
OTLEY SAILING CLUB

Development Plan 2005- 2010

Revised December ~~October~~ 2006

Otley Sailing Club
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Contents

1. INTRODUCTION	3
1.1 CONTACT DETAILS	3
1.2 PURPOSE AND AIMS OF THE PLAN.....	3
1.3 DOCUMENT CONTROL AND APPROVALS	4
2. OVERVIEW OF OTLEY SAILING CLUB	5
2.1 INTRODUCTION	5
2.2 BACKGROUND TO OTLEY SAILING CLUB	5
2.3 MANAGEMENT ARRANGEMENTS.....	5
2.4 SAFETY ARRANGEMENTS	6
2.5 CURRENT MEMBERSHIP.....	6
2.6 CURRENT FACILITIES.....	6
2.4 SAILING PROGRAMME AND OTHER ACTIVITIES	7
3. DEVELOPMENT NEEDS OF THE CLUB.....	9
3.1 OVERVIEW	9
3.2 DEVELOPMENT AIMS OF OSC.....	9
3.3 DEVELOPMENT OBJECTIVES OTLEY SAILING CLUB	9
3.4 DEVELOPMENT AREAS FOR OSC.....	10
4. DEVELOPMENT PROGRAMME 2005-2010	11
4.1 OVERVIEW	11
4.2 WATER	11
4.3 CLUB HOUSE	11
4.4 ACCESS.....	12
4.5 DINGHY PARK	12
4.6 CLUB BOATS.....	13
4.7 SAFETY BOATS	13
5. INVESTMENT AND RESOURCE STRATEGY	14
5.1 OVERVIEW	14
5.2 RECENT DEVELOPMENTS.....	14
5.3 NEW INVESTMENTS	14
APPENDIX 1 – CONSTITUTION AND RULES OF OTLEY SAILING CLUB.....	ERROR! BOOKMARK NOT DEFINED.

1. INTRODUCTION

1.1 Contact Details

For further information on this plan:

Vice Commodore and Safety Officer: Otley Sailing Club Ian White

Instructor and Flag Officer Training: Otley Sailing Club Pauline Moran

Committee Member: Otley Sailing Club Peter Fox

1.2 Purpose and Aims of the Plan

This plan has been developed and approved by the Committee of Otley Sailing Club, and the purpose is to:

- identify the development needs of Otley Sailing Club;
- prioritise those needs to enable officers of the club to make investment decisions, and;
- provide an objective basis for seeking external funding from Sponsors and Grant making bodies.

The plan's aims to:

- support the published aims of Otley Sailing Club, which are contained within the club constitution and rules, contained in Appendix 1;
- support the current development aims of the Committee, which are published here.

1.3 Document control and approvals

Version	Date	Changes since previous issue
00a	15 th October 2004	First draft by Ian White, Peter Gilbertson & Peter Fox
00b	9 th November 2004	Second draft by Ian White, Peter Gilbertson & Peter Fox
00c	6 th January 2005	Third draft by Ian White, Peter Gilbertson & Peter Fox for consideration by OSC Committee.
01/05	10 th January 2005	Final version – approved by OSC Committee on 10 th January 2005
01/06	December 2006	Review of progress and updating

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2. OVERVIEW OF OTLEY SAILING CLUB

2.1 Introduction

This section provides background information and a brief overview of Otley Sailing Club, in order to establish the context for this Development Plan. It includes:

- the history of Otley Sailing Club;
- safety arrangements;
- overview of current membership;
- overview of Current facilities;
- overview of the current sailing and activities programme.

2.2 Background to Otley Sailing Club

Otley Sailing Club was founded in 1959 and is located on Weston Water, 1 mile to the west of the market town of Otley in West Yorkshire in the Metropolitan District of Leeds.

Otley is a small market town within the northern boundary of the Leeds and the West Yorkshire urban conurbation. The club has a catchment area that includes the cities of Leeds and Bradford as well as West Yorkshire and the southern part of North Yorkshire.

The City of Leeds alone has a population of approximately one million and includes significant Black and Asian communities. In the year 2000, Leeds was ranked 9th in the UK as the most Deprived Local Authority areas in the UK and the inner city wards of Leeds have been identified as being areas of Significant Deprivation. (Source: Leeds City Council (2000) Leeds Economy Briefing Note, Issue 11: Index of Deprivation). Leeds and West Yorkshire include parts of the former Yorkshire Coalfield, which is an area of particular social and economic deprivation.

Sailing opportunities are very limited in Yorkshire and the former gravel quarry at Otley provides one of only two sailing area in Leeds. Otley Sailing Club is an RYA Recognised Teaching Establishment (RTE).

2.3 Management arrangements

Otley Sailing Club is a private sports club organised and managed by its members on a volunteer and not for profit basis.

The Club elects Officers each year at the Annual General Meeting who are responsible for running the club through a committee system. The nominated committee officers for the 2006 season include:

Commodore	Mr D Waterhouse
Vice Commodore & Safety Officer	Mr I White
Rear Commodore	
Secretary	Mrs C Fox
Membership Secretary	Mr E Lee
Treasurer	Mr N Stephens
Club Boats	Mr D Chapman
Facilities	Mr C Moran
Sailing Secretary	Mr R Broad
Training Flag Officer	Mrs P Moran
Social Secretary and Newsletter	Mrs P Moran

In addition the club has a number of committee members, elected or co-opted from the club membership they include:

Committee Member	Mr A Busfield
Committee Member	Mr P Cairns
Committee Member	Mr P Fox
Committee Member	Mr P Hammond
Committee Member	Mr A Camm
Committee Member	Mr R Clayton
Committee Member	Mr J Carberry

The club has a number of elected Trustees who are entitled to attend committee meetings and whose role is to ensure the Club maintains its founding principles.

The Committee meet throughout the year, approximately every 6 weeks and the minutes of the meetings are published on the club notice board.

2.4 Safety arrangements

Otley Sailing Club has a designated Safety Officer who is responsible for reviewing club safety polices and arrangements. The club has a comprehensive Safety Manual, which contains the Safety Policy - a copy of which is available for inspection at the club house and available in the club website. All club sailing instructors and assistant instructors are required to sign a declaration that they have read the Manual and will abide by the procedures.

The Safety Officer undertakes an annual safety audit of the club and the results and recommendations are reported to the Committee for action.

2.5 Current Membership

The club has 5 categories of membership, with a progressive fee rate for each class of membership. The membership numbers for 2004 are as follows:

Category	Jan 06	Aug 06
Full	67	114
Associate	6	7
Intermediary	6	10
Junior	25	58
Corporate	2	4
Total	104	193

2.6 Current Facilities

The club facilities include the clubhouse, dinghy-park, jetties, access road, lake, club boats and ancillary equipment.

The clubhouse.

The clubhouse was built by club members in the early 1980s. It includes a large clubroom, including kitchen area, seating area and lounge. There is an area set aside for training purposes. The clubroom has been recently double-glazed and renovated by club members. There is a separate disabled toilet, male toilet, male changing with showers, combined female changing with showers and toilet facilities.

The dinghy park and access.

There is a large dinghy park that is available for club members to use and store their sailing dinghies.

Access Road.

The club is accessed by a private track that runs from Otley Cattle Market, along the banks of the River Wharfe. The middle and end sections of which are un-surfaced and subjected to regular winter flooding and it is in a poor condition.

Jetties.

There are two concrete slipways that lead onto three floating jetties. There is a fourth floating jetty that is used for stationing the safety boats. In addition a small concrete jetty is fitted with a crane and winch for allowing disabled access.

The lake.

The club rents the use of Weston Water, which is a former Sand and Gravel Quarry and is also a designated nature area. Weston Water is part leased from Weston Estates and part used on licence from Hanson, both are due for renewal in 2007. The Club has agreed terms with the Weston Estate, which now owns the whole lake and access, for a twenty five year lease commencing July 2007 when the existing lease expires. The club owns and maintains its clubhouse and facilities

The club boats.

The club owns a number of sailing dinghies, which are available for hire by club members and for use by existing partnerships with local schools. These include:

- 3 x Wayfarer sailing dinghies – 16' four person training boat;
- 1 x Enterprise sailing dinghies – 13' two person general purpose dinghy;
- 1 x 420 sailing dinghy – 13' youth racing dinghy;
- 3 x Access sailing dinghies – 6' 1 person disability boats;
- 3 x Access 303 sailing dinghies – 10' 2 person disability boats;
- 3 x Pico sailing dinghies – 12' single general purpose and training boats.
- 4 x Toppers

In addition the club has a number of safety boats, which are used both for powerboat training and safety duties during racing and training events, they include:

- 18' Rigid Inflatable Boat (RIB) – (poor condition);
- 14' Del-Quay Dory – (poor condition);
- 16' Displacement motorboat - (poor condition).
- 18' Pioneer disabled access workboat

Equipment.

The club has the following equipment:

- 16 adult lifejackets (reasonable condition);
- 8 children's life jackets (reasonable condition);
- 6 inflatable life jackets (good condition).

2.4 Sailing Programme and other activities

Racing

The club has an annual programme of dinghy racing which is organised by the Sailing Secretary. Races are organised on most Sundays during the sailing season and Wednesday evenings.

The club has experimented with Saturday racing in 2003- but this was not successful.

Family and guest activities.

Otley Sailing Club organises a regular programme of sailing and social activities for members and their guests. This programme includes:

- Regatta day- fun sailing every July;
- Junior Sailing week, summer holidays;
- RNLI- sponsored endurance race;
- Bonfire-Night party and pantomime outing.

Training

Training is organised by the Flag Officer Training and Sailing Principal. Otley Sailing Club is an RYA recognised teaching establishment (RTE). As a result, an RYA Coach will inspect the club on an annual basis to ensure that the teaching arrangements and club facilities are maintained to a suitable standard. The club organises a regular teaching programme that is undertaken by qualified club members on a voluntary basis. The training is available to both the general public and club members for a modest fee and courses include:

- RYA Level 1 & 2 beginners dinghy course – held twice per year in April and September;
- RYA Powerboat Level 2 Course – held according to demand;
- RYA first aid course – held according to demand;
- RYA specialist sailing courses- organised according to demand;
- Beginner's refresher courses.

Sail Free- Sailing for All Programme

OSC has organised a regular programme of activities under the names of Sail Free and the Sailing for All Programme. This offers a regular programme of events for young people from local schools, particularly those with complex learning disabilities and other interested groups. The club has been awarded Foundation Status, by the Disabled Sailing charity Sailability. These activities are organised by club members on a voluntary basis and the recent programme of events includes.

Regular Thursday sessions (with complex learning disabilities):

- John Smeaton Community High School, Leeds;
- Bradford College – Students with Learning Disabilities.

Other groups which regularly attend the club:

- Prince Henry's Grammar School, Otley;
- Cockburn Community High School, Leeds;
- Ripon Activity Project – providing opportunities for disabled people to experience sailing;
- Kidz Together – A Bradford based cancer-care group;

In 2003 over 200 pupils from 5 other primary Schools attended OSC as part of a project run by Leeds Sport Development including: Springbank Primary School; Hawksworth Wood Primary School; The Wharton's Primary School, Leeds; Hawksworth Primary School, Leeds and SS Peter's and Paul's Primary School, Yeadon, Leeds. A similar number attended in 2004, 2005 and 2006.

Recent developments have included the purchase of Access dinghies to promote sailing by the disabled, the provision of facilities for the disabled and a fleet of Pico sailing dinghies to promote youth sailing.

Other user groups

The club promotes the use of its facilities for appropriate non-powered water based activities, provided they achieve corporate membership. This currently includes groups such as:

- The Bradford Triathlon Club;
- Newfoundland Rescue Dogs;
- Leeds Life Saving Club.

3. DEVELOPMENT NEEDS OF THE CLUB

3.1 Overview

This Development Plan has been reviewed and was agreed by the OSC Committee on 10th January 2005. It has been revised as of December 2006 to take into the negotiation of terms for the future lease of the water space.

This section of the plan identifies the club's development aims. From this are derived the clubs current development Objectives and finally the areas where investment will be used to meet these aims and objectives.

The scope of the development Plan does include some planned and programmed maintenance of facilities, but do not include regular maintenance of the Club's facilities, which are the responsibility of the nominated Officers.

The following section details the Club's Development Programme for the period 2005-2010.

3.2 Development Aims of OSC

The facilities at Otley Sailing Club are in constant use, and require planned and programmed maintenance, renewal and appropriate expansion. The development aims of the club are to:

- Support and sustain the Club's current programme of activities,
- Develop appropriate new activities;
- Retain and encourage new members.

3.3 Development objectives Otley Sailing Club

The current development objectives of Otley Sailing Club between 2005-2010 are to:

1. Secure tenure of Weston Water after 2007;
2. Sustain the viability of Otley Sailing Club – in terms of finance, facilities and *Active Membership*;
3. Promote sailing to *all members* of the community and present a positive image of sailing;
4. Meet the objectives of local and national stakeholders in promoting: grassroots sport, healthy lifestyles and personal fitness;
5. Increase club membership to over 200;
6. Increase *Active Membership* so that we achieve an average of 10 sailing dinghies on the water each Sunday during the sailing season;
7. Increase the number of *Active Membership* to over 40 - Those club members who sail or take part in other water based activities at OSC at least 10 times per year;

8. Increase the average participants in club races to 10 boats;
9. Offer sailing opportunities to at least 10 outside groups and schools, totalling over 200 individuals each year;
10. Maintain RYA RTE status and offer a programme of training courses that: support club aims, train at least 30 individuals per annum and seek to recruit at least 20% of new trainees as *Active Members*;
11. Offer quality and value for money facilities to club members and visitors to encourage *Active Membership*;
12. Maintain Sailability Foundation status and become a recognised leader in the field of sailing for the disabled;
13. Maintain high standards of safety and safety facilities to all club members and visitors;
14. Develop links and a programme of activities with other organisations and clubs with similar aims.

Each of these aims will be the collective responsibility of the Committee to achieve.

The aims will be monitored through out the year through committee meetings and will be reported at the AGM.

3.4 Development Areas for OSC

The following section identifies the areas that require development at Otley Sailing Club in order to support the current aims. This section focuses on those areas that required financial investment and excludes regular activities, such as the Sailing Programme and Training Programme, which are managed by the Committee through other means. The priorities include:

- Water - To secure for the Club the long term tenure of Weston Water;
- Club House – To refurbish and increase the standard of club changing facilities;
- Access – To improve and secure access to the Clubhouse and facilities and to improve the existing DDA (Disability Discrimination Act) compliance, for all types of disabled users;
- Dinghy Park- To provide secure dinghy storage and maximise available space for boat storage;
- Club Boats – To maintain a modern and appropriate fleet of sailing dinghies to encourage *Active Membership* and support the training and activity programmes;
- Safety – To meet all safety regulations and the commitments in the Club Safety Policy and Manual and to maintain a reliable fleet of safety boats to meet the safety needs of the club and support powerboat training programme.

4. DEVELOPMENT PROGRAMME 2005-2010

4.1 Overview

The following section examines each area of the clubs facilities and identifies the development needs over the next 5-year period in order to support the development aims and objectives of the club.

All of these initiatives represent the development priorities of the club, which together form our Development Programme that the club will seek to implement over the five years between 2005 and 2010.

4.2 Water

The leases for Weston water expire in 2007.

Ref	Item	Cost Estimate	Action required	Status
4.2.1	Tenure of Weston Water	TBC	Heads of terms agreed with Weston Estate for a twenty-five year lease for the water space and access.	Completed

It should be stressed that in addition to this development need- there is a pressing requirement to secure the effective management of the water to maintain its viability for sailing and other water-sports- i.e. controlling water weed and bank-side vegetation- particularly trees. These activities are planned maintenance and therefore fall outside the scope of this development plan.

4.3 Club House

The clubhouse was built and is maintained by club members- however the following development items are required to sustain the viability of the clubhouse facilities.

Ref	Item	Cost Estimate	Action required	Status
4.3.1	Refurbish Female Toilets and Showers	£9K	Develop plans and estimates – seek funding from National Lottery and Sport England and Club Funds/ Volunteers and Sailability	TBC
4.3.2	Refurbish Male Toilets	£4K	Develop plans and estimates – seek funding from National Lottery and Sport England and Club Funds/ Volunteers and sailability	TBC
4.3.3	Refurbish Male Changing Room.	£4K	Develop plans and estimates – seek funding from National Lottery and Sport England and Club Funds/ Volunteers and sailability	TBC
4.3.4	Refurbish Disabled Toilet & Shower	£4K	Seek funding from Sailability.	TBC
4.3.5	Refurbish Club Room	£4K	Undertake with club funds and volunteer labour.	Completed
4.3.6	Refurbish Male Shower	£2K	Undertake with club funds and volunteer labour.	Completed

4.4 Access

The club access road requires attention – it is potholed, and muddy, which deters visitors and is a hindrance to membership. Also the main door is subject to frequent burglaries and is in need of replacement. The club needs to maintain and improve standards for disabled access.

Ref	Item	Cost Estimate	Action required	Status
4.4.1	Front Door	£2K	Replace with roller shutters- and remove threshold. Seek funding from Sailability and Club funds.	TBC
4.4.2	Access Road – Club side	£16.5K	Resurface with concrete or Tarmac – Seek funding from Sailability, Sport England and Club funds.	TBC
4.4.3	Access Road – Quarry side	£33K	Resurface with concrete or Tarmac – Seek funding from Sailability, Sport England and Club funds.	TBC
4.4.4	Hand rails	£1K	Replace handrails around club with volunteer labour	TBC
4.4.5	Play area	£1K	Create a secure children's play area - with volunteer labour and club funds.	TBC

4.5 Dinghy Park

The dinghy park provides club members with a secure area to store their boats throughout the year. It is surrounded by a chain link fence and gates, which require renewal.

Ref	Item	Cost Estimate	Action required	Status
4.5.1	Main gates	£2 K	Replace main gates – using club funds.	Completed
4.5.2	Side Gate and Fencing	£2.2 K	Replace side gate and fencing – using club funds	TBC
4.5.3	Dinghy Park Fencing	£3.3 K	Replace palisade fencing around Dinghy Park (and potentially increase size of park- subject to landlord and planning authorisation)– using club funds	TBC
4.5.4	Dinghy Park Resurfacing	£TBC	Refurbish the Dinghy park with all weather low maintenance surface (e.g.: concrete). Undertake in 3 phases. - using club funds.	TBC
4.5.5	Southern Slipway	£2.2K	Renewal of southern slipway to increase accessibility and reduce gradient. - using club funds.	TBC

4.6 Club Boats

The club has a modern and complete fleet of Access disability boats, purchased through grant aid and sponsorship, which can also be used safely for youth sailing. In addition there is a modern fleet of Pico single-handed boats. The training fleet of 3 Wayfarers and the 420 is however aging. It is proposed to replace these with a modern fleet of four Sport-16 sailing dinghies, over a four-year period. As a new dinghy is purchased, one old dinghy should be sold. It is proposed to retain the Enterprise for capsizing drill purposes. The costs can be reduced if good quality second hand boats can be sourced.

Ref	Item	Cost Estimate	Action required	Status
4.6.1	4 x Sport -6 Sailing Dinghies	£24K	Replace on incremental basis between 2005-2009 (£8,000 per annum). This would be cheaper if purchased second hand. Use sponsorship, grant aid and sale.	TBC

4.7 Safety Boats

The safety boat fleet is in need of replacement.

Ref	Item	Cost Estimate	Action required	Status
4.7.1	Replace RIB Engine	£4.5 K	Purchase of new 50hp engine from club funds.	Completed
4.7.2	Replace RIB Hull	£4.5K	Replace in 2006 from club funds, sponsorship or grant aid.	TBC
4.7.3	Replace Dory	£4.5K	Replace in 2005, with drop front boat to assist rescue – Seek grants/ sponsorship	TBC
4.7.4	Replace Dory Engine	£3K	Replace in 2005 – Seek grants/sponsorship	TBC

5. INVESTMENT AND RESOURCE STRATEGY

5.1 Overview

This section identifies the approach to securing the necessary funding for the Development Programme.

5.2 Recent Developments

In the past four years, OSC has been successful in securing over £46,500 of development into the club through a combination of volunteer effort, club funds, sponsorship and grant aid, as summarised below. This approach will continue to be used to fund the development programme.

Year	Completed Capital Developments Items	Value
2004	Refurbishment of Male Showers	£1,000 – Club funds & Volunteers
2004	Purchase of new 50hp engine for RIB Safety Boat.	£4,500 Club funds
2004	Sponsorship from EDS to purchase Access 3 Sailing Dinghy for disabled use.	£3,000 Sponsorship
2003	Sponsorship from EDS and matching funding from Sportsmatch to purchase 3 Pico sailing Dinghies for a Youth Sailing Programme.	£2,500 Sponsorship £2,500 Sportsmatch
2002	Lottery Grant through Awards for All Scheme to purchase Access 3 Sailing Dinghy, disabled access winch and new life jackets for a Sailing for All Programme.	£5,000 Lottery Grant
2002	Refurbishment of Club House- clubroom.	£3,000 Club funds and Volunteers
2002	Double Glazing of the Club House – club room	£5,000 Club funds
2001	Re surfacing – middle section of access road	£20,000 Club funds
Total	Recent capital investment in OSC from all sources:	£46,500

5.3 New Investments

All Committee members will actively pursue and identify potential new sources of sponsorship and grant aid. To progress a project, the Committee will appoint a Project Officer who will co-ordinate the initiative and secure the funding.

All grant applications and sponsorship proposals should be to secure developments in accordance with this development plan and need to be approved by both the Commodore and the Treasurer. The Development Plan can be updated and modified to take advantage of emerging new sources funding- with the approval of the Committee.

Where possible projects should seek to be self-financing through grant aid and sponsorship- with the balance being made up from current club funds. No applications should place the club in financial or reputational risk. Potential external sources of funding will include, but not be limited to:

- Commercial Sponsorship;
- Local Authorities;
- Voluntary Organisations;
- National Lottery- Awards for All Scheme;
- Sport England;
- Sports Match;
- Leeds District Sports Committee.

Inevitably, the availability of outside funding is hard to plan for and will steer initiative towards the priorities of the funding organisation. This plan provides a framework and process to align the needs of funding bodies and the club.

Where volunteer labour is used, this is valued at the following rates in 2006:

1. Professional services – up to £370 per day;
2. Skilled labour - £170per day;
3. Unskilled labour - £60 per day.