed copies by post, or just via email / club website	Management Committee	Ongoing	Website, email addresses for all members.
--	----------------------	---------	---

Horning Sailing Club prides itself in being run by volunteers. However, many members have busy lives outside of the sailing club, and find difficulty finding time to help with various maintenance activities. Invariably this task falls upon the retired membership.

Most tasks are carried out by one of two working parties: the Thursday working party meets every Thursday during the winter months, and looks after the maintenance of the clubhouse and surrounding facilities. The Saturday working party meet alternate Saturdays throughout the winter months, and looks after the management of the river banks in the local sailing area.

One of the Rear Commodore's responsibilities is to ensure that the working parties know what work needs to be done.

With a perceived gap in membership between the juniors, and retired members, the club needs to consider alternative means to maintain current levels of maintenance. Currently, a cleaner is employed to clean the clubhouse once a week during the sailing season. Other tasks may also be outsource to other individuals.

<i>Action / provision</i>	<i>Who will do it</i>	<i>When will it be done</i>	<i>Resources</i>
Review options for regular maintenance tasks	Rear Commodore, Flag Officers and Management committee	Ongoing	Working parties and external contractors

The Training Centre provides a steady stream of new members, who have joined in order to learn to sail, or for their children to learn to sail. Many of these have continued into full membership, and taking active roles in the club. Additionally, juniors progressing through the Training Centre are encouraged to become instructors themselves, adding to the sustainability of the training centre. Other initiatives organised through the Training Centre, are bringing people to the club and giving them opportunities to try sailing.

<i>Action / provision</i>	<i>Who will do it</i>	<i>When will it be done</i>	<i>Resources</i>
Continue / increase the number of 'Open Days' to families wishing to try sailing.	Through OnBoard. Support from the membership and sailing instructors are required to provide safety boat cover, sailing boats to use and organisation	This activity began in the 2010 season, and will continue and expand on 2011	Links with community groups/schools, volunteer instructors & helpers
Schools invited to try sailing	As above	As above	As above

### **Disabled Access**

Access to the island is very difficult for anyone with significant disability or infirmity at present. The building of a causeway is being investigated as a replacement for the bridge, which is coming to the end of its useful life. It also offers a way of increasing the number of island moorings, which are in short supply.

Two car parking spaces in the car park could be made into official 'blue badge' disabled parking spaces.

Other considerations are required regarding access to the toilets, safety on the island – for example, if a blind person were to be walk close the the water edge.

<i>Action / provision</i>	<i>Who will do it</i>	<i>When will it be done</i>	<i>Resources</i>
Reactivate the causeway debate.	Management Committee	Ongoing	
Designate official disabled parking spaces.	Rear Commodore	Ongoing	Signage required to designate disabled spaces.
Talk to RNID & RNIB about what practical steps could be taken to assist the deaf and blind.	Heath & safety officer	Ongoing	Contact details for RNID & RNIB

### **The Clubhouse**

Following concerns raised by a winter working party regarding signs of rot in the timbers

supporting the clubhouse, a professional survey was carried to ascertain the extent of the problem.

The report identified significant moisture and rot in the fabric of the clubhouse. Also identified was subsidence across the floor, and weaknesses in the roof supports.

A small committee has been formed to look at options to remedy the problems. Three possible options are being investigated:

- Do nothing
- Repair the existing clubhouse
- Build a new clubhouse

Investigations are ongoing and will be reported back to the committee.

<i>Action / provision</i>	<i>Who will do it</i>	<i>When will it be done</i>	<i>Resources</i>
Investigate options to rebuild or repair the clubhouse.	Clubhouse sub-committee.	Ongoing	A club member has offered his services as an architect. Prices for initial ideas and designs are being sought from local contractors.

### **Mooring Plots**

The sailing club currently rents seven plots on the True Right bank as you head downstream on the River Bure in Racing Reach to six individuals. The plots are in a poor state of repair. The club is currently in lease negotiations with the Landowner, Cator Estates.

It is intended that once lease negotiations are satisfactorily completed, these plot will be renovated to suitably high standard.

### **The Local Community and Young People**

Horning Sailing club has links with other organisations in the broads area, including a high school, several primary schools, the Broads Authority and a local cub / scout group.

There are also good relationships with other sailing clubs in the Broads area.

The club is also keen to support local businesses and endeavours to use local suppliers where possible. Catering for club social events is sourced from suppliers within the horning village.

Horning Regatta is an opportunity for the club to engage with the local population. The Sunday service of the local Church is conducted at the club, when many local parishioners also attend. The village summer fete is also organised to coincide with the regatta week.

Visitors to the regatta and entrants of the annual Three Rivers Race provide a necessary boost to the local tourist industry.

<i>Action / provision</i>	<i>Who will do it</i>	<i>When will it be done</i>	<i>Resources</i>
Support local businesses by sourcing services and products from local suppliers where possible, including venues for club events	Entertainments committee who are responsible for planning and organising club social events	Ongoing	Links with local community/businesses
Improve communication with the local community by placing articles in the village newsletter/press/other publications/website	Flag officers / press officer	Ongoing	Access to information/contacts to publish information
Attend events and meetings where other sailing clubs are represented, including other club's events when invited. Extending invites to the officers of other local sailing clubs.	Club officers	Ongoing	Knowledge of meetings/events

## Club Management

The club is managed by a dedicated team of volunteers through an elected management committee and a number appointed sub committees. There are some long standing committee members, but 'new blood' is needed to keep the committees vibrant and active. The management committee is also used as a resource pool for future flag officers. Hence, more new volunteers are required in order to ensure the appointment of future flag officers. Long standing committee members are a valuable resource for retaining historical information about club issues, are essential for continuity of lease negotiations. There are also concerns over people taking up office within the club then not being able to step down and hand over to other members. A collection of 'role descriptions' is being produced to help members understand what is required for each office. This information will be reviewed regularly and will be available to the membership through the club website. A procedure for succession of posts, including overlap, is required, to clarify how positions within the club will be filled.

<i>Action / provision</i>	<i>Who will do it</i>	<i>When will it be done</i>	<i>Resources</i>
Seek new committee members and encouraging long standing members to serve for a maximum term before taking a break	Flag officers	Annual task to complete in time for the AGM	Current members of Committee/Flag Officers to talk to members
Regularly update Galley facilities, improve organisation and health and safety	Galley Committee	Start of 2011 season	Improve awareness of food hygiene, menu available of food that will be served.
Review Race Programme	Race Management	Ongoing	Continued development, for example Race Officer Training
Volunteer Development/training	Training Centre	Ongoing	Continued development eg. Instructor Training
Produce Role Descriptions for all positions of office within the club	Current position holders and flag officers	To be completed before the AGM 2011	Website pages, current positions holders input.
Procedure for succession of posts within the club	Flag officers, president and vice presidents	To be completed before the AGM 2011	Flag officers, president and vice presidents

## **Conclusion**

Horning Sailing Club would like to encourage more people to enjoy the sport, and develop opportunities for families to learn to sail. The Club hopes to achieve this goal through becoming a Volvo Championship Club (increasing the opportunities available for young people to further their racing skills and increasing participation in Club racing) and as an OnBoard club, increasing participation in the community and broadening opportunities for all.

As a by-product of the above initiatives Horning Sailing Club expects to increase Club membership and in turn, sustainability of the club.