



Registered Charity Number 1,160,253  
Company No. 08998602  
Bridge End Quarry, Otley, West Yorkshire, LS21 2SU

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## OTLEY SAILING CLUB

# Development Plan 2015 - 2020

Approved September 2015

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Otley Sailing Club  
Weston Water  
Bridge End Quarry  
Otley  
West Yorkshire  
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## 1. INTRODUCTION

### 1.1 Contact Details

For further information on this plan please contact:

**Commodore, Otley Sailing Club Mob: 07425166970**

**Vice Commodore, Otley Sailing Club**

### 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 Ltd;
- prioritise those needs to enable officers of the club to make investment decisions;
- provide an objective basis for seeking external funding from Sponsors and Grant making bodies making use of the Charitable Status given to us where needed;

The plan aims to:

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



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### 1.3 Document control and approvals

	<b>Date</b>	<b>Changes since previous issue</b>
01/09	November 2009	First Revision
02/09	January 2010	Second Revision added equipment information
03/09	March 2010	Third Revision membership numbers update for 2009
04/09	April 2010	Fourth Revision minor corrections to Contents page
05/09	April 2010	Fifth Revision update on targets and fund raising.
06/09	September 2010	Committee approval
07/09	October 2012	Sixth Revision update on targets and fund raising
08/09	July 2015	Seventh Revision update on targets and fund raising
09/09	September 2015	Committee approval

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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 9<sup>th</sup> 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 areas in Leeds. Otley Sailing Club is an RYA Recognised Teaching Establishment (RTE). It is also the RYA Centre of Excellence for Disability Sailing, and has been awarded the Queens Award for Volunteering.

### 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.

In addition the Club has a number of committee members, elected or co-opted from the Club membership.

The Club has a number of elected Trustees/Directors 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 – 8 weeks and the minutes of the meetings are published on the Club notice board and the Clubs Website.



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### 2.3.1 Charitable Status

Otley Sailing Club became a Limited company (Company No. 08998602) in December 2014 this was part of the application process to enable OSC to be a charity.  
 OSC became a charity in 2015 and have the Registered Charity Number 1,160,253

### 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 that is reviewed annually by the training team, 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 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 categories of membership, with a progressive fee rate for each class of membership. The membership numbers for 2015 are as follows:

<b>Category</b>	
Full	117
Associate	7
Intermediate	8
Junior	66
Life/honorary	13
Corporate	3
<b>TOTAL</b>	<b>218</b>

### 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 Club house has had a major improvement to the changing rooms and corridors, this includes a new wet room with hoist and heated hand dryer, blown air heating, toilet and shower, the ladies and gents changing room have benefitted from a new nonslip floor and benches. The work was funded by the Lottery Funded Sport England Inspired Facilities grant of £38,246 and matched with £10,000 from our own funds

#### The Dinghy Park and access.

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

The Inspired facilities grant also enabled ground work to be completed to improve wheel chair access to the club by a new concrete path, along with gabions being dug in to the shoreline to secure the front aspect to the waterfront a new gate was purchased by the club for wheel chair access



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### **Access Road.**

The Club is accessed by a private track that runs from Otley Bridge, along the banks of the River Wharfe. The end section of which is un-surfaced and subjected to regular winter flooding.

### **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 leased from the Weston Estate. The Club has agreed terms with the Estate, for a twenty five year lease commencing July 2007. The Club owns and maintains its clubhouse and facilities



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### **The Club boats.**

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

- 3 x Comet Trio sailing dinghies – four person training boat;
- 3 x Access sailing dinghies – 6' 1 person disability boats;
- 5 x Access 303 sailing dinghies – 10' 2 person disability boats;
- 5 x Pico sailing dinghies – 12' single general purpose and training boats;
- 1 x electrical helm units for Access boats for paraplegics;
- 3 x Toppers
- 1x RS Feva
- Rowing boat for access to the island and powerboats

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:

- 17' Rigid Inflatable Boat (RIB);
- 19'4" Displacement motorboat;
- 18' Pioneer disabled access safety boat;

### **Equipment.**

The Club has the following equipment:

- 40 adult buoyancy aids (good condition);
- 30 children's buoyancy aids (good condition);
- 6 inflatable buoyancy aids (good condition).

## **2.7 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 in spring and summer.

In addition the club has organised disabled sailing sessions every Monday, Wednesday and Thursday from April to Late October. With occasional Saturdays during the season. These sessions can include racing as well as training.

### **Family and guest activities.**

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

- Family days twice per month during the Summer
- Regatta day- fun sailing every July
- Junior Sailing week, summer holidays
- RYA training Youth Club
- Bonfire-Night party
- Improver sailing sessions, racing/spinnaker
- Taster Sessions for both able bodied and disabled groups
- Social events and trips to other sailing venues (i.e.: Bridlington and Ullswater)



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## 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 1&2 Course – held twice per year
- RYA Safety boat courses held according to demand or Club needs
- RYA first aid course – held according to demand
- RYA specialist advanced sailing courses- organised according to demand
- Beginner's refresher courses
- Assistant Instructor Training – according to demand
- Adult refreshers/improvement sessions
- Safety Crew Course developed at OSC

## Sail Free- Sailing for All Programme (RYA Sailability)

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 RYA has recognised the work and standards of the Club in the programme with an award of 'Centre of Excellence' for Disabled Sailing.

The club was also awarded the Queens Award for Voluntary Service in June 2012.

Also the club received the Duke of York Community Initiative award in October 2013.

These activities are organised by club members on a voluntary basis and the recent programme of events includes.

Regular Monday, Wednesday and Thursday sessions (with complex learning disabilities):

- John Smeaton Community High School, Leeds
- Bradford College – Students with Learning Disabilities
- John Jamieson Silk
- Hollybank Trust- Residential Unit
- Henshaws College for Visually Impaired
- Brooklands School Skipton

Other groups which attend the Club:

- Ripon Activity Project – providing sailing opportunities for disabled people
- Bradford College
- Park Lane College
- Action for the Blind
- Aireborough Play scheme



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### **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 open water swimming to groups such as:

- The Leeds/Bradford Triathlon Club
- Life Guards
- British Triathlon Federation, Leeds Triathlon Centre, Triathlon Performance & Development Squad

### **On-Board**

OSC offers sailing experience sessions to children through the RYA On-Board scheme and in 2009 were presented with an award for outstanding performance.

### **RYA Junior Youth Club**

In 2014 and again in 2015 OSC provided a Junior Youth Club. In 2014 some 40 young people took advantage of the scheme with an average attendance between Easter and October of 35.

## **3. DEVELOPMENT NEEDS OF THE CLUB**

### **3.1 Overview**

The previous Development Plan for 2012 - 2017 has been reviewed and it was agreed by the OSC Committee in June 2015 that it should be updated for the next five years. Accordingly a subcommittee was formed to undertake this exercise.

This section of the plan identifies the club's development aims. From this are derived the Club's 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 and funded from subscriptions.

The following section details the Club's Development Programme for the period 2015-2020.

### **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.
- Increase the number of Senior Dinghy Instructors, Dinghy Instructors and Assistant Dinghy Instructors. Also Powerboat Instructors to support new members/training needs



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### 3.3 Development objectives Otley Sailing Club

The current development objectives of Otley Sailing Club between 2015 - 2020 are to:

1. Sustain the viability of Otley Sailing Club – in terms of finance, facilities and *Active Membership*;
2. Promote sailing to *all members* of the community and present a positive image of sailing;
3. Meet the objectives of local and national stakeholders in promoting: grassroots sport, healthy lifestyles and personal fitness;
4. Increase full Club membership to over 250;
5. Increase *Active Membership* so that we achieve an average of 20 sailing dinghies on the water each Sunday during the sailing season;
6. 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;
7. Increase the average participants in Club races to +15 boats;
8. Offer sailing opportunities to at least 10 outside groups and schools, totalling over 200 individuals each year;
9. 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*;
10. Offer quality and value for money facilities to Club members and visitors to encourage *Active Membership*;
11. Maintain Sailability Centre of Excellence status and become a recognised leader in the field of sailing for the disabled;
12. Maintain high standards of safety and safety facilities to all Club members and visitors;
13. 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 throughout 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- Maintain the lake and provide good safe access to pontoons.
- Club House – To continue to refurbish and increase the standard of facilities for all members and disabled;



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- 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 by increasing the area;
- 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.

### 3.5 Volunteer Policy/Plan:

Otley Sailing Club values the contribution that volunteers can make to our organisation.

Otley Sailing Club recognises that volunteering is a two-way process that provides us with the benefits of the skills, experience and enthusiasm that volunteers bring and provides volunteers with opportunities to further enhance or develop skills, gain experience of new working environments and gain personal benefits and satisfaction from the volunteering experience. We are committed to managing and supporting volunteers in a way that ensures that the needs of both parties are met, as far as our capacity reasonably allows.

Otley Sailing Club strives to create a diverse and inclusive organisation; we are therefore committed to ensuring equality of access to high quality volunteer opportunities and equality of treatment for our volunteers in all our policies and practices.

Otley Sailing Club recognises four principles fundamental to volunteering as set out below. As the Club's aim is to attract the target number of volunteers denoted in this development plan, the Club and its Committee will at all times be cognitive of these principles:

**Choice** – volunteering must be a choice freely made by each individual. Freedom to volunteer implies freedom not to become involved.

**Diversity** – volunteering should be open to all, no matter what their background, race, colour, nationality, religion, ethnic or national origins, age, gender, marital/partnership status, sexual orientation or disability.

**Mutual Benefit** – volunteers offer their contribution and skills unwaged but should benefit in other ways in return for their contribution. Giving time voluntarily must be recognised as establishing a reciprocal relationship in which the volunteer also benefits and feels that his or her contribution is personally fulfilling.

**Recognition** – explicit recognition that valuing the contribution of volunteers is fundamental to a fair relationship between volunteers and Otley Sailing Club.

To support the Club's growth to 250 members and its commitment to the wider community Otley Sailing Club aims to recruit a minimum of 10 volunteers each year.



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## 4. DEVELOPMENT PROGRAMME 2015 - 2020

### 4.1 Overview

The following section examines each area of the Club's 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 2015 and 2020.

### 4.2 Water

There is a continuing 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 development items are required to sustain the viability of the clubhouse facilities.

- New Training room/Store (Portakabin possible) 7.5k
- New changing rooms and kitchen ventilation 2.5k
- New heating systems in changing rooms 2.0k
- Fire door automatic release system 600
- Security system CCTV 4.0k
- Electrics to be checked and brought up to date if required. 4.0k

### 4.4 Access

Part of the Club access road requires attention – it is potholed, and muddy, which deters visitors and is a hindrance to membership. The Club needs to maintain and improve standards for disabled access.

Ref	Item	Cost Estimate	Action required
4.4.1	New training room	£34,320	Move gas tank-lay concrete bed-install services-acquire porta cabin-build access ramp to entrance-new fence on to dingy park
4.4.2	Access Road – Final Section	£12k	Resurface with concrete or Tarmac – Seek funding from Sailability, Sport England and Club funds.
4.4.3	Access slope to fixed jetty	20k	Build gradual sloping ramp to jetty for wheelchair access to & from lake side - Seek funding from Sailability, Sport England and Club funds.
4.4.4	Concrete road repair	5k	Cracking and subsidence on concrete road, repair and make good
4.4.5	Fence and Handrail	£1.5k	New waterside/patio handrail required

#### 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
4.5.1	Side Gate and Fencing	£2.2k	Replace side gate and fencing – using club funds
4.5.2	Dinghy Park Fencing	£3.3k	Replace palisade fencing around Dinghy Park (and increase size of park)
4.5.3	Dinghy Park Resurfacing	£10k	Refurbish the Dinghy park with all weather low maintenance surface (e.g.: concrete). Undertake in 3 phases.
4.5.4	Southern Slipway	£5k	Renewal of southern slipway to increase accessibility and reduce gradient. - using club funds.

#### 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 has 3 Comet Trios, it is proposed to add to these over the next 5 years.

Ref	Item	Cost Estimate	Action required
4.6.1	3 x double handed sailing Dinghies (RS Vision-Laser Bahia-Hartley 12.2) or similar	£12k	Try to get funding for a new boat

#### 4.7 Safety Boats

The safety boat fleet becoming old and tired replacement of the RIB and the Pioneer will need to be considered in the next two years. A new engine for the Pioneer was bought for £6,800 in July 2015 out of club funds.

Ref	Item	Cost Estimate	Action required
4.7.1	Replace RIB 5.3mt	£17k	Try to get funding for a new boat
4.7.2	Replace Pioneer	£9.5k	Try to get funding for a new boat

## 5. INVESTMENT AND RESOURCE STRATEGY

### 5.1 Overview



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

**5.2 Recent Developments**

In recent years, OSC has been successful in securing over £100,000 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.

<b>Year</b>	<b>Completed Capital Developments Items</b>	<b>Value</b>
2015	Facilities upgrade – wet room-hoist-flooring-doors-path -internal doors-changing room benches - shoreline built up with bastions	£38,246.00 sport England £10,000 Club Funds
2015	Wheel chair access gate	£474 Club Funds
2014	Concreting Shore line banking PHASE 2	£1,200 Club Funds & Volunteers
2014	Second hand RS Feva dinghy to promote youth sailing as part of the RYA pathway program	£3,450 Club Funds
2013	Second hand displacement boat	£3,200 Club Funds
2013	Concreting Shore line banking PHASE 1	£1,100 Club Funds & Volunteers
2012	New Engine for pioneer	£7500 Donation
2011	Refurbishment of Kitchen	£6,000 Club Funds & Volunteers
2011	New Comet Trio	£6,500 Club Funds
2010	Resurfaced majority of road	£8,0000 Club Funds
2010	Provision of new treatment plant (sewerage)	£13,000 Club Funds
2009	Comet Trio with Road Trolley	£7,650 Sponsorship
2009	Access Dinghy	
2008	Comet Trio	£7,500 Sponsorship
	Complete refit of all changing rooms and showers	Club Funds & Volunteers
	New RIB Hull	£6,000 Sponsorship
2006	Access Dinghy	£5,000, Sponsorship
	Pioneer Drop Front Rescue Boat	£12,000, Sponsorship
2004	Refurbishment of Showers	£3,250– 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 Sports match to purchase 3 Pico sailing Dinghies for a Youth Sailing Programme.	£2,500 Sponsorship £2,500 Sports match
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.	£7,500 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
<b>Total</b>	<b>Recent capital investment in OSC from all sources:</b>	<b>£130,400</b>



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### 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 2012:

1. Professional services – up to £600 per day;
2. Skilled labour - £300 per day;
3. Unskilled labour - £100 per day.