



OTLEY SAILING CLUB

Development Plan 2022-2027

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1. INTRODUCTION

1.1 Contact Details

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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.

1.3 Document control and approvals - Changes since previous issue

November 2009	First Revision
January 2010	Second Revision added equipment information
March 2010	Third Revision membership numbers update for 2009
April 2010	Fourth Revision minor corrections to Contents page
April 2010	Fifth Revision update on targets and fundraising fundraising
October 2012	Sixth Revision update on targets and fundraising
July 2015	Seventh Revision update on targets and funding
September 2018	Eighth Revision - update
February 2021	Ninth Revision - update
February 2022	Tenth Revision - update

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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;
- management arrangements
- Charitable Status
- safety arrangements;
- overview of current membership;
- overview of Current facilities;
- overview of the current sailing and activities programme.

2.2 History of 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 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 Queen's 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 Directors who are entitled to attend committee meetings and whose role is to ensure the Club maintains its founding principles. The Committee meets throughout the year, approximately every 4 weeks and the minutes of the meetings are published on the Club Website.

2.4 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 has the **Registered Charity Number 1160253**

2.5 Safety arrangements

Otley Sailing Club has a designated Safety Officer who is responsible for reviewing club safety policies 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.

2.6 Current Membership

The Club has categories of membership, with a progressive fee rate for each class of membership. The membership numbers for 2021 are as follows:

Category	
Family	170
Couple	32
Single	102
Student	1
Life/honorary	15
Corporate	7
Volunteer	26
TOTAL	353

2.7 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 club room with kitchen area, seating area and lounge. There is a separate porta cabin set aside for training purposes. There is a separate storage room for sails and sailing equipment. There is also a garage for storage of grounds maintenance and boat repair equipment.

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 non-slip 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 main club house area has been improved by new flooring and new furniture, paid for by club 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. Additional kayak racks have been installed to support the growing number of kayak and paddle boarding members.

The Inspired facilities grant also enabled ground work to be completed to improve wheelchair 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 wheelchair access

Access Road

The Club is accessed by a private track that runs from Otley Bridge, along the banks of the River Wharfe. Nearly 1km of the access track has been upgraded to provide a smooth surface as it was very rough with potholes. The road reinstatement cost £25,000 in 2017 and was paid for from club funds which had been saved over a number of years.

Jetties

There are two concrete slipways, one of which leads onto a floating T shaped pontoon. There is a further 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 into sailing boats.

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 agreed terms with the Estate, for a twenty-five-year lease commencing July 2007, and has recently negotiated a 50-year lease. The Club owns and maintains its clubhouse and facilities

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
- 8 x Access 303 sailing dinghies – 10' 2-person disability boats
- 5 x Pico sailing dinghies – 12' single general purpose and training boats
- 1 x Hartley 15 – four-person training boat
- 4x Toppers
- 1x RS Feva
- 3x Hartley 12.2s
- 1x Laser
- Rowing boat for access to the island and powerboats

In addition, the Club has two safety boats, which are used both for powerboat training and safety duties during racing and training events, they include:

- 17' Highfield Rigid Inflatable Boat (RIB) acquired 2017
- 18' Pioner 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).

2.8 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, Tuesday, 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:

- Occasional family days during the Summer
- Regatta day
- Junior Sailing week, summer holidays
- RYA youth training
- 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/Coniston)
- Paddle board taster days

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 courses
- RYA Youth Sailing Scheme
- RYA Powerboat Level 1 & 2 Courses
- 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

Sailfree - Sailing for All Programme (RYA Sailability)

OSC has a regular programme of activities under the name of Sailfree (RYA Sailability). We run sailing days 4 days a week in school term time, providing a programme of events for young people, mainly from specialist independent learning centres (SILC schools). We are focused on providing a high quality sailing experience for young people with complex disabilities and other interested groups. We also run occasional one off events for other charities and organisations, particularly those focused on disadvantaged, disabled and other youth 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 awarded the Queens Award for Voluntary Service in June 2012.

The club has received the Duke of York Community Initiative Award twice, in 2013 and again in 2019.

Sailfree activities are organised by club members on a voluntary basis, using paid Senior Instructors, and the recent programme of events includes.

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

- John Jamieson SILC
- Hollybank Trust- Residential Unit
- Green Meadows School
- HFT Bradford
- High Park School

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
- Team Brownlee

3. DEVELOPMENT NEEDS OF THE CLUB

3.1 Overview

The scope of the development Plan does include some planned and programmed maintenance of facilities, but does 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 2022-2027. The previous Development Plan for 2012 - 2017 has been reviewed and it was agreed by the OSC Committee in September 2017 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.

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 and also Powerboat Instructors to support new members/training needs
- Increase the number of volunteers
- Encourage the use of the water for kayaking and paddle boarding

3.3 Development objectives Otley Sailing Club

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 is communicated to all members.

The current development objectives of Otley Sailing Club between 2022 and 2027 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 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. Continue to offer sailing opportunities to at least 7 outside groups and schools, totalling over 1,250 individual sessions 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 maintain our status as a 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.

14. To develop the diversification of the club by encouraging the use of the facilities for kayaking and paddle boarding. The club will continue to support its open water swimming corporate members.

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;
- 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 principal fundamentals 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.

4. DEVELOPMENT PROGRAMME 2022 - 2027

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 2022 and 2027.

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, however consideration should be given, if required, to a one-off cost to pay a contractor to remove young tree growth around the edge of the lake and on the island as if left unchecked could lead to a deterioration of sailing conditions.

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.

Ref	Item	Cost Estimate	Timing
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4.3.1	Upgrade the outside of the club house - Paint /render the exterior walls & garage	£6.0k	2025
4.3.2	Legionella remedial works Further minor adjustments required to systems and club to re visit risk assessment in house	£200	2022

4.4 Access

Ref	Item	Cost Estimate	Timing
4.4.21	Renewal of southern slipway to increase accessibility and reduce gradient - using club funds.	£10.0k	2024

4.5 Dinghy Park

Ref	Item	Cost Estimate	Timing
4.5.1	Dinghy Park Resurfacing Refurbish the Dinghy Park with an all-weather low maintenance surface (e.g.: concrete). Undertake in 3 phases.	£10k	2024/25

4.6 Boats

Ref	Item	Cost Estimate	Timing
4.6.1	Replace Pioneer	£28k Grant funding	2024
4.6.2	2 x Access Dinghies	£15k	2023
4.6.3	2 x Large double hander boats for training e.g. rotomoulded Hartley 15	£7k	2024
4.6.4	2xLaser Picos - second hand	£2k	2022

4.7 Safety

Ref	Item	Cost Estimate	Timing
4.7.1	Improve and resurface patio and reconstruct steps to powerboat pontoon with creation of safe landing stage to pontoon	£36k	2022
4.7.2	Improve access for wheelchair users from the emergency exit by constructing a ramp instead of current steps	£4,000	2022
4.7.3	Waterside Fence and Handrail	£7.5k	2022

4.8 Sailfree

Ref	Item	Cost Estimate	Timing
4.8.1	Establish an agreed sustainable financing plan to pay Senior Instructors (SIs) to oversee Tuesday and Thursday Sailfree sessions. This is likely to be from a combination of club funds, income from training and grant funding.	£6.4k p/a	annual

5. Developments 2001-2021

In recent years, OSC has been successful in securing over £300,000 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.

Completed Developments Items			
2021	New Fire doors	£ 928	Donation from LTSB
2021	New window units for club house	£ 620	Club funds
2021	Pump for Genny house	£ 511	Club funds
2021	Pontoon replacement	£ 14,114	Club funds
2021	Picnic tables	£ 1,296	Club funds
2021	Comet sails - 2 set	£ 990	Club funds
2021	Kayak racking	£ 294	Club funds
2020	Comet sails - 1 set	£ 495	Club funds
2020	Chairs for clubhouse	£ 410	Club funds
2020	Kayak racking	£ 274	Club funds
2020	Car park repairs	£ 918	Club funds
2019	Genny house racking	£ 520	Club funds
2019	Water Boiler for kitchen	£ 370	Club funds
2019	Hartley 15 training boat	£ 6,672	Club funds
2019	Honda Brush cutter	£ 295	Club funds
2019	2 Under counter fridges	£ 298	Club funds
2019	Flail Mower	£ 1,600	Club funds
2019	Apex Club Radios	£ 1,395	Club funds
2019	Clubhouse flooring	£ 3,834	Club funds
2018	Picnic tables	£ 240	Club funds
2018	Heater in Clubhouse	£ 1,117	Club funds
2018	Laser 1 club boat	£ 800	Club funds
2018	Folding Suitcase Wheelchair Access Ramp	£ 135	Funded by Citrefine International Ltd
2018	Purchase of 2 Access Dinghies	£ 14,000	Funded by a private sponsor
2018	Buoyancy Aids and Spray tops	£ 1,000	Andrew Simpson Sailing Foundation
2017	Purchase of new Highfield RIB with Honda engine	£ 16,340	Funded by £10,000 donation and Club Funds
2017	New buoyancy aids	£ 500	Grant from Leeds Sports Federation
2017	Resurfacing of unpaved section of the road	£ 25,591	Club Funds
2016	New training room (portacabin), ground preparation and fit out	£ 10,286	£10,000 funded by a private sponsor
2016	Purchase of 3 Hartley 12 double hander training boats	£ 11,230	£10,000 Sport England Grant & club funds
2015	New engine for the Pioneer	£ 6,800	Club funds
2015	Facilities upgrade - wet room /hoist/flooring/doors/path/internal doors/changing room benches/shoreline built up with bastions	£ 44,333	£37,883 Sport England Grant, & club funds
2015	Wheel chair access gate	£ 474	Club Funds
2014	Access 303 boat	£ 6,312	
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	£ 7,500	Donation
2011	Refurbishment of Kitchen	£ 6,000	Club Funds & Volunteers
2011	New Comet Trio	£ 6,500	Club Funds
2010	Resurfaced majority of road	£ 8,000	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	£ 5,000	
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	Access 3 Sailing Dinghy for disabled use.	£ 3,000	Sponsorship from EDS
		£ 2,500	Sponsorship from EDS
2003	3 Pico sailing Dinghies for a Youth Sailing Programme.	£ 2,500	Sports match
2002	Access 3 Sailing Dinghy, disabled access winch and new life jackets for a Sailing for All Programme.	£ 7,500	Lottery Grant through Awards for All Scheme
2002	Refurbishment of Club House- clubroom.	£ 3,000	Club Funds & 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
		£ 319,341	

6. IMPACT OF COVID PANDEMIC

Due to the Covid pandemic and the restrictions imposed by the Government the club was unable to offer many of its services and had to close for a number of months in 2020/21. Fortunately from April 2021 restrictions eased and the club was able to start opening up with strict Covid procedures in place.

Although the Club benefited financially from business rate relief and other Covid related grants, many of the usual grant bodies put funding applications on hold or diverted them to support clubs opening up after Covid. It is hoped that as the situation has further improved, grant opportunities will start to re-open from 2022.

The membership remained stable during 2021 and is showing signs of a gradual increase and the club welcomes the diversifying of the use of the lake with a rise in kayaking and paddle boarding only members. The Club continues to encourage and support its open water swimming corporate members and it is expected that the Chair of the Leeds Bradford Triathlon will join the board of club directors.

During 2022 the club hopes to continue to offer racing, training and Sailfree sessions; plans are in hand to reinstate and expand where possible. The club also plans to hold a number of social/fund raising activities during the year.

It is appreciated that the situation in regard to the Covid Pandemic is still fluid and care will be taken to ensure that the club puts in place any necessary precautions to ensure the protection of its membership.