

# CLWB HWYLIO LLYN BRENIG SAILING CLUB

## Development Plan 2019 to 2024

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|--------------------------------------|--|
| 1. <b>History</b>                    | Where have we come from?                       |
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The club currently owns a fleet made up as follows:

3 X RIB Safety boats, 1 X Rigidflex Safety Boat, 1 X Committee boat, 6 X Picos, 6 X Toppers, 3 X Topper Xenons, and 7 X Optimists. St David's College also have 6 Picos and an O-Boat on site.

Member boats on site in 2018 included 20 cruisers, 6 keelboats, 21 DH and 22 SH. This number is increasing. Thus we have circa 100 permanent craft operating from the club with an increasing number of visiting craft.

### 1. History

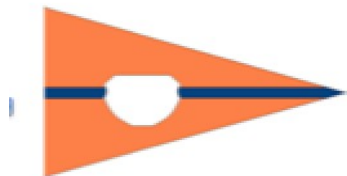
Llyn Brenig Sailing Club (LBSC) was founded in 1976 and is located about 10 miles west of Denbigh, straddling the counties of Conwy and Denbighshire in North Wales. The club has a purpose-built, spacious clubhouse, which is built on land leased from Welsh Water, who have actively supported the development of the Club. The clubhouse was extended in 2000 with generous support by the Sports Council for Wales (SPORTLOT) and Conwy County Borough Council.

As recently as 2007 LBSC had no junior members in a membership of 70+. By 2013, there were 61 Junior Members and the total membership had grown to 146 as a result. Current membership is made up of 83 adults, 61 juniors. Many current family memberships are as a direct result of the youth programme.

In addition, we have four Group Memberships, being St David's College, Pentre Llyn Cymer Centre, North Wales Scouts, and Pengwern College. This latter is a college for youngsters between the ages of 16 and 25 with severe learning difficulties. We work with them on a weekly basis to agree a plan of activity.

The club is an RYA certified Training Centre and we currently have qualified trainers as follows. 2 SI, 6 DI, 1 PBSI, 1FAI.

In 2008/09 the RYA On Board programme was launched. LBSC was the second club in N Wales to sign up to the programme. This was aided by a Cadwyn Clwyd grant to enable us to purchase 7 X Optimist (junior training dinghies.) We introduced a schools programme and started a junior to adult pathway initiative.



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To enable youth trainees to progress further, we also received a grant from CCBC to enable us to fund 5 X Topper dinghies. We match funded this with volunteer coaching time and a time log was kept to authenticate this.

In 2010, LBSC hosted their first CYRC (Club Youth Racing Circuit) event.

In 2011 we received LAPA funding from Denbighshire County Council, which indirectly enabled us to deliver a 40 day programme of coaching.

In 2012, 2013, 2014 & 2015, we again hosted the CYRC and they were the best-attended events of its kind in the United Kingdom. In September 2015 we had 76 youngsters on the water, which was almost double that of other regional CYRC attendees. Our CYRC involvement continues.

Each year, we hold an Open Day / Try Sailing Day. Each successive year has shown phenomenal growth as our experience of running such events grows and as our partnership relationship with our two Local Authorities improves. In 2013 we had a record 105 individuals try sailing for the first time. On 5<sup>th</sup> May 2014, we had 175 people visit the club and 136 of them went sailing for the first time. In 2015 a record 204 individuals came sailing for the first time. The number continues to be high although can be affected by the weather conditions on the day. Several attendees subsequently enrol on training courses and become club members.

As a result of these successes, we now host free of charge Taster Sailing once each month.

### **The Measurable Outcomes of our junior participation and pathway programme to date are as follows:**

- The following demonstrates the progress made in our Junior team insofar as their selection for Welsh Sailing Squads

2010 – 2 squad sailors (Chelsea and Nellie)

2011 – 3 squad sailors (Chelsea, Charlotte & Alex)

2012 – 9 squad sailors (as 2011, plus Harry, Ellie, Eddie, William, Jack and Daniel)

2013 – 12 squad sailors (as 2012, minus Daniel but plus Kai, Tom, Elsie and James).

2014 – 15 squad sailors (as 2013, plus Chloe, Tyler and Tamsyn)

2015 – 14 squad sailors. Some name changes, but still making progress.

The class of boats sailed by our squad members in 2014 ran across the RYA pathway:

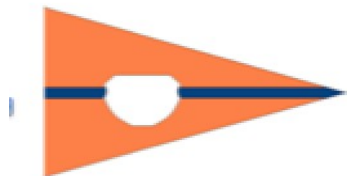
Optimist x 4 (Tom, Kai, Tyler and Tamsyn)

Topper x 7 (Elsie, Charlotte, Alex, Harry, Ellie, Eddie, William – the latter 6 progressing through from Oppies)

29er x 4 (Chelsea, James, Chloe and Charlotte – 1 progressed through Oppie and Topper (Charlotte), 1 progressed from Topper (Chelsea))

Laser x 1 (Jack – progressed from Topper)

- These youngsters have continued to train at squad level throughout the 2013/14/15 winter and have progressed to the next level of international achievement whilst providing a feeder stream of new young sailors in each successive season.



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### **2016 Squad developments now include**

- Kai Wolgram - GBR National Optimist Squad & Welsh National Optimist squad
  - Phoebe Roberts – GBR Intermediate Optimist Squad & Welsh National Optimist Squad
  - Harry Pulford – GBR National Topper Squad & Welsh National Topper Squad
  - Benjamin Jukes-Bennett—Welsh National Topper Squad
  - Jack Shepherd – GBR Laser Radial Youth Squad & Welsh Laser Performance Squad
  - Jack Dolder – Welsh Regional Topper Squad
  - Rhys Dolder – Welsh Regional Optimist Squad
- 
- As referred to earlier, youth membership has continued to grow.
  - The LBSC junior team took the CYRC championship away from Port Dinorwic SC, holders for the past four years, beating all other N Wales clubs to become the current holders of this cup.
  - As a consequence of the proactive activity, our overall membership has grown by over 100%
  - LBSC were awarded the RYA Cymru Club of the year award for participation for 2014. This was up against all other clubs in Wales.
- **In 2016 LBSC were in the final five of the All UK RYA Club of the Year. This was a fantastic achievement.**

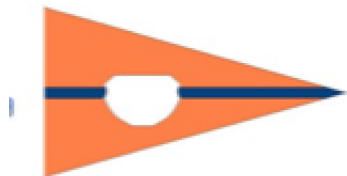
A fact of life is that junior sailors move on to colleges, university and life in general. To meet this challenge we need to have a constant new intake of juniors. This is a major challenge but comes with great benefits. Parents and families often become involved as a result of junior interest.

### **A Growing Cruiser fleet.**

Llyn Brenig is an ideal location for mid sized cruiser and other keel based craft up to 24ft. To address this growth and to overcome health and safety concerns, the club invested in twenty new moorings during December 2018. These are “Trot” moorings and are of a very high standard of strength and security. A Scottish company was commissioned to undertake the installation and a sum of £15,000 was provided by Welsh Water that helped to finance this project.

### **A Gender Balance**

Along with the Governing Body RYA, we have taken steps to address the shortfall of female sailors. We held a very successful Only Girls Afloat campaign during 2018, which has already translated into new female members of varying ages.



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## Disability Involvement.

One of our Group Memberships is Pengwern College, which caters for youngsters between the ages of 16 and 25 with significant learning difficulties, including autism, Downs Syndrome, etc. We hold sessions each Wednesday in term time for this group.

## Other Community Involvement.

**Pentre Llyn Cymer Outdoor Pursuits Centre** are group Members providing outdoor experience for the primary sector throughout North Wales. They attend throughout the year with groups of typically 30 juniors each session.

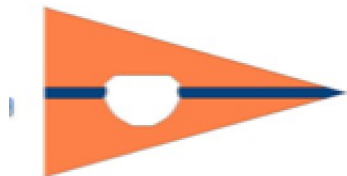
**North Wales Fire & Rescue Service** utilise the club facilities for the launch and recovery of the rescue boat training sessions

**Welsh Water** rely on the club for providing safety boat training for all their permanent and seasonal staff

## 2. The Audit

The following is a SWOT analysis, which gives consideration to the strengths, weaknesses, opportunities and threats in the following six key areas:

<b>Legal</b> Constitution, Byelaws, Lease agreements, insurance, health & safety, risk assessment, safeguarding, etc	<b>Administration</b> Volunteers, committee/management structure, first aid, marketing, promotion, club policies, role descriptions, etc	<b>Finance</b> Budget, income & expenditure, accounts, cash flow, fundraising, audit, assets, depreciation.
<b>Facilities</b> The Lake, changing rooms, Dinghy Park, Pontoon, equipment, maintenance, clubhouse, Galley, Safe Storage	<b>Sailing</b> OnBoard, juniors, families, seniors, coaches, partners, development & education, recruitment, competition, Calendar, disability, etc	<b>Social</b> Community involvement, partnerships, schools, universities, colleges, events, etc



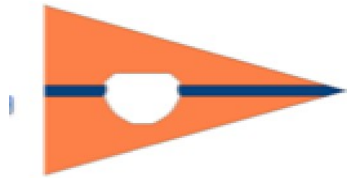
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Examples for consideration in each section of the SWOT analysis can be seen below but the list is by no means exhaustive.

<p><b>STRENGTHS</b>          Our history including recent successes.          The physical aspects of the lake.          A growing membership.          Success in youth development.          Club reputation in the region.          Range of skills within the membership.          Good working relationship with partners.          Effective committee working.          RYA Recognised Training Centre          Trained Instructors          WiFi enabled clubhouse          Superb Foreshore launch area          Winter Training now in place          RYA Cymru Club of the Year Award for Participation          All UYK RYA Club of the Year Finalist 2016.</p>	<p><b>WEAKNESSES</b>          Insufficient Capital finance.          Never enough qualified instructors.          No volunteer role descriptions in place.          Restricted access and parking          Restricted Local Accommodation          Inadequate secure storage for Safety Boats and equipment.          Inadequate water supply for major events</p>
<p><b>OPPORTUNITIES</b>          Catchment area and accessibility          School potential          Inland Water Training offer is good by UK standards          Class Association Event Hosting          Partners and Local Authority support          Work with Welsh Water to provide a joined up offer.          Contribution to the regional economic and tourism development programme</p>	<p><b>THREATS</b>          Without developing new membership, the club will not have a future          Funding issues are also dependent on membership numbers          We have to compete with commercial offers in the region          General economic restrictions          Demographic make up of membership</p>

### 3. Our Aims

Having arrived at where we are, we now need to recognise areas of weakness and overcome them, to explore all avenues of opportunity to develop the club from it's current position of being a regional sailing club, to that of being an RYA accredited UK national water sports centre of excellence, capable of hosting national sailing events, and being a venue of choice for those seeking a UK inland water training development experience as an alternative to Grafham and Rutland (both of which are central / southern England venues). Given the geographic location of Brenig, the



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catchment area for such an offer is immense. (2 hours from West Midlands, 90 minutes from Greater Manchester, 60 minutes from Liverpool)

Future events that we might aspire to host include class Nationals such as the IOCA (Optimist) nationals that attract circa 450 competitors plus attendees. Welsh regional and zone events also attract large numbers. Nationwide, Inland Championships, Spring/ Autumn Championships are now all possible and realistic opportunities.

The opportunity to grow our membership also has great potential. Within 50 miles of the club is a population of 1.65m

As well as positioning ourselves to take opportunities for major events, we also need to mirror the strategic plan recently produced by RYA Cymru by expanding our training and development offer to include those in the age group 16 to 25 and to a wider audience of families as well as broadening the gender-neutral offer.

We need to recognise our limitations as they currently stand and to have a specific plan to overcome each of them in turn on a structured timescale that takes account of people resource, availability of funding, weather restrictions and resource limitations other than finance.

Above all, we need to agree realistic targets to meet our goals within the period of this five-year development plan.

The greatest short and medium term area of challenge to achieve these goals will be that of capital funding.

### **RYA Involvement**

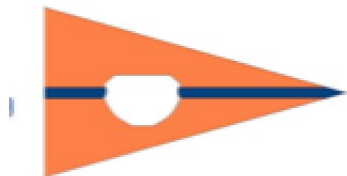
We are frequently asked by RYA to host squad training programmes for their regional and national squads and we plan to build on this. Llyn Brenig is a popular training location valued by coaches, sailors and parents.

### **4. Infrastructure Development**

**4.1** The need to increase the training fleet has now been addressed and supported by a grant from Sport Wales together with a sum from Denbighshire County Council outdoor activities. From this funding stream we have added three Topper Xenon class dinghies, which will enable us to offer a wider range of training to youngsters, adults and family groups. We have also purchased an additional Topper dinghy bringing the fleet to six. A Rigiflex 360 safety boat has also been added to enable us to expand our safety cover. Delivery of these craft took place in **March 2014** and in **August 2014** we bought an additional RIB from RYA Cymru which was mostly funded by Sport Wales. In September 2015, we received a Community Chest Grant of £1,500 to provide necessary wetsuits, buoyancy aids and trapeze harnesses to take our training to a new level. We now need to seek funding to replace the Pico training fleet.

**4.2 The foreshore.** This phase of the project was completed in **August 2014**. **A plan of this is attached as Appendix A.** We now have nearly 1,000 sq m of





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concrete launch area plus two 60m slipways and two functional jetty/pontoons. This is now arguably the best launch facility in Wales and possibly among the best in UK. This was funded by Sport Wales and Conwy Rural Key Fund. This facility will greatly increase our ability to hold major events where typically up to 100 boats need to be launched within ten or fifteen minutes. In October 2016 we received a grant from the Millenium Stadium Chritiable Fund to provide pontoon fenders to both pontoons.

## 4.3 The Big Plan

Welsh Water have appointed architects TACP of Wrexham to work with them to redevelop the whole site and they have included us in all the discussions. As well as increasing the footprint and layout of the sailing club, the plans include provision for camping, caravan and RV sites, plus additional car parking. They plan to extend the 3-phase electricity to the sailing club and provide fishing platforms for the disabled. A revised plan now includes lodges to be rented out.

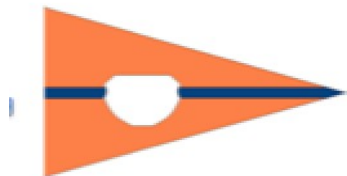
### See Appendix B

At this stage, it has not yet been agreed which elements of the development will be funded by Welsh Water. They had originally been working on a capital plan to provide for much of the work in their 2015/16 budgets, but in the subsequent economic climate, this timetable was delayed and is currently on hold. Welsh Water still have a wide objective of opening up their inland water sites for recreational and community benefit.

As such, the only major work requiring funding by the club in recent years has been the foreshore launch area, and the provision of new moorings. We also winterised the clubhouse and started holding winter training sessions for the first time. We now need to address funding streams to enable further development.

## 5. The Plan

WHAT	HOW	BY WHEN	WHO	COST
Obtain necessary capital finance to meet the needs of the plan	<ul style="list-style-type: none"> <li>Work with Local Authorities, Sport Wales, RYA and NRW to identify possible sources of funding</li> </ul>	2019/2020	Nominated committee member	Nil
Produce role descriptions for all volunteer roles.	<ul style="list-style-type: none"> <li>Expand on current defined duty roles</li> <li>Distribute the role descriptions and discuss with each</li> </ul>	March 2019	Club secretary and Committe	Nil



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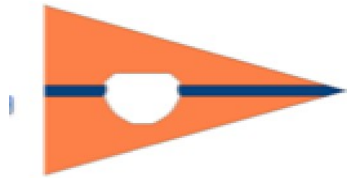
	volunteer.			
Explore funding avenues to further develop club storage facilities	<ul style="list-style-type: none"> <li>Approach regional energy suppliers, and other funders</li> </ul>	2019/20	Club Committee	

Purchase additional RIB Patrol Boat	<ul style="list-style-type: none"> <li>Either identify funding source or work with RYA on Community RIB option. This has now been achieved as well as a new O Boat</li> </ul>	<b>Complete</b>	Committee	£Nil
Develop the club Footprint	<ul style="list-style-type: none"> <li>Agree terms with Welsh water.</li> <li>Obtain Planning Permission</li> <li>Obtain Funding</li> <li>Obtain Quotations</li> </ul>	2019 / 2020	All	£100K
Develop the Foreshore	<ul style="list-style-type: none"> <li>Currently imminent</li> <li>Contractor appointed</li> <li>Funding now in place</li> </ul>	<b>Complete</b>	Committee	£23K

Develop the coaching programme	<ul style="list-style-type: none"> <li>Identify members for development.</li> <li>Agree timescales and objectives</li> <li>Obtain Funding</li> </ul>	2019-2020	Training Principle	£5K
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Implement use of the club for Regional Events	<ul style="list-style-type: none"> <li>Identify the need</li> <li>Promote the centre</li> <li>Draft Agreements</li> <li>Obtain Commitments</li> </ul>	2020		
Promote the club as a National Event Centre	<ul style="list-style-type: none"> <li>Identify the need</li> <li>Promote the centre</li> <li>Draft Agreements</li> <li>Obtain Commitments</li> </ul>	2020		





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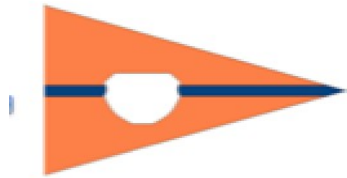
Concurrent with the above, we need to address each of the following, much of which will be essential to achieve the planned development.

- a. Agree all plans with Welsh Water and introduce an ongoing development task group with them so as to ensure mutual and corporate objectives are agreed.
- b. Further develop our relationship with local schools, building on our current relationship with both adjacent local authorities. We need to agree methodology with them utilising 5/60 officer skills where appropriate.
- c. Discuss with both Local Authorities how we might best expand the offer to the wider communities in the interest of Health and Wellbeing by the promotion of such a Leisure Activity. Also address tourism and regeneration opportunities
- d. Work with colleges and universities to further develop group membership opportunities
- e. Work with Leisure and Sports officers to identify complimentary non-sailing opportunities that might share the resource.
- f. Explore all "Sailability" options, to include contact with ex servicemen's organisations, whilst at the same time ensuring DDA compliance in all our physical resources. Progress is now being made on this with two new craft for disabled being provided for the start of the 2017 season.
- g. Wherever possible identify bi-lingual promotional materials to ensure maximum exposure as well as compliance with Welsh Language Board guidelines
- h. Put in place a robust safeguarding policy that involves membership and parents.
- i. Review Insurance arrangements to meet the changing role and need.

### **5. The Review**

The Development plan having been agreed by the club committee and if necessary by a Special General Meeting, then needs to become an agenda item at each successive Committee meeting with updates being discussed and agreed based on achievements and developments. It is proposed that a risk assessment approach be applied for each of the specific areas of the plan with risks to focus on the following:

- a. Health & Safety



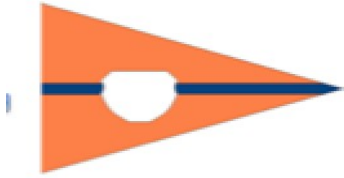
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- b. Cost overrun and other financial
- c. Performance against agreed targets

We need to agree outcomes based on criteria such as the following:

- Membership increase.
- Sailing “First Experience” sessions held
- Retention rates
- Funding achieved
- Return on Investment for funders
- Impact on local tourism and economy
- Number of sessions held
- Number of Major events

**Appendix A**



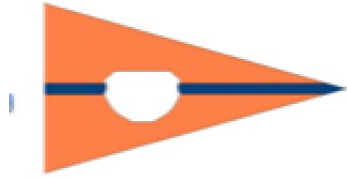
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## Appendix B

Report author: Paul Marfleet

LBSC Development Plan.Doc



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