



DEVELOPMENT PLAN 2021-26



Approved January 2021

Arnside Sailing Club Development Plan 2021 – 2026

Contents

1. Where we are now – 2020
2. Where we want to be in 2026
3. How we get there
4. Monitoring the plan
5. Conclusion



Low Tide Cadet Session 2019

This plan replaces the 2019 – 2025 Development Plan as the Club has made major advances in the last two years and is now very different from 2018 when the previous plan was written.

ARNSIDE SAILING CLUB DEVELOPMENT PLAN 2021 - 2026

1. WHERE WE ARE NOW

1.1 Introduction



Try Out Day 2018

Arnside Sailing Club is located on the Kent Estuary at the top of Morecambe Bay in an Area of Outstanding Natural Beauty with views across the estuary to the Lakeland Fells. The Estuary faces south west and offers a large sailing area for dinghies at high tide of around 5 square kilometres widening from ½ kilometre across by the village to 2 kilometres at its mouth. At high tide it is possible to sail 3 or 4 kilometres out into the Bay towards Grange-over-Sands. The estuary offers more constant winds than many inland waters. However, tide heights and currents create more variable conditions. Land on either side offers some reassurance compared to sailing on the open sea.

The Club offers activity at low and high tide as follows

- a) High Tide – Sailing with safety boat cover including sessions with an instructor for cadets and adult beginners / improvers.
- b) Low Tide – Beginner sailing lessons for adults and children, paddle boarding lessons, windsurfing lessons, informal paddle boarding, canoeing and windsurfing by members using club craft

At high tide there is a tidal window of about 2 hours where it is possible to sail. The tide comes in very quickly, often with a bore, floods for about 2 hours, then flows out quickly. At neap tides, the tide does not really reach Arnside, meaning that other than the main channel there is insufficient depth of water to sail at high tide for about a third of the month. At low tide the water in the channel is generally shallow enough to stand up in, enabling us to offer beginner sailing lessons, paddle boarding and canoeing. There is a 7 hour window at low tide when water sports are possible

Historically activity tended to be restricted to weekends, with sailing taking place every two weeks when tide heights were suitable. In 2016 cadet beginner sessions were introduced at low tide. In 2020, as a result of successful grant bids, paddle boarding and canoeing were introduced as low tide options. As people had more spare time in 2020 due to Covid 19, safety boat cover was provided every day at high tide when conditions were suitable for sailing. As a result, the club has moved from being club that offered activity on a limited number of weekend days at high tide to one that offers water sports at low and high tide every day of the week.

The Club has 16 sailing dinghies, 11 paddle boards, 4 sit-on-top canoes and 6 beginners windsurf rigs available for use by members free of charge. Most members do not have their own craft.

The area has a long maritime history. The first sailing club was formed in 1852, though the current club was set up in 1958. The Victorians held regattas. Crossfields of Arnside were the leading builders of Morecambe Bay Prawners or Lancashire Nobbies. They also built racing yachts and Arthur Ransome's Swallow, which was kept in the estuary by a local teenager in the 1930s. Coch-y-bonddhu another of Arthur Ransome's boats was used to teach sailing at Earnseat Preparatory School on the seafront in the 1950s. The club owns Severn, a heritage yacht built in Arnside in 1912.

Up till 2005 ten or more yachts were kept on the estuary. The number has declined as local yacht owners are sailing elsewhere, either aboard or places with easier access to the sea. Prior to 1985, when it closed, the boatyard offered winter storage facilities, a chandlery service, yacht repairs and maintained moorings. Nationally yacht ownership has declined.

The club membership fees are kept low, in 2021, £70 a year for an adult or family, so that cost is not a barrier to people taking up sailing.

1.2 Killington Training Base

As well as Arnside, the Club offers sailing courses for adults and children at Killington Sailing Club near Sedbergh. We use Killington as a training centre as we can offer a longer day's sailing there than at Arnside which is tidal. We have a current application to become a RYA Training Centre using Killington. This has been delayed to 2021 due to Covid 19.

1.3 Growth in Membership

Club membership has grown by 380% since 2014 as the result of more activity taking part on the estuary, the cadet sailing programme, paddle boarding, free use of club craft and training offer.

Club membership from RYA Club Census taken in mid-July each year

	2014	2015	2016	2017	2018	2019	20 July 2020	30 Oct 2020
Adult	53	64	67	50	78	90	111	152
Under 18s	4	6	21	64	61	41	50	70
Total	57	70	88	114	139	131	161	225

Membership on 30th October 2020 was 60% up on the end of the 2019 season

Main reason for joining in 2020

Paddle boarding	31%
Sailing – adults	29%
Sailing – cadets	16%
Canoeing	8%
Windsurfing	4%
Multiple water sports	4%
Other	8%

Membership churn in 2020 (2019 members not re-joining) was 22%. The introduction of paddle boarding and canoeing as low tide options account for about 60% of the growth in club membership in 2020.

About 55% of members take part in water sports on a regular basis (at least monthly). This compares to the Community Amateur Sports Club Criteria of 50% taking part in sport at least once a month. The Club is not a registered Community Amateur Sports Club at present. Being one offers relief from tax and rates.

Around 50% of members are female.

Home addresses of members

Arnside	54%
Surrounding villages	18%
Holiday homes in area	3%
Kendal area	8%
Kirkby Lonsdale area	4%
Carnforth area	5%
Lancaster area	3%
Morecambe & Heysham	3%
Grange side of estuary	2%

55% of members live in Arnside, with a further 18% from surrounding villages. The population of Arnside is 2300 and the surrounding villages 8800. The village also receives a lot of visitors. About 5% of the population of Arnside are members of the club, with a further 5% coming to club house events on a regular basis. There are other people in the village who sail elsewhere. Nationally 0.9% take part in dinghy sailing.

Word of mouth has been important in the growth of the club membership. In a village with one school, if one family joins, they are likely to encourage other families to take part.

The club's dinghy park is located on the beach, which has a high footfall. The best advertisement for the club is water sports taking place on the estuary. The more activity going on, the more likely people are to join as long as it is easy to become a member, there are opportunities to learn and cost is not prohibitive.

A disadvantage of an increased membership is that the club ceases to be a place where everybody knows everybody else, though sub groups form around different activities.

Membership from outside the local area is low compared to many Lake District clubs as the village is not well known as a water sports destination. The need to travel and fit in activity with tide times are barriers to people joining the club from elsewhere.

1.3 National Trends

Participation in different water sports in the UK in 2018 was

Sport	% of Population taking part	Number	% increase 2008 – 2018
Dinghy Sailing	1%	514,000	17%
Dinghy Racing	0.4%	217,000	43%
Yacht Cruising	0.7%	370,000	- 11%
Windsurfing	0.2%	123,000	- 29%
Canoeing	3.3%	1,779,000	83%
Paddle Boarding	1.9%	614,000	
Rowing	0.7%	370,000	98%
Kitesurfing	0.1%	59,000	0%

(Source Water sports Participation Survey)

Dinghy Sailings grew by about 1.4% a year from 2008 to 2018. Fewer people take part in Dinghy Racing. The number of people taking part in Dinghy Racing has declined by 60% since 2000, but increased since 2008. Participation in canoeing has all but doubled mainly due to the introduction of inflatable canoes and sit on top canoes. Stand up paddle boards were first introduced in 2007. By 2020 the number of people paddle boarding in the UK was probably over 1 million. Unlike sailing both paddle boarding and canoeing are relatively easy to learn. The equipment is lot cheaper and requires little maintenance. However, most of the population do not get the opportunity to learn sailing, therefore to an extent the figures for sailing understate potential.

Another measure is latent demand: 10% of the population say they would go sailing if they had the chance whilst for paddle boarding the number is 30%.

Participation in sailing is relatively high by children and teenager, then drops off between 20 and 40 before picking up again from the age of 40 onwards, with the 55 to 65 age group having the highest participation rate. Most people who sail are casual sailors, taking part less than 5 times a year, with only 20% frequent sailors. Paddle Boarding numbers are highest in the 16 to 34 age group.

There is a move away from organised sport and competition to “experiences” and “personal challenges.” People are less interested in ownership and club membership. The social aspect of doing something with your friends is important for younger age groups. People are living longer with an active third age.

Research by the RYA has shown that people focus factors are important in attracting and retaining members. It is important that the club is seemed to be welcoming, people involving in running the club approachable and members valued.

1.4 Local Population Demographics

The population of Arnside is 2250 and the surrounding villages 8800. The population of Arnside effectively doubles in the summer with 600 static caravan pitches, 160 touring pitches, second homes, self-catering and bed and breakfast accommodation. The village also has a large number of day visitors.

The village has a significantly above average proportion of the population aged above 50. People move to Arnside as they get older and can afford houses in the village as it is attractive place to live with an outstanding natural environment with opportunities for outdoor activities such as walking.

Age Distribution of Local Population

Age Group	Arnside Numbers	Arnside Percentage	South Lakeland Percentage	UK Percentage
0 to 9	142	6	9	12
10 to 19	152	7	10	13
20 to 29	105	5	9	13
30 to 39	116	5	9	16
40 to 49	226	10	16	14
50 to 59	317	14	16	13
60 to 69	429	19	15	11
70 to 79	475	21	13	7
80 plus	284	12	8	5

Lancaster district to the south as a significantly younger population profile with 17% of the population in 20 to 29 age group as a result of having two universities. The age profile of people living in the surrounding villages or with holiday homes in the area will be similar to Arnside.

Whilst the local area has a significantly older demographic, participation in outdoor activities is higher than elsewhere, creating an opportunity to grow club membership.

1.5 Club's Markets

The main markets for club membership are

- a) Children and teenagers living in Arnside and surrounding villages
- b) Their parents
- c) People over 55 living in the local area looking for outdoor activities to do in their spare time, enjoying the area's outstanding natural environment and making new friends.

People with static caravans in the area are a potential growth market. Encouraging teenager members to bring their friends is another way of increasing membership and widening the catchment for the club. Teenagers from Arnside tend to go to secondary school in Milnthorpe, Kirkby Lonsdale or Lancaster.

Increased awareness of Arnside as a sailing and water sports centre would enable the club to attract members from elsewhere.

Based on 3.5% of the population of Arnside and the surrounding area joining the club, plus 100 people from elsewhere, the maximum likely size of the club is 500, though 350 is probably a more realistic target.

The majority of the people joining the club have not sailed before and have limited water sports experience making the provision of training very important if we are to attract and retain members

1.6 Satisfaction levels with the Club

In 2018, the club took part in the RYA Club Satisfaction Survey. Though the response rate was low, there was a high satisfaction rate, with 93% likely to recommend the club to other people and 96% likely to re-join.

Members rated the club highly on the level of fees, safeguarding, provision of training and equipment and less highly on changing and launching facilities

1.7 Club Craft

The Club has the following craft, largely funded by grants. The craft are available use by members free of charge.

a) Sailing Dinghies



6 Hartley 10s – single sail boat sailed by two small children or single handed by teenagers and adults brought in 2017

4 Hartley 12s – double handed dinghies with spinnakers suitable for teenagers and adults, can be sailed single handed by adults, two brought in 2017 and two in 2019

1 Topaz 12 child's catamaran brought 2017

1 Topaz 14 catamaran suitable for older teenagers and adults brought in 2019

1 Laser with all three sail sizes – single sailed boat suitable for age 15 upwards, built 1990s

1 Wayfarer – traditional family dinghy much used for training, built 1992 (centre main)

1 Wanderer – smaller version of Wayfarer, built 1991 (aft main)

In addition, we keep a Wayfarer (aft main), built 1975 at Killington for training. For cadet courses there we use Killington's club Picos. They also have a Hartley 15 built in 2019.

b) Kayaks

3 Double Sit on Tops, one built in 2016 and two in 2020

1 Single Sit on Top, built in 2018

c) Paddle Boards

11 Fanatic Air Premium Paddle Boards, purchased 2020

d) Windsurf Rigs

7 Inflatable Beginner Windsurf Rigs to go with Paddle Boards, purchased 2020

The provision of club boats has enabled us to increase our membership capacity as club boats are likely to be used by several people compared to one or two with a member's boat. Whilst there were 25 boats owned by club members in the Dinghy Park in September 2020, only eight were sailed in 2020 and only two boats, five or more times.

Having club boats removes one of the barriers to people starting sailing and help ensure that they continue sailing with us. All too often people starting sailing buy an old boat which is unsuitable for them which they cannot maintain and lose interest, leaving their boat in the dinghy park for the club to dispose of.

Arguably, there is a need for additional boats that could be used by adults and older teenagers sailing single handed. Having two additional Hartley 12s or similar would enable us to have 6 adults sailing Hartley 12s single handed at the same time during adult improver sessions. Having, two or three more Lasers would offer progression for older teenagers. A Laser is an Olympic Class for both men and women. However additional boats increase club insurance and boat maintenance costs.

A second Topaz 14 would make catamaran racing possible. The size of the estuary makes it ideal for catamaran sailing. Having catamarans would enable us to offer something that other clubs in the area do not offer.

Use of club dinghies at weekend high tides is about 60% of capacity though different boats have different uses. There have been occasions where paddle boards have been double booked for example on a sunny day when there is a lesson taking place.

There is an argument for replacing both Wayfarers with a more modern training boat as they are old and heavy to launch. The one at Killington is aft main. It would be better to use a centre main boat for teaching there.

As club craft get older, they will need increasing maintenance and replacement of parts. Eventually they will need replacing. There is a need to draw up a plan for maintenance of club craft and replacing them in the future.

1.8 Safety Boats

The club has two safety boats:

a) Valiant 4.7 rib – The boat has a long shaft engine. Its engine is due to be replaced with a new one with electric trim, enabling the engine to be raised in shallow water. The boat is launched and retrieved via a winch. It is too heavy to be moved by hand.

b) Mercury Quicksilver 340 rib – This boat, which was purchased in 2018 has a short shaft engine, enabling it to operate in shallow water. It is light enough to launch by hand. However, it can only accommodate 4 people and is less suitable for towing boats against outgoing spring tides than the larger Valiant rib.

Having two safety boat means that we can accommodate more people out on the estuary at high tide at the same time.

The club now has ten members with RYA safety boat qualifications and further three with powerboat qualification. To provide more sailing sessions and allow for people moving on there is a need to train 2 to 3 new safety boat drivers each year.

If the club were to offer two different activities at high tide on a regular basis (e.g. a race or windsurfing at the same time as a cadet session), there would be a need for an additional safety boat and more trained safety boat crew. Launching three safety boats at a time might be another problem

1.9 Dinghy Park

The Dinghy Park is located on the beach. There is no road access. There are limited changing facilities in a caravan, an eco-toilet and garage where the club's large safety boat is kept. It is adjacent to a nature reserve.

It would be difficult to provide up to date changing facilities including showers in the dinghy park, due to road access, planning constraints and lack of a water supply and sewerage. The dinghy park however is connected to the electricity supply. The need for high quality changing facilities is also less when most of the members come from the local area.

With increased use in 2020 the surface of the Dinghy Park has become very muddy. The need for increased washing of equipment due to Covid 19 has exposed the need to improve water supply to the Dinghy Park with water having to be carried in by hand. There is inadequate indoor storage for paddle boards, buoyancy aids and helmets. There is no indoor drying area.



Cadets rigging boats in the dinghy park

1.10 Boat Launching

Boats are launched across the beach which can be muddy at times. Though there was a ramp made of concrete railway sleepers, this has become covered with silt and fallen away at the estuary end. Whilst it is desirable to improve launching facilities, it is difficult to know what to do on a tidal estuary with moving channels and changing beach levels. Winches are used to recover the club's safety boats and larger dinghies. The beach is a Site of Special Scientific Interest, limiting options.

At spring tides, the number of boats that can be launched at a time is constrained by a limited waiting area at the bottom of the ramp up to the slipway.

1.11 Dinghy Sailing

1.11.1 Sailing – General

The Club has moved from offering members little more than a race every two weekends in 2010 to one that offered in 2020, sailing at high tide with safety boat cover every day of the week when tides are suitable and regular sessions for cadet and adult improvers / beginners.

Running sessions during the week makes better use of the Club and reduces the pressure at weekends. The demographics of Arnside suggest that there should be enough demand to continue to offer midweek sailing.

Racing used to be the main focus of the club's sailing programme. Partly as members are largely novices or improvers, the club has not run a regular racing programme since 2017. Nationally only about 40% of dinghy sailors take part in racing.

Arnside is an attractive place to sail, so having a racing offer may not be as important elsewhere. Despite the limited tidal window, the estuary is a good place for dinghy cruising as it is possible to make quite long voyages at high tide with Holme Island, White Creek, Grange-over-Sands, New Barns and the Promenade offering places to sail to.

Offering a race series is a way of encouraging people to sail on a regular basis. Conversely others may be put off by a focus on racing. There is a need to provide for both racers and people not interested in racing.



Sailing at high tide

1.11.1 Cadet Sailing Programme - Arnside

The cadet programme was introduced in 2016. It is made up of low tide sessions for beginners when the water is shallow enough to stand up in and high tide sessions for more advanced cadets. The sessions are free to children of club members. Being able to offer lessons at low tide meant that we are able to continue to offer beginner cadet lessons at Arnside in 2020 despite Covid 19, which most centres were not able to do. Running beginner lessons at low tide reduces the risk if a boat capsizes as the water is shallow enough to stand up in, almost eliminating the need for the instructor or other volunteers coming into close contact with participants



Cadet session at low tide

Cadet Programme Numbers

Year	2017	2018	2019	2020
Low Tide		33	27	27
High Tide		26	22	17
Total	21	59	49	44

There was a drop in numbers in 2019 as the sessions ceased being free to children of non-members. In 2020 though more sessions were run to compensate, numbers per session were restricted due to Covid 19. Social distancing meant older cadets could not sail with friends, which meant sailing by this age group was lower.

Cadets by Age Group 2020

Age Group	6 to 8	9 to 11	12 to 14	15 to 16
Number	8	13	15	8

The high tide group is made of younger cadets starting to sail at high tide who need help from an instructor and more experienced older cadets who are generally capable of sailing by themselves without an instructor present, though who might benefit from skills sessions. Having cadets of differing ability can make the high tide sessions difficult to run. From 2021 it is planned to split the session into two groups.



Cadets sailing at high tide

The sessions use outside instructors. The cost of hiring outside instructors for cadet sessions is around £1800 a year. The programme is free to children of club members. Most cadet parents join the club to get free entry to the programme for their children. It is important that this group gets value for money. Some parents have gone on to become regular sailors. In many ways the cadet programme is an investment in the club's future. In 2020 there were 20 members with children taking part in the programme producing an income in membership fees of £1400. There was further £160 income from non-members' children taking part in the sessions.

1.11.2 Adult Beginner Sailing Sessions - Arnside

In 2019 the Club offered midweek sessions for adult beginners with participants in a boat with an instructor or experienced volunteer, aimed at the retired and people available during the week.

Due to Covid 19 this was not possible in 2020. Therefore, low tide sessions, when the water is shallow enough to stand up in, using single handed boats were run in 2020 for adult beginners. This had the advantage of participants learning quicker than being on a boat with an instructor or a volunteer. Costs are lower as one instructor can teach more participants than when the instructor is in the boat with them.

High tide sessions with an instructor teaching from a safety boat and participants sailing in single handed boats were introduced in 2020 for adult improvers to provide a pathway where adults who have been on our sailing courses or low tide sessions could start sailing at high tide. Once they been a course, participants need continued support from an instructor if they are to continue sailing. The sessions were charged for to recover instructor costs.



High tide adult improver session

In 2020, 14 people took part in the low tide adult sessions and 8 in the high tide sessions. In addition, three 2 day low tide courses were run attracting 11 people.

An option in 2021 depending on demand and instructor availability is to run adult beginner and improver sessions at both weekends and during the week catering for both people working and the retired.

1.12 Sailing Courses - Killington

Since 2016, the club has used Killington Sailing Club near Sedbergh for multi day adult and cadet courses. Using Killington means that we can offer a fuller day's training than at Arnside as there are no tides. In 2018 we introduced a women's sailing course and an advanced cadet course. The courses are open to people interested in sailing at Killington as well as Arnside. Our members can also take part in Killington's improver sessions. The courses are taught by outside instructors with safety boat cover provided by Arnside members, though in 2020 the instructor taught from a safety boat due to Covid.



Cadet course at Killington May 2018

Number going on Arnside Sailing Club courses at Killington

Course	2016	2017	2018	2019	2020
Children beginner (RYA stage 1 & 2)	6	8	20	20	5 (stage 2 only)
Children advanced (RYA stage 2 & 4)	-	-	8	12	9
Adult /Family - 2 day course	9	16 adults 9 children	12	13	9 adults 2 children
Women	-	-	7	7	-
Total	15	33	47	52	25

Numbers were reduced in 2020 due to Covid 19. Courses were not able to start July. Participants were restricted to 5 per course. We could not run beginner courses.

As well as participants from Arnside, the courses attract people from Killington's catchment (Sedbergh, Kirkby Lonsdale, Lune Valley and Kendal). As a result of offering courses at Killington and follow on activity at Arnside, the Club has attracted members from those areas, though most have continued to be members of Killington as well.

Income from sailing courses at Killington in 2019 was £4684 with costs of £4600. Income was down in 2020 due to Covid 19.

The Club submitted an application to become a RYA Recognised Training Centre using Killington as a base in Spring 2020. Approval of the application has been delayed to 2021 due to Covid 19

1.13 Paddle Boarding



Paddle Boarding at Low Tide (photo - Victoria Sedgwick)

In 2020 the Club introduced paddle boarding and canoeing as a low tide options enabling us to offer activity at both low and high tide more than doubling the time that water sports takes place on the estuary at Arnside. As a result of grant funding and donations the club acquired 11 paddle boards and four sit-on-top kayaks. Offering paddle boarding is one of the main reasons for the Club's growth in 2020. The paddle boards and kayaks have been used by about 60% of the membership since their arrival.

Paddle Boarding is one of the fastest growing sports in UK with an estimated 900,000 taking part in 2019. Unlike sailing it is relatively easy to learn with most people being able to stand up and steer after two or three hours training. At low tide the estuary at Arnside is an ideal place to paddle board as the water is shallow enough to stand up in. From the Dinghy Park it is possible to make short journeys by paddle board and canoe to the Promenade or New Barns Bay giving participants the feeling that they have done something. Learning to paddle board offers an experience and achievement in being able to stand up on the board. Compared to sailing, canoeing and paddle boarding at low tide is something that people can do by themselves on ad-hoc basis without the need for organised sessions or safety boat cover. In summer it is ideal water sport to do in the evening after work, as it does not need much set up time.

Use of club paddle boards is not permitted at high tide at present because of the risks involved, though a paddle board challenge to raise money for a new safety engine was run in 2020 on a very calm day. Conditions are more variable at high tide. It would be difficult to provide safety boat cover

for people paddle boarding by themselves at high tide whilst providing cover for sailing since the area of water is very large and as paddle boarders are less visible than sailing boats. Offering volunteer led group paddle board sessions at high tide with the group keeping close together might be a way of permitting paddle boarding at high tide. There could be a requirement for participants to undergo training with an instructor first including tide awareness. There would also be a need for training for volunteer leaders. Covid restrictions may make it better to delay any decision on high tide paddle boarding till 2022.

1.13.1 Paddle Board Lessons

In 2020, paddle board lessons were offered from late June to September, 160 people took part in paddle board lessons.

Origin of Participants	Percent
Arnside	17%
Surrounding villages	24%
Lancaster and Morecambe	12%
Lune Valley	12%
Kendal area	8%
Carnforth area	5%
Further afield	9%
On holiday in area	13%

25% of participants were club members or their relatives. 15% went on to join the club. Offering paddle boarding lessons as well as to teach sailing meant that we were able to employ an instructor more or less full time during summer 2020. Being able to offer an instructor full time work makes it more attractive for them to work for us compared to offering them intermittent casual work.

Whilst most bookings were from individuals or families, we put on lessons for a group of District Nurses, looking for a team building activity and a WI group as part of their physical activity programme. There may be opportunities to run lessons for other groups

Revenue from paddle boarding lessons in 2020 was £3653 with costs of £2500 helping finance an increased programme of sailing lessons. Costs are likely to increase in future years as equipment will need replacing. Demand for paddle board lessons is likely to decrease over time as the sport becomes more widespread and people no longer need to learn.

There may be scope to offer follow on training, such as advanced techniques, paddle board tours at high tide or an introduction to paddle board racing.

11.14 Kayaking

The club has four sit-on-top kayaks. These are mainly used at low tide. Again, it is difficult to provide safety boat cover at high tide for kayaks as they difficult to see from a distance. Offering led group kayak tours at high tide might be an option.

11.15 Windsurfing



Windsurfing lesson

To go with the paddle boards, the Club bought six beginner inflatable windsurf rigs in 2020. For beginners, inflatable rigs have the advantage of floating on the water making them easier to pick up and not having any a metal boom or mast to hit participants.

Half day taster windsurf lessons were offered with 20 people taking part. Another family of 4 taught themselves. Around 5 people practised by themselves afterwards. The estuary at low tide offers a good location for beginner windsurfing as the water is quite shallow and in general the wind is coming from the south west in opposition to the river current from the northwest.

To take windsurfing further there is a need to offer sessions at low tide in the estuary where beginners can practise and high tide sessions for more advanced windsurfers with safety boat cover. The estuary should be a good place to windsurf at high tide as it is wide and faces south west, enabling long reaches across the estuary. However tidal currents may be an issue taking windsurfers up towards the viaduct or out into the bay. In the medium term if the club was to develop its windsurfing offer further, there would be a need to buy intermediate / advanced windsurf rigs (about £1900 each). To enable windsurfing to be provided at the same time as sailing at high tide, for example at weekends, a third safety boat might be needed (cost £5000)

Developing windsurfing would enable us to offer something that most other clubs in the region do not offer. However nationally windsurfing numbers are very small. To an extent it has been superseded by other sports. In recent years there has been a slight increase in windsurfing numbers perhaps due to Foiling. Part of the decline could be as result of number of places offering windsurfing courses has declined resulting in fewer opportunities to learn.

1.16 Training General

In 2020 we were able to employ an instructor full time over the summer offering sailing, paddle boarding and windsurfing lessons. Normally the instructor would have been working for outdoor centres, which were closed due to Covid 19. This suggests that there is enough demand to employ an instructor at Arnside every weekend during the season and full time during school holidays.

Offering more continuous employment makes it more attractive for an instructor to work for the club. In the past the club has had difficulty recruiting instructors because of the intermittent nature of the work

1.17 Groups

There may be scope for working with organisations, such as youth groups or the WI to offer them a programme of water sports. Offering group membership, like Killington Sailing Association, might be an option.

1.18 Disabled People

Whilst the club seeks to accommodate disabled people wanting to take up water sports with us, it does not make any special provision at present. Providing for disabled people would also be a way that club could enable people to continue to take part in water sports as they get older. Whilst the dinghy park does not have any road access, wheelchair users could be picked up from the Promenade. The RYA run a Sailability scheme. There are sailing boats available that are designed for disabled people. There are paddle boards adapted for wheel chair use. For many disabled people taking part in water sports is the highlight of their week.

1.19 Severn – Historic Yacht built in Arnside in 1912

In 2018 the club purchased Severn a Royal Mersey Rivers Class Yacht built in Arnside in 1912 to have an example of a Crossfield boat in the village. Crossfields of Arnside were leading builders of Morecambe Boat Prawners and Yachts from 1840 to 1940s. There are boats built by them in the Mediterranean and America. Prior to Severn's arrival there were no Crossfield's boats in Arnside and little evidence that the village was ever a boat building centre, though the shore boatyard still survives in a derelict state.

The arrival of Severn gained good publicity both in the local press and specialist media, helping raise the profile of the Club and interest in sailing in the village. A Friends Group was set up as a charity to help maintain, sail and fund her. Being a charity enables the Friends Group to claim back 25% tax relief

However, before she can be put back into the water, her internal framework needs replacing and a new engine. This estimated to cost £40,000 which need both donations and outside funding. When she has been restored there will be a need to re-establish a core volunteer group to maintain and sailing her and involve young people in the project. Having a heritage boat sailing on the water would be a unique selling point for the club.



1.20 Traditional boat sailing and yachting

Building on the Crossfield's heritage, Arnside could become a centre for sailing open decked traditional boats and small yachts. Boats would need to be shallow draft and ideally sit upright on the estuary at low tide. Prior to 2005 ten or more yachts and larger dinghies were kept on the estuary on drying moorings.

Due to their weight, most traditional boats or yachts need to be kept on moorings in the estuary in the summer. The Club pays the Marine Agency for the right to have 10 moorings in the estuary between Ashmeadow and New Barns. Control of moorings off the Promenade has been delegated to the Club by the Parish Council, who own the foreshore (the area between the high and low tide marks) between Ashmeadow and the Viaduct. Whilst the club has the right to moorings, members have to lay moorings themselves, something few people have experience of. An option might be for the Club to pay an outside contractor to lay and maintain moorings, whilst recouping the cost by charging for the moorings.

Boat launching and winter storage are other issues. Having a small tractor to help launch bigger boats might encourage people to keep their boats at Arnside. Part of the cost could be recovered by having a launching fee, though numbers are likely to be very low. Space for winter storage of boats in the Dinghy Park is limited, though boats could be kept on nearby sites that offer winter storage for caravans.

1.21 Clubhouse

The Clubhouse is situated in the Old Customs House. Facilities include a bar, outside area and small kitchen. There are attractive views from the Clubhouse window out over the estuary and of the viaduct. The clubhouse is situated about ¼ mile walk from the dinghy park, too far away for use by pre and after sailing activities.



Clubhouse – Old Customs House

The outdoor area does not have estuary views, is poorly maintained and has limited use as most functions are in the evening when it is dark. There is no pavement outside the front door decreasing the number of people walking past the building. From the outside it is not obvious what the building

is. The foyer is uninviting with the main function room upstairs. There are two pubs and several cafes and restaurants in the village which limits the opportunity to increase trade.

There is disabled access to the Clubhouse from back via a ramp, though this is not well promoted and a gate has to be unlocked to let a wheelchair user in. No special disabled parking is provided, though it would be possible to park a disabled vehicle at the back of the Clubhouse. There are no special facilities in the Clubhouse such as hearing loop or disabled toilets. It would be difficult to access the toilets on a wheelchair, especially the male toilets, as the entrance is quite narrow.

Use of the Clubhouse by club members on a regular basis has declined reflecting the national trend of fewer people drinking in pubs. Whilst being a community asset for the village, use of the club house by members is low, and in many ways, it serves a different market. Historically most users would have been male.

The main uses of the Clubhouse in 2019 were

- a) Regular music nights, averaging audiences of around 25
- b) Private parties for example 21st Birthday Parties, attracting on average 40 or 50 people.
- c) 4 or 5 Club functions a year

The market for music nights is largely people between 55 and 75 reflecting the demographics of Arnside. People aged 30 to 50 are less likely to go out due to child care issues. People in their late 70s onwards tend not to go out at night. The club house has good acoustics, a good atmosphere and an attentive audience making it good venue for live music. For livelier bands it offers a party atmosphere.

Private parties tend to attract a younger clientele and achieve a higher bar turnover as there are more people there for longer and since it is a special event. Club functions tend to attract parents and older children. Up till 2018 the club was opened to members on Friday nights on a weekly basis though these were discounted as fewer members came. The club house could become a meeting place for cadets once they reach 18.

In 2019 on average the Clubhouse was used about 1.3 times a week, though the days of the week when it was opened varied. There is scope for making better use of the Clubhouse for example opening it more often, putting on more events or letting it to other organisations.

In 2020 the Clubhouse was rewired and the bar moved to the kitchen opening to create more space. Central heating is being installed, which should reduce heating costs and facilitate more use of the building in winter.

Whilst the Clubhouse has a kitchen, food is only offered at special events such as Burns Night. Moving the bar next to the kitchen increases the options for having a food offer. However, having a food offer would be a greater burden on volunteer staff and food hygiene regulations would need to be met.

To cover costs, club house sales need to be at least £12,000. With limited opening this is difficult to achieve. However, once breakeven point is reached the clubhouse becomes very profitable as its

uses volunteer staff. In 2016 for example the club house generated a £9000 surplus on a turnover of £28,500. Running the clubhouse is an onerous job for a volunteer organisation. To be able employ somebody to run the Club House part time, turnover would need to be over £50,000 and full time over £100,000.

Covid 19 has meant the Clubhouse was closed for most of 2020. Even if circumstances are more normal in 2021 and 2022, the opportunities for increasing Clubhouses turnover may be limited as some people will have lost the habit of visiting pubs and bars.



Music night in Club House

Nationally the percentage of household income spent on alcohol in pubs fell by 2.2% in 2000 to 1.4% in 2018. The number of pubs declined by 22% from 2000 to 2018. However, the decline has been in drinks led pubs, whilst turnover in food led pubs has increased. The percentage of the population visiting pubs on a weekly has declined from 34% in 2000 to 29% in 2018. Pub use is greatest by younger age groups. About 50% of 18 to 34 year olds are regular pub goers compared to 18% for 55. However, taking into account local demographics in Arnside, older age groups would make up the greatest proportion of pub users. People are more likely to go out for special occasions rather than on a regular basis. Increasingly people are looking experiences.

Reasons for visiting pubs include

Reason	Percent
To Socialise	23%
To Drink	17%
To Eat	16%
Celebrations	20%
Big Night Out	16%
Atmosphere	29%
Outdoor Space	18%
Live Music	9%
Big Screen Sport	5%

Whilst the Clubhouse scores poorly on outdoor spaces, it compares favourably on atmosphere to the village's two pubs. Whilst live music and big screen sport are reason for going to a pub for some people for others it is a detractor. Live music and on screen sport tend to discourage socialising,

Opportunities for socialising could be built into music nights such as a food offering before the performance starts or a prolonged interval with light bites on offer.

Opportunities for increasing Clubhouse use include Seasonal Celebrations (Halloween Parties, Burns Night), Wine & Food Tasting, Book Groups, Craft Groups (e.g. Knitting Evening), Drama Performances, Film Nights, Storytelling and Broad Game Nights. Seasonal celebrations are a way of creating special occasions, whilst a food tasting or drama night is more an experience

Opportunities for increasing sales from customers entering the club house include offering craft beers and gins, premium soft drinks and a simple but quality food offering, such as pies or soup that could be heated up quickly. A food offer might result in increased drink sales as people may order a second drink to go with their food.

There is scope for increased sales of non-alcoholic drinks. 8.6 million people want to cut down their alcohol intake. Premium low alcohol drinks make it attractive for them to continue to socialise in pubs and bars, whilst reducing the emphasis on alcohol as being the key element of the night out. As well as beer, there are premium low alcohol gins, wines, ciders and cocktails available. Fruit juices could be offered as a healthy choice. A low alcoholic drink offer may make visiting the Clubhouse more attractive to people who have to drive there and enable them to drink more than if only alcohol was available. It is important the club house and its drinks offer appeal to both sexes.

Opening the club house at lunch-time once a week with a limited food offering might be a way of giving older age people who tend not go out at night an opportunity to socialise.

Subcontracting the running of the club house to a private individual would lessen the burden of running it and may result in increased revenue for the Club through increased sales.

1.22 Potential Redevelopment of Crossfield's boatyard and adjacent quarry

Plans are at a very early stage to develop the old Crossfield's boatyard and quarry as a working museum / heritage centre possibly with winter storage for Severn. The owner of the boatyard is keen to work with the Club and other local groups to develop a heritage centre. A heritage centre would help raise the profile of Arnside as a water sports centre benefiting the club. The centre could include changing facilities for the club and a teaching room, though this would increase the Club's cost base. A Charitable Trust would need to be set up to manage the project and outside funding raised. Planning consent might be a problem.

11.23 Promotion of the Club

The Club is promoted via

- a) Website
- b) Facebook
- c) Posters on notice boards
- d) Monthly newsletter
- e) Village newsletter, other local web and face book sites
- f) Press releases
- g) Try Out Days and Special Events

h) Word of Mouth

Radio Cumbria sent a reporter to the Club's Try Out Day in 2019. Lancaster District Magazine, which is delivered to all houses in the Lancaster area ran articles about the Club in 2019 and 2020. The Club held a Swallows and Amazon weekend in 2018 based on replica of one of Arthur Ransome's boat which was built in Arnside, attracting 50 people.

An innovation in 2020 was a club craft booking system which also showed members times when it is possible to go out at high tide and low tide which has helped increase activity. Previously not knowing tide times would be a barrier to people going out.

However, the best publicity for the club is more activity taking part on the estuary.

1.24 Cost of running the club

The basic costs of running the club are:

Clubhouse including insurance	£5000
Dinghy Park Maintenance	£500
Club Craft Maintenance and Insurance	£3000
Free Cadet Programme	£2000
Volunteer training	£750
Water Sports Courses	£10,000

The Club aims are to use membership fees to cover the cost of running the Dinghy Park, maintaining club craft, insuring them and running the cadet programme. Water Sports courses are expected to generate a surplus to help pay for overheads, craft maintenance and renewals. The £10,000 figure against a training is nominal cost in that the cost of training is dependent on how many courses we run. The cost of running the Clubhouse is to be met by Clubhouse sales with any surplus being invested in the Clubhouse or in Water-Sports.

With more activity taking part, costs are likely to rise, though this should be offset by increased income.

1.25 Management of the Club and Volunteers

The Club is run by a Committee. With increased activity, more work is involved in running the club.

As well as the committee volunteers help run sailing sessions, crew the safety boat, staff the bar, take out new members and help with maintenance. Volunteers tend to come from two groups: cadet parents whose time is limited by work and child care commitments and younger retirees who are often away, want to do multiple activities rather than committing to the club. Older cadets could be used as assistant instructors helping to improve their career prospects

The workload on anyone person can be reduced by splitting roles for example the Sailing Secretary's job could be split into Cadet Coordinator, Training Coordinator, Dinghy Park Steward and Boat Maintenance Officer. Some clubs have Sailing and House Committees, though at Arnside, this would tend to increase the separation of the water sports side of the club from the club house side.

Assigning roles and responsibilities to specific people would help to get work done and provide cover if a person had to pull out for any reason.

Larger clubs tend to employ staff to run the Club. Carsington Sailing Club in Derbyshire employ five people. Salcombe Yacht Club with a membership of 1200 employ seven people, excluding kitchen and bar staff. However, both these clubs have more members than Arnside and charge far higher fees.

Using computer management applications, such as online booking systems would reduce the workload on volunteers

It is important that volunteers have adequate training. The club has run safety boat, first aid and safeguarding courses for volunteers in the past two years.

1.26 Legal Structure of the Club

The Club is at present an unincorporated association with a constitution. An unincorporated association is the simplest form of club organisation. The constitution acts as the legal contract between members. As an unincorporated association cannot hold property, it has trustees who hold legal ownership of club property for benefit of club members.

Many large clubs, including Ullswater are incorporated clubs. An incorporated club is recognised as a separate entity in law. An incorporated club is governed by the Companies Act, having to file accounts with Companies House. An incorporated structure means that the liability of members and committee members is restricted, though in practise this covered by insurance. The benefits of an incorporated structure increase if a club holds property, employs staff or enters into contracts.

A club can register as a community amateur sports club. To qualify, 50% of members have to take part in the sport at least once a month during the season. A community amateur sports club can claim gift aid on donations, get mandatory 80% relief on business rates and make up to £100,000 trading profit without paying tax. Trading profit is profit made from non-members, such as people taking part in water sports courses. Companies get a reduction in corporation tax for donations to community amateur sports clubs and charities, as long it is not deemed sponsorship. Whilst a community amateur sports club can sell food and drink, this should be in connection with the sport, for example post-match refreshments. Clubs can set up trading subsidiaries to run their bar which could donate their profit to the club. The Club already gets 100% rate relief so mandatory rate relief is not much of an advantage.

Some clubs have set up supporters' clubs for social members, so that social members do not count towards the 50% participation rule. An option for the Clubhouse might be to set up a supporters' club in return for a discounted or free entry to Clubhouse events.

A further option is to become a charity, which can be incorporated or unincorporated. The Yorkshire Dales Sailing Club is a charity. Charities can be set up for the advancement of amateur sport or for arts, culture or heritage and must be for public benefit. Charities do not pay tax on profit from charitable purposes or from trading profit, they can claim gift aid on donations and are eligible for rate relief. Charities may be able to claim VAT back on new sports buildings. Running a bar is not

normally viewed as a charitable activity. A separate subsidiary would need to be set which then donates its profits to the charity.

1.27 Carbon Footprint

As a village club where most activities rely on wind or human power and many of our members travel by foot or bicycle to the club our carbon footprint is quite low.

Heating the club house and providing safety boat cover are our two main uses of fuel. Our clubhouse is heated by old electric fan heaters that use a lot of energy and are not particularly effective at heating the building. Installing central heating would reduce fuel costs. The engine on our large safety boat is old and inefficient. A new engine would reduce our carbon footprint.

Whereas Arnside has good train services, Killington is all but impossible to get to, other than by car. To reduce the carbon footprint of using Killington we could promote car sharing. We already promote Arnside as being accessible by train.

Clubhouse glass and packaging are recycled. Our welcome message to new members includes information about the ecology of the estuary.

2. WHERE WE WANT TO BE BY 2026



Boats and Promenade Try Out Day 2019

Our vision is that by 2026, we will be a club:

- a) Playing a leading part in the village community with around 300 members (including children).
- b) Making sailing and water sports central to village life with activity taking place every day during the season (April – October) when conditions are suitable.
- c) With over 60% of members taking part in water-sports once at least once a month during the season or involved in running sessions
- d) Making Arnside well known as a sailing and water sports centre, helping to attract people to sail on the estuary and support the area's tourism industry. Residents and visitors are aware of the area's maritime heritage.
- e) With low membership fees and club boats so that cost is not a barrier. A club that is open to everybody regardless of sex, age, disability, ethnicity, nationality, sexual orientation, religion or other beliefs.
- f) With a high satisfaction rate where members feel a valued part of the club.
- g) Introducing adults and children to water-sports providing them with opportunities to enjoy the estuary and improve their skills
- h) With an active cadet section catering for 6 to 18 years, with sailing by students during holidays, where children and teenagers can achieve their full potential but also catering for those looking for more leisurely sailing. Families will take an active role in running the sessions, helping providing safety boat cover and supporting instructors. A club that provides an opportunity for older cadets to help run sessions improving the career prospects.

- i) Keeping Severn, our heritage yacht, a unique selling point for the club, maintained in good sea worthy condition, sailing her on a regular basis and going to classic boat events elsewhere; Providing a clear pathway where by people and cadets can develop skills to help maintain Severn and sail her.
- j) With a Clubhouse that is well used by the village community, club members and visitors on a regular basis, with a thriving events programme, where customers feel valued and welcomed, generating a surplus to help support future investment in the club
- k) Running an annual village regatta involving the village community.
- l) Constantly renewing itself to take into account changing markets and opportunities for water-sports
- m) A Club with a low carbon footprint that does not damage the environment.



Paddle Boarding Lesson

3. HOW WE GET THERE

3.1 Dinghy Park

Carry out below improvements by the start of 2021 season:

- Increase indoor storage for paddle boards, windsurf rigs, buoyancy aids and safety helmets either by erecting a shed or an additional garage.
- Lay grass reinforcement matting.
- Connect to mains water.
- Reduce amount of unused equipment and boats in the dinghy park to create more room and a more appealing appearance.

By the end of 2021:

- Identify scope for improving changing facilities in the Dinghy Park

By 2025:

- Draw up plans, obtain planning permission and funding to build changing facilities.

3.2 Launching Facilities

By the start of the 2021 season:

- Buy a compact tractor to launch and retrieve safety boats, larger dinghies and day boats.

By the end of 2021:

- Identify best means to improve launching facilities.

By 2025:

- Draw up plans, with planning permission if necessary and funding to improve launching facilities.

3.3 Sailing

3.3.1 Sailing General

- Offer sailing with safety boat cover at high tide when tide heights and weather conditions are suitable every day during the sailing season.
- Run races on at least a monthly basis.

3.3.2 Adults starting to sail

- Attract at least 20 new adult sailors a year.
- Offer beginner sessions at Arnside either at low tide in single handed boats supervised by an instructor or at high tide with beginners going out with experienced sailors or an instructor in double handed dinghies.
- Provide improver sessions with an instructor at Arnside at high tide for adults to build their skills and give them the confidence to sail by themselves using double or single handed boats

- Continue to offer adult/family courses at Killington.

3.3.3 Cadet Programme



Low Tide Cadet Session

- Attract at least 20 new cadets to the programme each year.
- Continue to run low tide and high tide sessions at Arnside.
- Split high tide sessions into two groups – Intermediate, who need help from an instructor and advanced, who need safety boat cover.
- Continue to run beginner (Stage 1/2) and advanced (Stage 3/4) courses at Killington.
- Run half day cadet sessions at weekends at Killington when tide is unsuitable at Arnside.
- Provide advanced skill sessions (e.g. use of spinnakers, introduction to racing, performance sailing).
- Run races for advanced cadets and arrange cadet sailing matches with neighbouring clubs.
- Encourage older cadets to enter events such as the Southport 24 Hour Race and Lord Birkett on Ullswater.
- Put on non-competitive events for older cadets e.g. cruise to Humphrey Head with overnight stay at outdoor centre.
- Encourage older cadets (16 years and older) to get safety boat and instructor qualifications. This would both improve their employment prospects and provide a resource for the club.
- Encourage parents to start sailing, help support the sessions for example by becoming safety boat drivers.

The cost of running the cadet programme is likely to increase to over £2250 with more cadets taking part and more sessions. To an extent this would be offset by an increase in membership income as a result of the more parents joining the club. Encouraging club members to become instructors is one way of offsetting the cost, though the club is always likely to be dependent on outside instructors. Advanced cadets should be able to sail without an instructor present, though will need skills coaching and safety boat cover.

3.3.4 Club Boats

- Maintain club boats to a high standard replacing parts and sails as necessary. Appoint a Boat Maintenance Officer.

By 2025, depending on need:

- Replace Club Wayfarer which is kept at Killington with a newer boat

- Purchase 2 or 3 additional single handed boats suitable for older teenagers and adults.
- Purchase additional Topaz 14 catamaran so we can offer catamaran racing. Fit spinnakers to Topaz 14s.

By 2026:

- Draw up a 15 year plan for replacing club boats and upgrading club fleet.

3.3.5. Safety Boat Cover

- Increase number of trained safety boat drivers – Aim to send at least three members on a powerboat course followed by a safety boat course every year at a cost of £500.
- Replace engine on large safety boat, which is old with one with electric trim enabling it to be used in shallower water. Cost £5000
- Consider buying a second light weight safety boat if needed to support two or more activities taking place at high tide on a regular basis or more people sailing.

3.3.6 Killington Training Base

- Become a recognised RYA Training Centre using Killington as a training base in 2021.

3.4 Paddle Boarding

- Continue to offer beginner paddle boarding lessons.
- Trail improver lessons (e.g. advanced skills, racing, touring)
- Offer volunteer led sessions in 2021 so that people have others to paddle board with.
- Consider setting up a group that goes paddle boarding in the Lake District on a regular basis.
- Consider how we could safely permit the use of paddle boards at high tide albeit on a limited controlled basis.
- Monitor use and increase number of paddle boards as necessary e.g. to 13 or 15 boards.

3.5 Canoeing



- Monitor use of canoes and increase number if necessary.
- Investigate whether there is scope for having a more formal offer (e.g. sea kayaking sessions).

3.6 Windsurfing

In 2021:

- Continue to offer windsurfing taster lessons at low tide and potentially at neap tides.

- Offer practise sessions at low tide.
- Run two day RYA Level 1 and 2 Youth Courses at Killington and a RYA Adult Beginner Course.
- Offer high tide sessions with instructor and safety boat cover during school holidays.
- If there is demand to put in grant applications to buy 6 intermediate /advanced rigs in 2022.

In 2022 (if there is the demand)

- Purchase 6 intermediate / advanced rigs.

In 2023 (subject to demand)

- Purchase an additional small safety boat to be able to offer windsurfing at high tide at weekends at the same time as other training is going on. Consider basing windsurfing at different point on the estuary than at the Dinghy Park if possible.

3.7 Training General

- Employ instructor(s) at Arnside every weekend on Saturday and Sundays and full time during school holiday to run sailing, paddle boarding and windsurfing lessons.

3.8 Groups

- Run special programmes for groups if requested

3.9 Disabled People

- Review provision for disabled people and older users by 2022.

3.10 Severn

- Restore Severn to a standard where she can be kept and sailed in the estuary during the summer by 2023.
- Replace engine by 2023.
- Establish best way of keeping her on the estuary.
- Raise enough money each year through Friends of Severn to maintain her and carry out major maintenance to the boat when needed eg new sails.
- Attract more volunteers to Friends Group to help maintain her. Improve our wooden boat maintenance skills.
- Give young people opportunity to sail in Severn.
- Take her to classic boat events elsewhere eg Liverpool Nobby Race in 2027, the anniversary of her recovery from the bed of the Mersey.
- Appoint a yacht master to coordinate the sailing of Severn and teach other members, including older cadets how to sail her.
- Consider purchasing a gaff rigged dinghy so that adults and cadets can learn how to sail a gaff rigged boat before going out on Severn. The boat could also be used at events and as a family boat.
- Encourage and facilitate other people wanting to keep Crossfield's and other traditional boats at Arnside.



Severn with Crossfield's boatyard where she was built in 1912 in the background

3.11 Club House

- Continue to hold events, music nights and private functions at the clubhouse.
- Put on a mixture of events reflecting Arnside's demographics.
- Install pa system, better lighting and hearing loop to offer a better experience on music and dance nights.
- Install disabled toilets when funding allows.
- Increase opening hours.
- Look at holding different types of events e.g. regular quiz nights, talks, book groups, board game nights, soup lunches.
- Look at getting a private partner to run the clubhouse on a profit sharing or rental basis.
- Hold more family orientated events to encourage cadet families to use the club house on a regular basis and reconnect the club house with the sailing membership.
- Involve more members and people who attend club house functions on a regular basis in running the club house.

3.12 Volunteers / Committee

- Ensure that there is a strong committee whose members have diverse skills that are helpful to running a sailing club (eg Sports Development, Buildings and Grounds Maintenance, Venue Management and Promotion).
- Consider asking a person from another Sailing Club to join the committee so that we can benefit from their knowledge and vice versa.
- Ensure that different jobs are distributed between volunteers and members so that the club is dependent on no one person and that other people can step into their role if necessary. Consider splitting some roles (eg Rear Commodore into Bar Manager and Social Secretary; Sailing Secretary into Cadet Coordinator, Dinghy Park Steward, Training Coordinator and Boat Maintenance Officer)
- Provide volunteers and committee members with adequate training e.g. sending a member on a community pub management seminar.
- Encourage two or three members to become instructors to support outside instructors.

3.11 Use computer applications to reduce administrative burden and offer a more efficient service:

In 2021 introduce online systems for:

- Paying membership fees
- Booking and paying for water sports lessons
- Booking and paying for club house events

3.12 Review legal structure of the Club

In 2021:

- Review benefits of becoming a charity or community amateur sports club to take advantage of tax breaks.

In 2022:

- Apply to become a charity or community amateur sports club depending on outcome of review in 2021.

3.13 Safety

- Monitor safety. Keep a record of incidents and near misses
- Review risk assessments and operating procedures on a yearly basis

3.14 Safeguarding

- Provide a safe environment for children and young people in which to enjoy sailing free from physical, sexual or emotional harm, neglect or bullying irrespective of a person's background
- Ensure instructors and volunteers working with cadets are DBS cleared
- Ensure that instructors, volunteers and other club members are aware of procedures and guidance; promote good practise.

3.15 Data Protection

- Comply with data protection rules and the Club's Data Protection Policy.
- Review data protection procedures on a two yearly basis.

3.16 Promotion to potential members

- Use press releases, social media, web, poster and word of mouth to promote the club to new members; put on events to act as the focus for promotion.
- Carry out leaflet drops of surrounding villages.
- Promote club to people with holiday homes at local holiday parks.
- Use Arnside's maritime heritage to promote the club.

3.17 Keeping members informed

- Produce a monthly newsletter and use social media to keep members informed of club activities.

3.18 Events

If Covid restrictions allow:

- Run Try Sailing Days at least once a year.
- Run an annual village regatta to include as well as sailing, activities such as a raft race, canoeing, beach games, music, a race up Arnside Knott and evening entertainment.
- Consider running a Morecambe to Arnside Dinghy Cruise in partnership with Morecambe Sailing Club.

3.19 Possible Redevelopment of Crossfield's Boatyard and Quarry

- Work with owner to develop plans for the site to include working museum / heritage centre with winter storage facilities for Severn.
- Involve other organisations in development.
- Set up a Trust to manage the Project.
- Secure planning permission by 2023, open in 2026.
- Seek funding once development plans are more concrete.

3.20 Ensuring a high member satisfaction

- Giving new members and cadet parents a personal introduction to the club for example showing where things are kept and telling what is available
- Involving members in the running of the club, keeping them informed, providing training and giving them the chance to help with sailing activities. (e.g. cadet parents helping with the safety boat).
- Run regular social events for club members.

3.21 Finance

- Increase membership income to over £10,000 largely through growth in member numbers
- Cover day to day expenses of running adult and cadet sailing programmes, volunteer training, boat maintenance and running the dinghy park from membership income
- Aim to make a £3000 yearly surplus from membership fees and training to pay for improvements to the Dinghy Park and replacing club equipment.
- Make a surplus of at least £7500 a year on the club house to cover the cost of running the clubhouse and pay for investment in clubhouse, dinghy park and club boats. To achieve this bar-sales need to be over £22,500 a year.
- Consider using fund raising and sponsorship to pay for new investment in club equipment.
- Training courses to make a surplus to help cover overheads and pay for upgrading club equipment.

3.22 Carbon Footprint / Impact on Environment

- Reduce energy consumption by installing central heating in clubhouse and buying a new engine for our large safety boat.
- Improved facilities in the boat park to be energy efficient
- Encourage members to come by foot, bicycle or train. Promote car sharing to Killington
- Making members aware of environmental issues

4. MONITORING THE PLAN

The plan will be monitored by:

- Growth in membership numbers.
- Satisfaction surveys of members.
- How well we are doing against the actions in the plan.
- The percentage of members taking part in water sports or helping run sessions at least once a month during the season.
- Carbon / Environmental Impact
- Financial Performance - Annual Accounts.

The plan will be reviewed on a yearly basis



High tide cadet session (Sara Owen)

5. CONCLUSION

Arnside Sailing Club has increased its membership by nearly four times since 2014 by

- Introducing a cadet programme
- Offering adult training
- Provision of club boats

And in 2020 by introducing paddle boarding and canoeing as low tide options and by increasing sailing activity on the estuary.

We have moved from being a club that offered little more than a race every two weeks in 2015 to one that offers multiple water sports at low and high tide, seven days a week. Growing our membership has created a more sustainable club making better use of facilities.

There is potential to grow membership further, creating a club of around 300 members by 2026.

To build on our success we need to

- Ensure that club members get good value for money by offering them activities appropriate to their level of ability, informing them of opportunities to take part and making them feel valued members of the club.
- Continue to offer lessons so that children, teenagers and adults can learn how to sail, paddle board, canoe and windsurf and become active members of the club. Offer follow up sessions so that people gain the skills and confidence to take part by themselves
- Run our cadet programme with activities for different age groups and levels of ability so that we are continually attracting new families to the club and offer older cadets the opportunity to achieve their full potential.
- Ensure that our Dinghy Park and Club Craft are well maintained. Improve our Dinghy Park and Launching Facilities to give members a better experience.
- Making better use of our Club House by increasing the hours which it is in use by offering more events, opening it more frequently, hosting private functions and hiring it out to other groups.
- Make a surplus and continue to secure outside funding so we can pay for renewals and invest in the future of the club
- Expanding our volunteer base and ensuring that volunteers have adequate training
- Restore Severn so we have her back on the water in 2023.

Growth in membership will come largely from Arnside, surrounding villages and from people with second homes or caravans in the area. Our key markets our families with children and people in the age group 55 to 70 reflecting local demographics