



# Spring General Meeting 5 Year Plan update

APRIL 2023





# 2022 Review

APRIL 2023



# OBJECTS OF THE CLUB



Rule 3 defines the 6 Club Objects - for ease each object has a short label:

- **CLUB CULTURE** - Developing and nurturing a club culture based on social interaction, member engagement, team spirit and safety
- **PARTICIPATION** - Facilitating and encouraging participation and enjoyment of all forms of sailing and watersports as approved by the General Committee
- **SAILING EXCELLENCE** - Inspiring current and future generations in the pursuit of sailing excellence
- **CHAMPIONSHIP VENUE** - Offering world class events and championships
- **ENVIRONMENT** - Protecting and sustaining our local natural environment
- **FINANCIAL SUSTAINABILITY** - Ensuring financial sustainability for the Club, its resources and facilities

# Club Culture

## 2022 Successes and Challenges



### **Volunteering – huge contributions from members**

- Gardening Group - *24 signed for monthly social gardening, 150 hours at work parties*
- Dinghy Park Work Parties - *75 at adult work party, 20 junior work party*
- Committees – *51 Members sit on club committees*
- Training – *Thursday Club, WoW, Easter Training Camp*
- Major events – *RS200 Champs, 205 volunteer days*
- Archive - *Maintaining our club memory*
- Borrow Bags – *1000 bags made by re-using fabrics*
- Club Race Duties – *over 2500 volunteer days (thanks to Gill)*
- Round Tables and seating

### **Challenges:**

- Still experience rudeness and aggression to staff and volunteers
- Some volunteers are very long-standing; spirits willing, but bodies get less tolerant
- Getting the frequency of Newsletters right

# Participation

## 2022 Successes and Challenges



- Bucking the national trend, participation in club races at highest level since 2014
- Eliminated the dinghy park waiting list for the start of 2023 season
- Growth in Aero, Europe, Elite, 200 (42 club boats at 200 Champs), Finn classes
- Commodore's Cup completely full with 24 teams and a family team winning!
- 424 hire boat sessions
- 1100 training sessions, inc. 540 WoW
- Growth in Wing Foiling, Wind Foiling

### **Challenges:**

- Accommodating all the kit!
- Offering the right activities for all the variants



# Sailing Excellence

## 2022 Successes and Challenges



*...that we know about .....*

- OK Worlds – 1<sup>st</sup>
- GP14 Worlds – 1st
- RS700 Nationals and Europeans – 1st
- Elite Nationals – 1st, 2nd and 3rd (6 HISC boats in top 10)
- RS800 Nationals – 1st and 2nd
- Flying Fifteens Nationals – 1st and 2nd
- J70 Europeans – 1st
- 29er Nationals – 1st (9 HISC boats in top 10)
- Tasar Nationals - 1<sup>st</sup>
- 29er Youth Worlds - 2<sup>nd</sup>
- OK Nationals - 2nd
- RS200 Nationals - 2nd
- ILCA 7 Nationals – 2nd

- Solo Nationals - 3rd
- 49er Europeans - 3<sup>rd</sup>
- ILCA 6 Nationals - 3rd
- 2/6 49er Olympic Squad members are from HISC
- Keil Week 49ers – 1st
- Endeavour Trophy – 1<sup>st</sup>



# Sailing Excellence

## 2022 Successes and Challenges



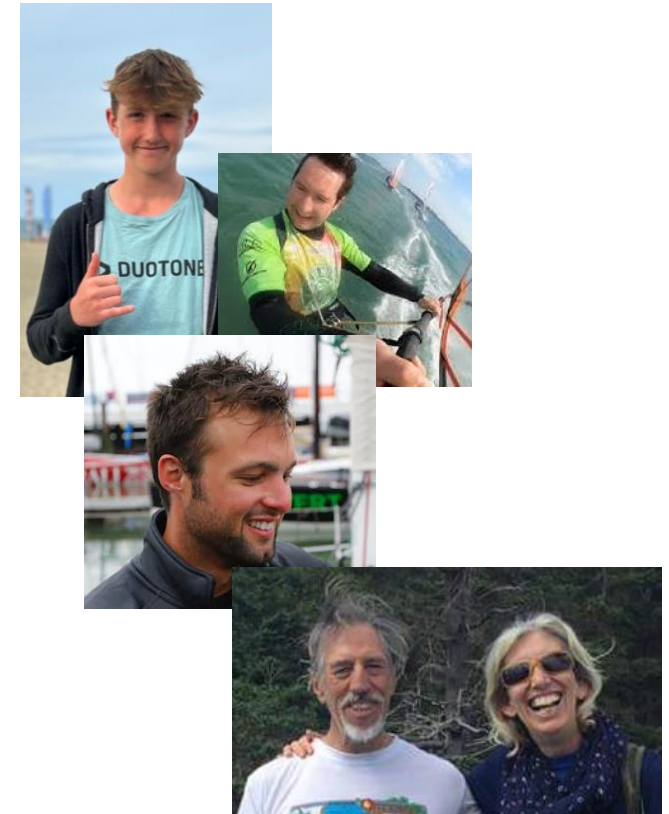
2 x World Champions  
2 x European Champions  
7 x National Champions  
Endeavour Trophy

Successes not directly associated with dinghy racing:

- Hugo Dobrijevic - Wingfoil British Championship 1<sup>st</sup>
- Henry Cartwright – ‘Windsurfing Done Differently’
- Mark & Lisa Pollington – Wild Iris round the world trip
- Alan Roberts leading offshore sailor in Figaro class twice winner VIVI Trophy for Leading international Competitor, targeting Vendee 2024.

### Challenges:

- Youth level numbers dropping nationally so good training is harder to achieve



# Championship Venue

## 2022 Successes and Challenges



- Stand at the RYA Dinghy Show
- Successfully delivered 2 major Championships and 3 smaller ones:
  - RS 200 180 boats, *their largest event ever*
  - ILCA Nationals 240 boats
  - Flying Fifteens, Mirrors and Int Canoes
- Bid for and been awarded ILCA European Masters for 2024, and Europe Class European Youth and Masters for 2025.
- Full pipeline until 2026.

### Challenges:

- Balancing the benefits to the club with disruption to members use of the club.
- Growing pool of trained volunteers able and willing to support week long events in critical roles such as PRO, Mark Layers, Safety Lead.



# Environmental

## 2022 Successes and Challenges



- Instigated benchmarking of our energy use patterns to inform future strategies
- Bronze Level in the Final Straw/ RYA Green Blue Scheme
- Significant reduction in single use plastic – sauce sachets, cutlery, milk cartons, drinks bottles, parking stickers
- Use of reusable cups to replace disposables where practicable (*have to replace china cups 500 per year*)
- Borrow Bag initiative to reduce plastic bag usage in support of the Final Straw Foundation
- Improved arrangements for waste recycling
- Contribute to Water Quality Sampling in support of The Cleaner Harbour Partnership *information used by the Conservancy in dealings with Southern Water and the Environment Agency*

# Environmental

## 2022 Successes and Challenges



### Challenges:

- Hot water for showers is our biggest energy user, and should be a low hanging fruit, however renewables may not be a fully viable alternative to gas. *Energy costs 20% of subscription income.*
- *"In February 2021, Natural England's Condition Review Report downgraded Chichester Harbour Site of Special Scientific Interest (SSSI) to Unfavourable Declining condition due to the continued loss of saltmarsh, the poor quality of saltmarsh and mudflat habitat, and the continued decline of several bird species (wintering and nesting). The report highlighted that despite being a highly designated area, Chichester Harbour had not escaped the gradual deterioration of the natural environment and loss of biodiversity."*



# 2022 Financial Report

APRIL 2023



# Summary Financial Statement

## Year to 31<sup>st</sup> December 2022



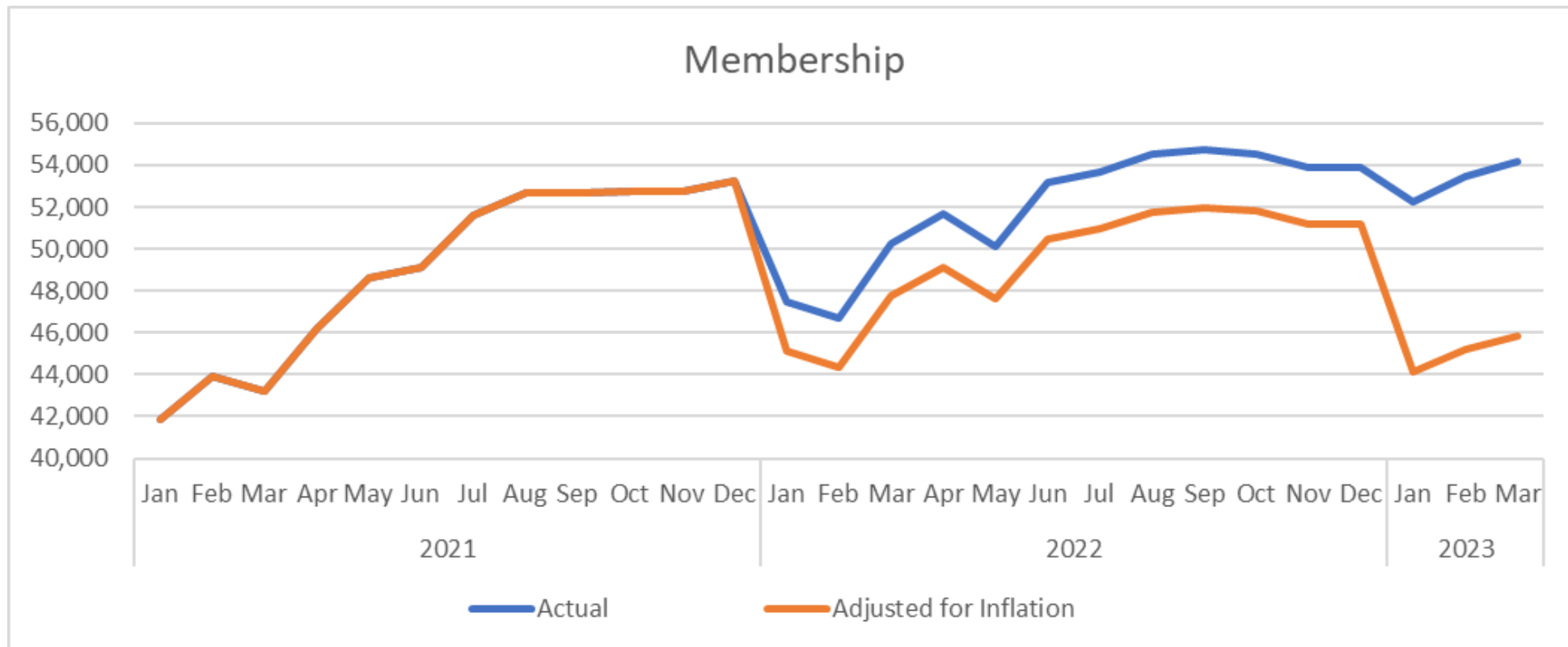
Summary Financial Statement	2022		2021		Budget
<b>Income</b>					
Total Income	2,074,413		1,745,563		1,778,335
<b>Expenditure</b>					
Bar and Catering Expenditure	794,845		580,665		654,638
Marine Expenditure (Direct Costs)	524,284		494,240		449,130
Office and Financial Expenditure	763,596		596,882		693,670
Excpetional Costs			19,600		0
<b>Net (Deficit) /Surplus</b>	<b>(8,312)</b>		<b>54,176</b>		<b>-19,104</b>

### Caution is needed in comparing 2022 to 2021

In 2021 the club house was closed for the first three months of the year, we received covid support from the government, benefited financially from reduced rates, lower VAT and Mike and Catherine Massey stood in as “General Manager” for the summer months.

# Membership Income

Membership	2022		2021		Budget
Income	624,559		588,700		601,337





# Marine

Marine	2022		2021		Budget
Sailing & Racing income	299,414		244,919		260,201
Cruising Income	138,451		137,613		142,624
Training and Hire	176,812		153,117		134,460
	<b>614,677</b>		<b>535,649</b>		<b>537,285</b>
<b>Costs</b>	523,128		487,953		449,130
<b>Contribution</b>	<b>91,549</b>		<b>47,696</b>		<b>88,155</b>

## Marine

A busy sailing season had 2 major Championships ( Rs200 and ILCA) and 3 smaller ones, generating substantial sailing and house income.

# House



House	2022		2021		Budget
Bar Contribution	184,113		92,982		131,100
Bar GP%	62%		58%		60%
Catering Contribution	210,498		146,200		183,678
Catering GP	50%		55%		55%
Accommodation income	95,178		74,541		77,100
Costs	465,458		392,915		387,838
House Contribution	24,331		-79,192		4,040

# Admin

Admin	2022		2021		Budget
Admin Costs	689,530		560,269		633,094
Finance Costs	46,621		31,260		34,265
Depreciation Charge	27,445		24,953		25,561
<b>Total</b>	<b>763,596</b>		<b>616,482</b>		<b>692,920</b>
<b>Heat Light &amp; Fuel</b>	<b>113,685</b>		<b>58,974</b>		<b>88,000</b>

# 2022 – “A Year of Recovery”

## Financial Successes and Challenges

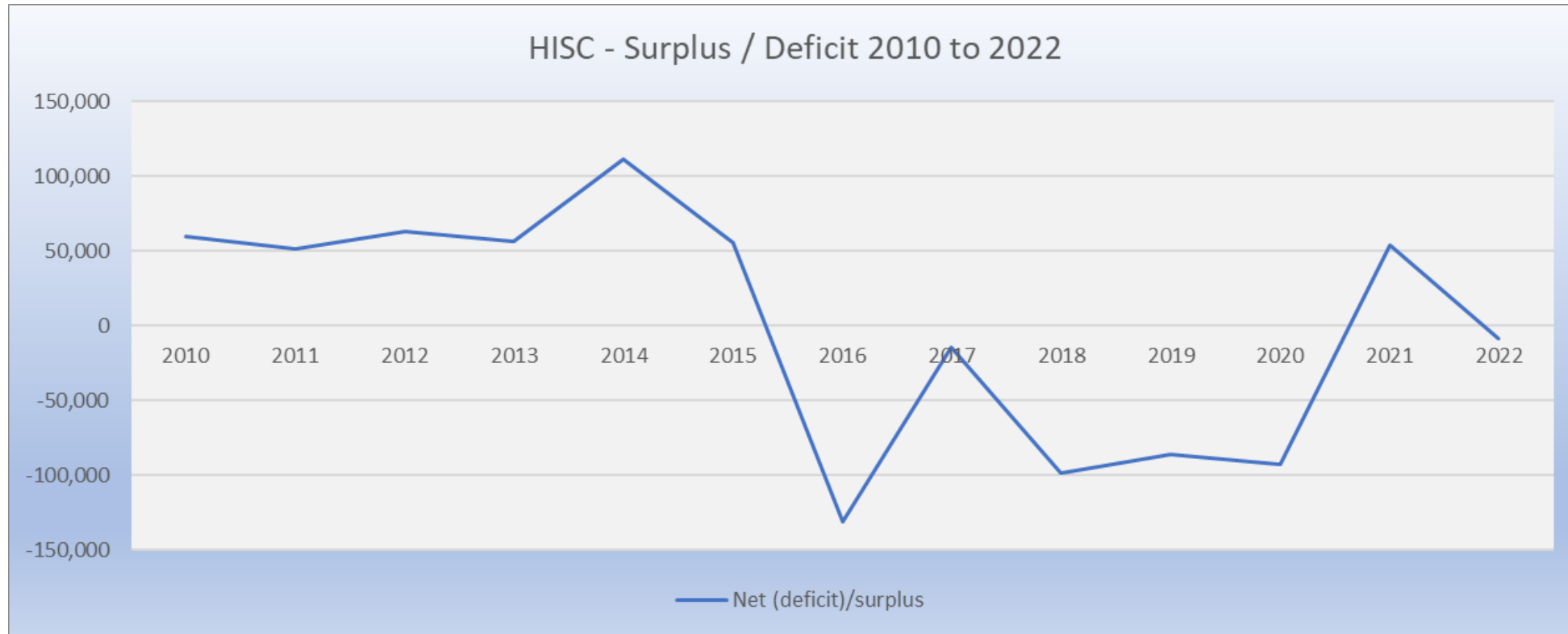


- IT Resilience
- Good Membership Retention
- Absorbed most of massive gas overspend
- Busy & profitable summer
- House making a positive contribution
- Key staff changes

### **Challenges**

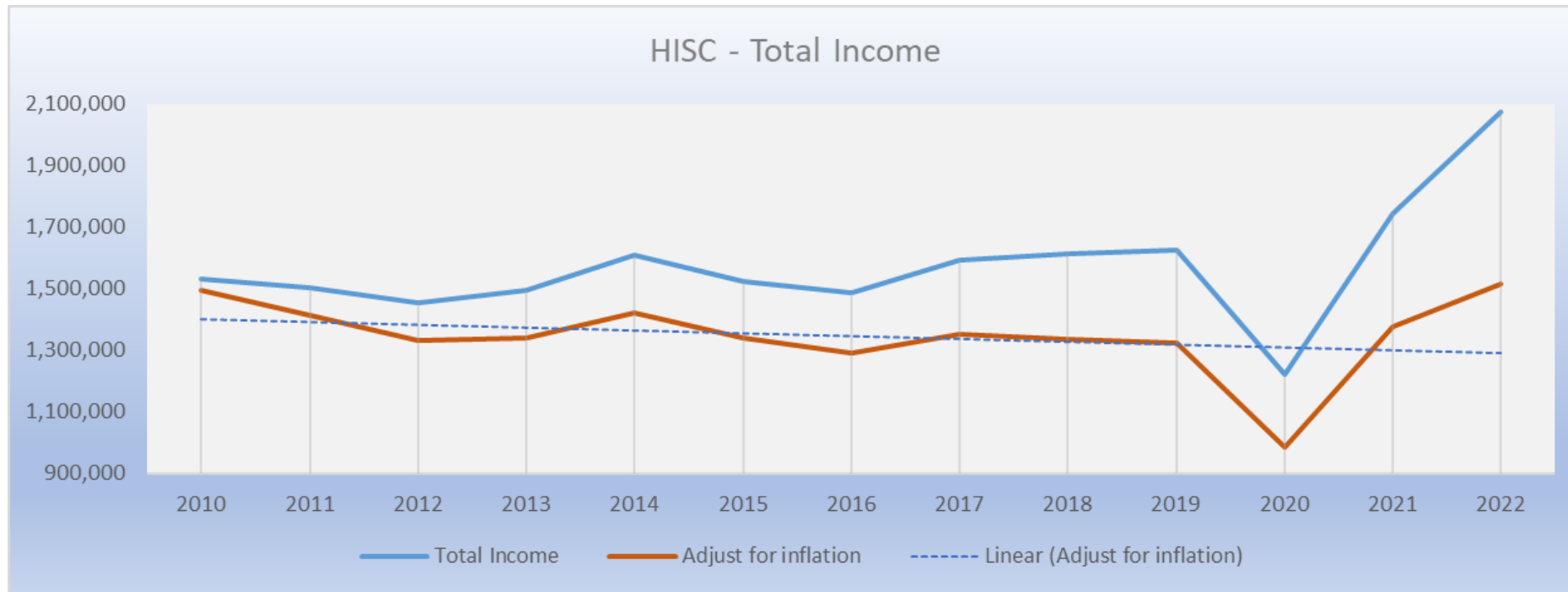
- Very slow start to the year post pandemic
- Difficulty in staffing over the summer months – hard labour market, full programme
- Inflationary pressures in all departments
- Ageing assets

# Since 2016 we have made losses

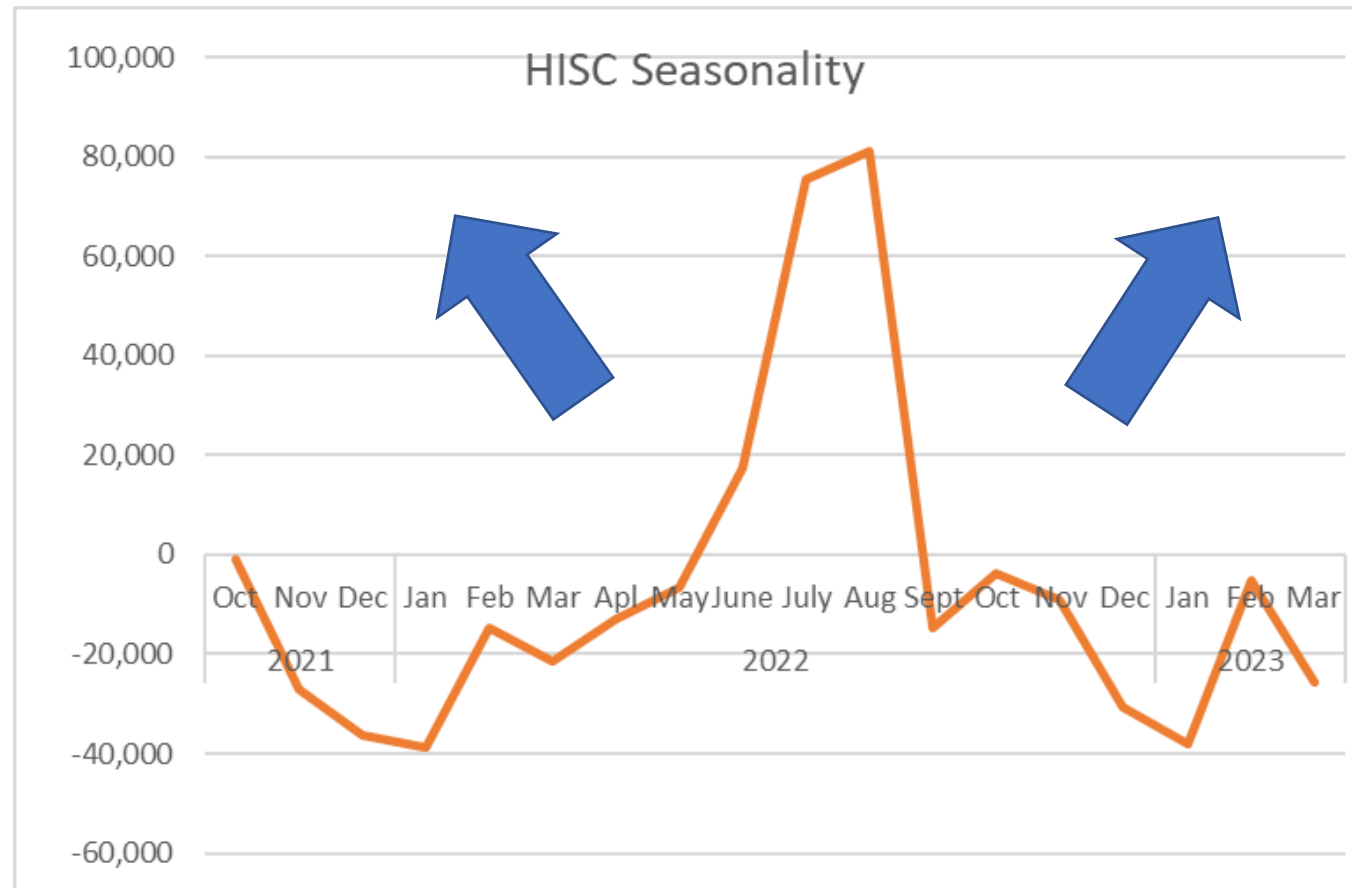




Adjusted for inflation - our overall our income has not increased since 2010



# Busy in the summer and not enough in the winter



Graph shows seasonal trading pattern – our “variable income and expenditure”.  
*Does not include stable income (membership income) or stable expenditure (admin costs)*



# Spring General Meeting The Next Five Years

APRIL 2023



# Forward Plans



## **Club Culture:**

- Enter for RYA Club of the Year to help achieve excellence in all areas
- Develop the Website functionality
- Achieving the right mix of quality/ value in all areas of our activities
- Focus on the critical significance of volunteering to a healthy and wealthy club

## **Participation:**

- Continue to grow our training and hire activities – *see Training Newsletter*
- Continue to offer a wide range of club racing options - *8 different race formats*
- Embrace all aspects of relevant sailing, yachting and board sports. *HISC seen as a leader in developing harbour Policies for newer variants, and will continue to be active in supporting Federation and Conservancy*

# Forward Plans



## **Sailing Excellence:**

- Strengthen the links between junior/ youth and adult sailing
- Build on our achievements of excellence to inspire members
- Work to attract top sailors to join and stay at HISC

## **Championship Venue:**

- Continue to implement our plans to develop trained and skilled volunteers for key Race Management roles
- Actively approaching classes with large events to build our pipeline of events beyond 2026, and up to five years ahead



# Forward Plans



## Environmental

- Drive forward with plans to adopt renewable energy where feasible
- Work towards Silver accreditation in Final Straw Scheme, including more single use plastic reduction – *seek alternatives to cable ties and plastic tape*
- Continue supporting water quality improvement actions by the Conservancy & Federation
- Further develop waste recycling arrangements including ‘hearts and minds’ awareness/ education.
- Plan to reduce the environmental impact of cruiser winter lay up
- Reduce hot water usage
- Maintain close liaison with the Conservancy, CHaPRON, Coastal Partnerships with regard to coastal management

# Forward Plans



## Finance

1. Build up the work of the Estates Group:
  - Develop Maintenance and Asset Management Plans – *roadway, guttering, balcony*
  - Renewable Energy/ EV charging
  - Future of Stocker
  - Risks to club estate sea level rise and storm surge
2. Further develop management processes to help:
  - Manage costs
  - Budget more effectively for known expenditure eg:
    - Rib fleet replacement
    - Engine replacements
    - Plant replacements

# Forward Plans



## Finance

3. Build a capital reserve equal to 6 months committed outgoings:
  - Resilience
  - Site improvements
  - Predictable major expenditure – *Lady G*
  - Buffer for each year's 'buggeration factor' - *Energy, Fire Doors, Lightning Conductors etc*
4. Increase Revenue
  - Sponsorship
  - Legacy giving
  - Corporate events – *please help*

# General Points



- Best Sailing Club in the World
- Significant Local Employer
  - Working Conditions of Crew
    - Office space
    - Office furniture



Questions?





# HISC 5 YEAR PLAN



*The following slides have been signed off by General Committee and were used as input to the Commodore's presentation at the SGM on April 23<sup>rd</sup>, 2023.*



# HAYLING ISLAND SAILING CLUB

## 5 Year Plan

APRIL 2023



# OUR AGREED OBJECTIVES

as defined in the Rules



**The objects of the Club shall be to promote excellence in racing under sail and to encourage cruising under sail and/or power through:**

- Developing and nurturing a club culture based on social interaction, member engagement, team spirit and safety
- Facilitating and encouraging participation and enjoyment of all forms of sailing and watersports as approved by the General Committee
- Inspiring current and future generations in the pursuit of sailing excellence
- Offering world class events and championships
- Ensuring financial sustainability for the Club, its resources and facilities
- Protecting and sustaining our local natural environment

# OBJECTS OF THE CLUB



Each object has a short label, for ease of reference:

- Developing and nurturing a club culture based on social interaction, member engagement, team spirit and safety = **CLUB CULTURE**
- Facilitating and encouraging participation and enjoyment of all forms of sailing and watersports as approved by the General Committee = **PARTICIPATION**
- Inspiring current and future generations in the pursuit of sailing excellence = **SAILING EXCELLENCE**
- Offering world class events and championships = **CHAMPIONSHIP VENUE**
- Ensuring financial sustainability for the Club, its resources and facilities = **FINANCIAL SUSTAINABILITY**
- Protecting and sustaining our local natural environment = **ENVIRONMENT**

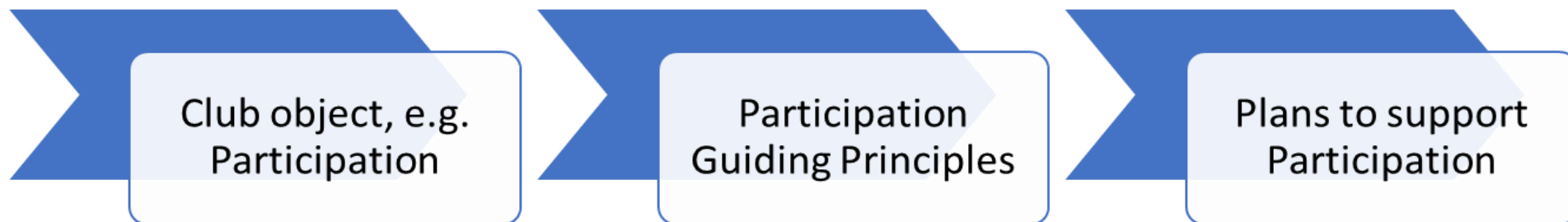
# GUIDING PRINCIPLES AND PLANS



Our 1 to 5-year plans must underpin the achievement of our objectives.

Guiding principles for each objective have therefore been defined to provide clarity of direction and common goals.

Action planning will be guided by the principles. The principles and plans will be reviewed and updated each year. Progress v associated plans will be reviewed regularly at Committee meetings.



# CLUB CULTURE PRINCIPLES



***“Developing and nurturing a club culture based on social interaction, member engagement, team spirit and safety”***

- Promote a welcoming and inclusive atmosphere for all members and visitors
- Provide a calendar of social events with broad appeal across all age and activity groups
- Encourage all members to actively engage with the Club and everything it offers
- Encourage collaboration and mutual support between members and crew
- Offer food and beverage which is good value, appropriate and timely to support the different Club activities
- Deliver regular and informative communication with members, working with the website as the go-to place for clear, easy-to-access information about the club and all its activities
- Broaden opportunities for members to support the Club as a community with their expertise and professional skills
- Grow understanding of our members' and visitors' needs and wants through feedback mechanisms
- Support and protect the Club's history and collective memory.



# CLUB CULTURE - 2022 ACHIEVEMENTS



The huge number of volunteer numbers involved in running events and supporting the Club, e.g. the gardening group expanding and working with the existing team to take on the mantle.

RS200 Nationals	10 races run	80 marks laid	80 flags hoisted	205 volunteer man days
	752 wind readings taken	120 km mark laying mileage	1800 tallies handed out	5400 results recorded

Delivered a full social and catering programme for members and events:

- 60+ social events for members
- 18 outside events for non-members, helping to generate revenue at non-peak times
- 20 open events including 250 ILCA, 180(360 people) RS 200, 400 Chichester Harbour Race Week

Food survey instigated to find out what members want, to raise and maintain standards across the catering offer whilst maintaining profit margins.



# CLUB CULTURE - 2022 ACHIEVEMENTS



Tried new ideas to better serve the members:

- Changed the emphasis of the social program to holiday periods when more members are visiting
- Worked with Sailing Committee to put on more Pennant Weekend socials
- Increased the quality and variety of socials by sometimes charging, eg ABBA, Tom Cunliffe and Pip Hare
- Changed the format of the main socials, e.g. Summer ball and Xmas party, to allow more social interaction before and after meals.

Improvements to bar ambiance with new furniture (with thanks to 500 Club).

Reinstalled use of 'buzzers' to reduce staff costs and improve ability to 'order together' for members.

The Historical Archives Group made progress with management of the archive assets, which had taken a back seat whilst the focus was on producing the Centenary book. They also organised a number of successful events and talks relating to the Club's history.

# CLUB CULTURE – FORWARD PLANS



Continue to focus on delivering quality catering and a social programme which responds to members' needs/wants and achieves the right revenue for the Club.

Revitalise our volunteering culture across all our activities, emphasising its vital importance and publicly acknowledging the work that volunteers put in.

Improve our communication approach to members and external targets/channels, in particular:

- Develop the Club website to better serve the membership
- Review and update our social media strategy, e.g Whatsapp communities
- Implement Wifi improvements
- Develop a plan to support and improve engagement with non sailing members.

In conjunction with 500 Club, source the largest possible TV screen for the bar to improve sporting event experience.

Improve the Club's interaction with the local Chichester Harbour community.

Work on better integration of the Club Committees.

Enter RYA Club of the Year.

Consider expansion of non-sailing activity groups to build sense of community e.g. golf society, walking, cycling.

Aim to improve the infrastructure supporting the Club archives and continue to deliver projects which focus on specific areas of interest relating to the Club's history.

# PARTICIPATION PRINCIPLES



***“Facilitating and encouraging participation and enjoyment of all forms of sailing and approved watersports”***

- Aim to grow participation levels across all areas
- Continue to develop the training offering
  - Facilitate our members to develop the relevant skills to support Club activities
- Continue to expand the hire model
- Support and encourage Class-driven and other group activities
- Encourage high levels of parental involvement and competency in all our watersport activities

# PARTICIPATION – 2022 ACHIEVEMENTS



3000 boats taking part in 91 racing days (excluding Thursday evening Elites).

Continued growth of training and hire with:

- 424 hire boat sessions
- Nearly 1100 training sessions, including 540 Women on Water individual sessions through the season.

Great parental involvement in the Mirror Nationals.

40 member boats competing at the RS200 Nationals

Growing success of classes such as the Aeros, Elites, RS200s and Europes.

Growth in wing foiling with 50+ wing foilers out in the summer

Success of the Commodore's Cup.

# PARTICIPATION – FORWARD PLANS



Continue to grow the hire fleet.

Grow our professional training centre by:

- Integrating it into Youth Committee's training programme
- Offering training to non-members.

Refresh the focus on fleet captains.

Maintain the breadth of racing programme with a focus on special events.

Develop and implement a targeted plan to support and grow boardsports both recreationally and competitively.

Strengthen the Youth to Adult participation pathway to assist retention and attract younger adult members.

Investigate mechanisms for re-engaging students.

# SAILING EXCELLENCE PRINCIPLES



***“Inspiring current and future generations in the pursuit of sailing excellence”***

- Offer improvements pathways appropriate to the needs and wants of different types of sailors
  - E.g. cross channel, WOW
- Recognise and celebrate achievement at all levels
- Support and encourage fleet racing, training and other skill-improving activities

# SAILING EXCELLENCE - 2022 ACHIEVEMENTS



## **The success of HISC members** *(apologies if we have missed anyone!)*

- OK Worlds – 1st
- GP14 Worlds – 1st
- RS700 Nationals and Europeans – 1st
- Elite Nationals – 1st, 2nd and 3rd (6 HISC boats in top 10)
- RS800 Nationals – 1st and 2nd
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- ILCA 6 Nationals - 3rd
- 2/6 49er Olympic Squad members are from HISC
- Keil Week 49ers – 1st
- Endeavour Trophy – 1st



# SAILING EXCELLENCE - FORWARD PLANS



Consider a recognition event.

Investigate a mentoring scheme.

Further building our training offering (as previously mentioned).

# CHAMPIONSHIP VENUE PRINCIPLES



## *“Offering world class events and championships”*

- Develop a pipeline of event bookings, with focus on securing the large events and promotion of repeat event bookings
- Build and maintain strong relationships with specific classes
- Further develop wider large event management expertise
- Build and maintain strong relationships with RYA senior management and departments to ensure HISC is considered a prime venue for any significant event
- Ensure the right balance between events and member activities
- Ensure events deliver benefit to the Club, whether financial or reputational.

# CHAMPIONSHIP VENUE - 2022 ACHIEVEMENTS



- 160 boat Optimist event
- 200 Nationals – 180 boats, 40 Club boats participating, gate starts, parties, gala dinner, etc.
- ILCA Nationals – 240 boats
- International Canoes
- Mirrors
- Flying Fifteens
- Excellent event feedback and coverage
- Stand at the RYA Dinghy Show
- Bid for and been awarded ILCA European Masters for 2024, and Europe Class European Youth and Masters for 2025
- Full pipeline until 2026

# CHAMPIONSHIP VENUE - FORWARD PLANS



Championship Group will continue to co-ordinate and bid for target events.

Attendance at RYA Dinghy Show to promote the Club as a Championship venue.

Develop a wingfoiling event strategy.

Develop and implement a plan to boost participation in Race Management that celebrates excellence and achievement.

# FINANCIAL SUSTAINABILITY PRINCIPLES



## ***“Ensuring financial sustainability for the Club, its resources and facilities”***

- Deliver sustainable cash flows to enable the Club to meet its current and future objectives
- Consider fund raising as an acceptable income stream
- Consider alternative income streams/funding arrangements to fund specific capital expenditure
- Grow our membership without undermining the offering
- Maximise the use of Club land for the benefit of the Club, its members and visitors
- Ensure effective and cost-efficient crew team structure and working practices
- Maximise revenue generation from the Club facilities
  - from non-member activities with minimal impact on the membership, e.g. at off-peak times.
- Continue digital developments to support communications, marketing and operational efficiency and effectiveness
- Embrace long term planning and future thinking to ensure Club assets are well maintained and renewed where necessary
- Ensure the Club and its operations meet all relevant statutory obligations

# FINANCIAL SUSTAINABILITY - 2022 ACHIEVEMENTS



The Club broke even, despite massive energy costs, security costs and challenges with catering staff recruitment. £120k of surplus costs was absorbed.

The revenue generated from the Club running at full capacity for 6 weeks, underpinned by the fabulous weather.

New management in post in time for the busy season.

Regular production of more detailed data enabling improved analysis and management decision-making.

Office 365 implementation.

Investment in new IT hardware.

Invested in ESP stability and improvements:

- New server
- Crew training
- New card machines
- New module to better support functions and sailing events which will help usage of the ELITE live app.

Success of Chris Turner's "use it or lose it" campaign, freeing up xx dinghy parking spaces for those on the waiting list.

# FINANCIAL SUSTAINABILITY

## - FORWARD PLANS



Recruit a new Office Manager role to improve resilience and provide a focus on information management and governance, whilst improving service to members.

Induction of new team members, and focus on whole team-building, training and performance.

Continuing to improve the data available to support decision-making.

Identifying the Club's financial reserve requirements and developing a strategy for building them.

Developing a strategy for the overflow car park and new land.

Continued development of ESP and associated systems.

Review and mapping of operational processes.

Investment in green solutions which are clearly cost-effective and beneficial to the Club.

Ensuring systems and processes are in place that are resilient and not dependent on individual staff members.

Review and update of our asset management plan to maximise efficiency and cost effectiveness.

Review House Committee structure to ensure the Club Estate has appropriate support/priority.

Implement winter dining initiative.

Develop and implement a strategy for corporate sailing events.

Create hire fleet site near NW Dunes, freeing up xx dinghy park spaces for those on the waiting list.



# ENVIRONMENT PRINCIPLES



## *“Protecting and sustaining our local natural environment”*

- Collaborate with and support local initiatives which are driving positive environmental change, e.g. water quality
- Align with the RYA's The Green Blue scheme
- Achieve the gold standard accreditation on the removal of single use plastic (via The Final Straw)
- Strive towards a more carbon neutral status
- Educate and inform our membership about environmental issues, plans and progress pertinent to the Club and its environment.

# ENVIRONMENT

## - 2022 ACHIEVEMENTS



Reduction of single use plastic – removal of sauce sachets, plastic cutlery, single use glasses, milk bottles and cartons, plastic drink bottles.

Achieved bronze accreditation on single use plastic from The Final Straw.

Green fair education event run over Easter weekend.

Borrow bag initiative surpassed targets.

Added environmental awareness content into event and new members briefings.

Continued success of HISC refillable water bottles.

Introduction of mugs to replace single use takeaway cups.

HISC involvement in the water sampling programme with The Cleaner Harbour Partnership.

# ENVIRONMENT

## - FORWARD PLAN



Analysis of our energy usage and investigating options for its reduction, in particular the case for PV and solar thermal solutions.

Further implementation of actions to reduce single use plastics and work towards silver accreditation from The Final Straw.

Contract changes with our waste collectors to enable better separation of recyclable items which allows cans and plastic to be collected.

Implement food waste collection.

Chichester Harbour Race Week to be managed as a green event.

Continued communications and education via newsletter, website and specific events.

Work with the cruising community to minimise environmental impact of winter lay-up.

Focus on reduced water use.