

## Understanding wants and needs – Gathering Factual Information

The Gathering of factual information is a pre-requisite to making decisions about what Chanonry Sailing Club offer the membership. The production of a factual assessment of where we are now (autumn 2020) is an attempt to form a comprehensive view of who is doing what in the Club, and is based on a standard set of questions in the RYAS Club Development Framework. This gathering of factual information is designed to complement significant engagement with members and in combination to help understand wants and needs that once identified can feed into the vision, priorities and good governance of the Club through the development planning process.

### MEMBERSHIP

#### 1. How many members do we have?

The membership system is primarily a record of memberships rather than individual members, this complicates the measurement of both Junior numbers and non-active family members. Current membership metrics appear to be as follows and suggest a total Club membership of 171 persons.

Membership Category	Full	Senior
Family <sup>1</sup>	29	7
Ordinary	29	17
Student	5	n/a
Junior <sup>2</sup>	29	n/a
Associate	8	7
Rowing	11	12
Family Rowing	7	0
Honorary	7	
Life	2	
Guest	1	

Metrics and trend patterns can be derived from the annual Club census returns to RYA.

	2015	2016	2017	2018	2019	2020
Total number of members	195	213	161	165	222	173
Male members	136	140	112	115	112	117
Female members	58	73	49	50	110	56

<sup>1</sup> This figure excludes juniors (who are accounted for separately)

<sup>2</sup> The junior figure is based on figures supplied by the Membership Secretary rather than the membership system



Junior members	58	44	31	28	31	29
Adult members	137	169	130	137	191	144
Family memberships <sup>3</sup>	49	57	35	25	26	27

## 2. How many boys/men/girls/women?

An analysis of given names in the membership system suggests that overall and within Family, Senior, and Ordinary memberships the ratio (expressed as %) of females to males is *circa* 30 to 70. There are two interesting exceptions to this: across all rowing memberships the ratio (expressed as %) of females to males is *circa* 67 to 33; and Junior membership has a more balanced ratio (expressed as %) of females to males is *circa* 45 to 55.

## 3. Age Profile of Club

The criteria for Senior membership is “State pension age” (the value has not been constant and is currently 66); 25% of our members hold senior memberships. A small number of individuals qualifying for senior status choose to take out non-discounted membership to make an extra financial contribution to the Club. Junior membership is available to those under 18 years of age at the start of the membership year, indicating 17% of members are 18 years of age or younger. It may well be worth examining in more detail the age structure of the Club between the Junior and Senior groups, anecdotal evidence suggests that there are very few members in their 20s, 30s and early 40s.

## 4. Where do Club members come from?

A basic spatial analysis and mapping<sup>4</sup> (on the following pages) of member distribution by postcode (excluding far flung members) indicates highest densities of members in close proximity to the Club on the Black Isle in the villages of Fortrose, Rosemarkie and Avoch with linear extensions along the A832 transport axis. Elsewhere on the Black Isle and to the north-west membership is scattered and broadly reflective of settlement distribution. Significant membership is drawn from Inverness where membership is broadly distributed. Further afield linear membership axes contribute small numbers of members from the Spey valley and A96.

It is worth noting that many of both family memberships and rowers are more tightly drawn from the Black Isle; with concentrated clusters focussed on Fortrose and Rosemarkie in particular.

<sup>3</sup> Note these Family memberships include up to two adults and all children of 18 years and under, the values stated do not represent a count of individuals.

<sup>4</sup> Contains public sector information licensed under the Open Government Licence v3.0.

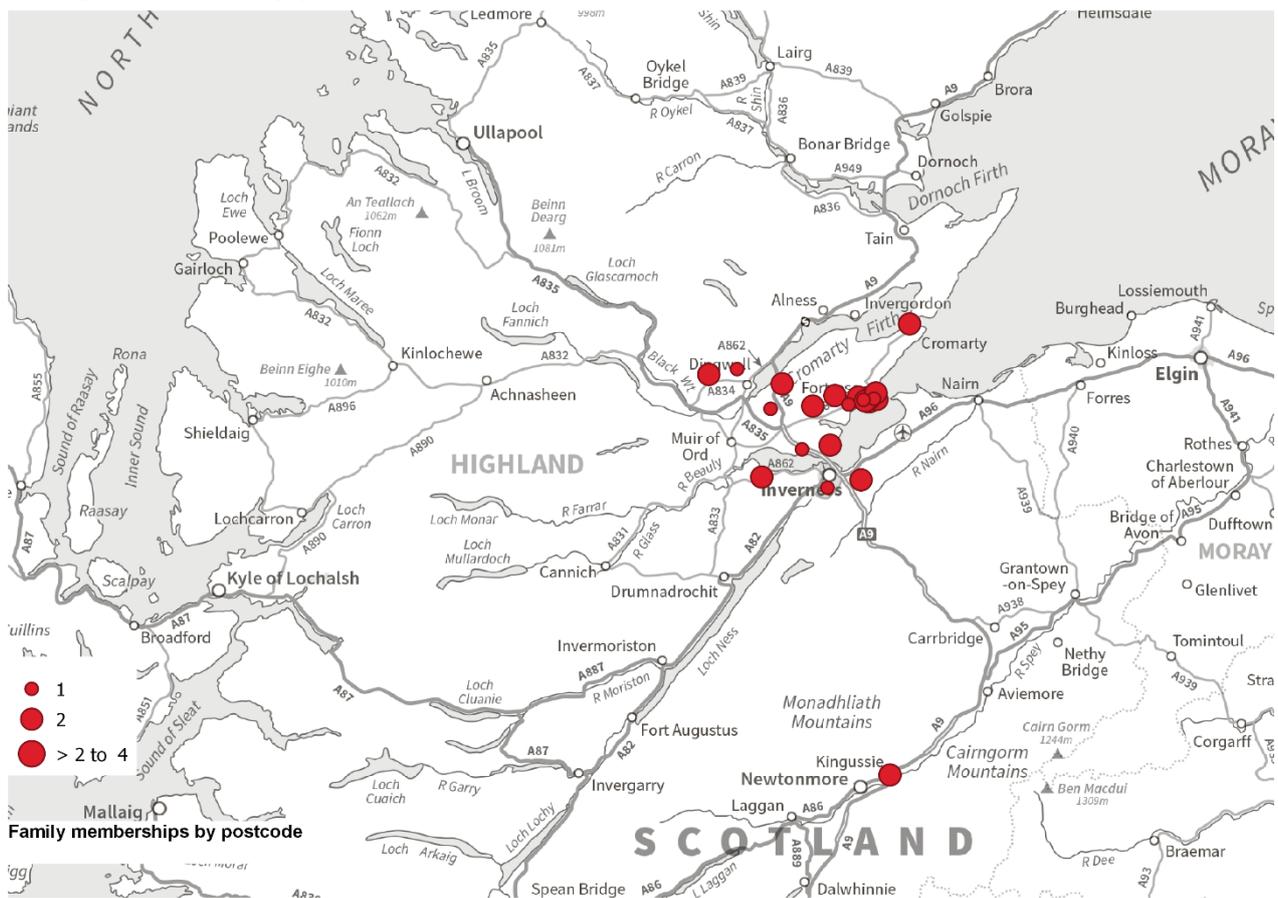


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**All members by postcode:**



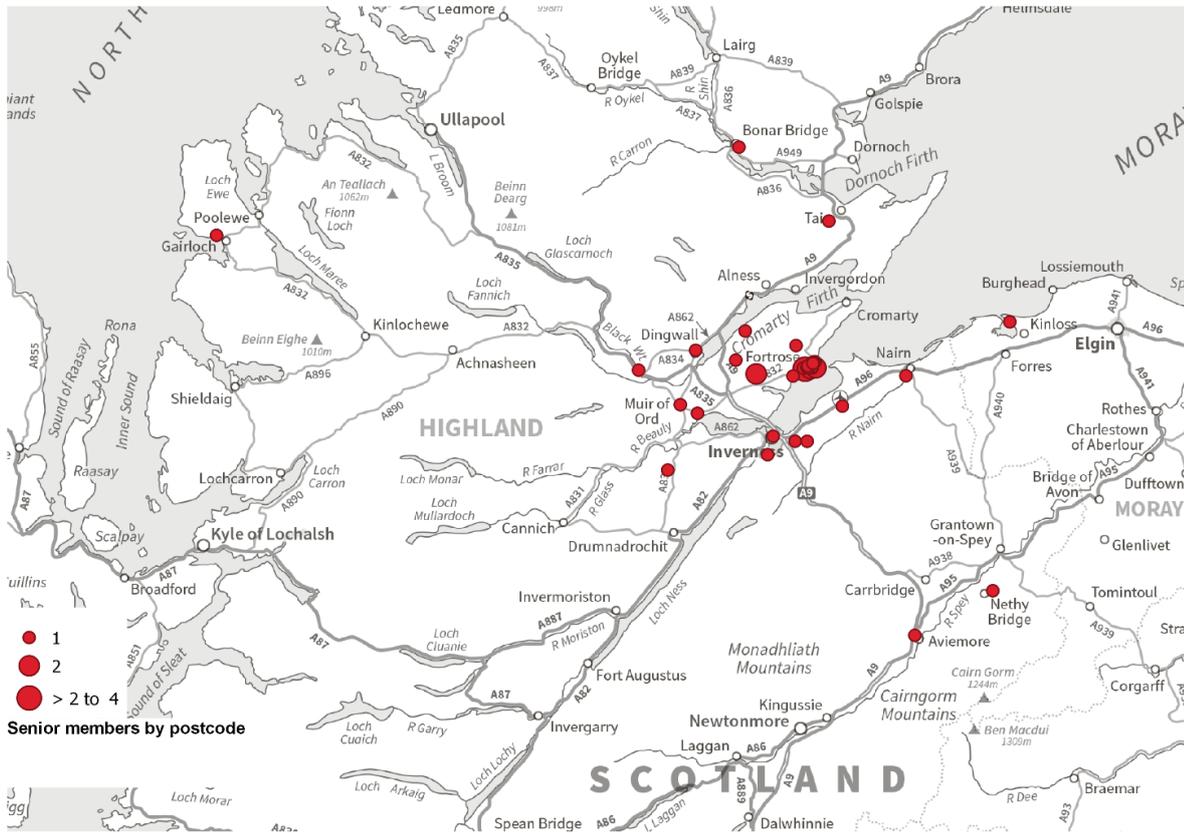
**Family members by postcode:**



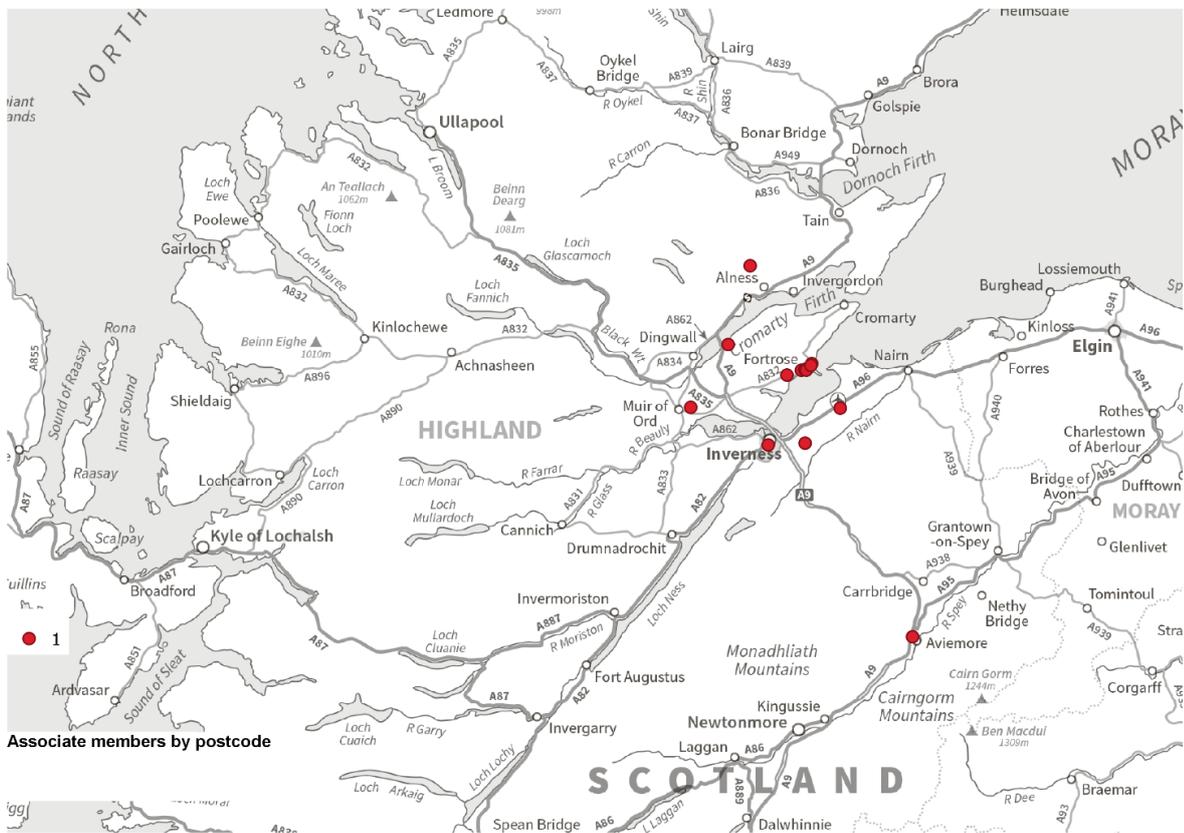


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**Senior members by postcode:**



**Associate members by postcode:**



A postcode to postcode travel time analysis reveals:

- 32% of Club members live within 5 minutes drivetime from the Club
- 17% of Club members live within between 5 and 15 minutes drivetime from the Club
- 33% of Club members live within between 15 and 30 minutes drivetime from the Club
- 10% of Club members live within between 30 minutes and an hour drivetime from the Club
- 8% of Club members live more than an hour drivetime from the Club

## 5. What are their levels of ability?

Club members from all sectors (dinghy sailors, cruisers, rowers) have a range of proficiencies from novices through to those with many years of experience, those sailors who race have a range of achievements within the Club upwards.

## 6. How much do they pay?

Membership Category	Full	Senior
Family	£178	£126
Ordinary	£126	£89
Student	£32	n/a
Junior	£26	n/a
Rowing	£39	£29
Family rowing	£53	£40
Associate	£33	£24

## 7. Did membership increase, decrease or remain the same last year?

The Club census returns to the RYA indicate apparent significant decrease in total and female membership between 2019 and 2020. The suggestion is that census returns to RYA have normally excluded 'inactive' members from the family membership class, but that in 2019 these were included. Of interest are a couple of longer-term trends: the halving of junior member numbers over 5 years and a similar decline in family memberships (where most junior members are located). A more positive trend is the increase in rowing memberships which have brought new members to the club and to some extent ameliorated what would otherwise be a significant decline in adult membership.

## 8. What kind of membership do we want to increase?

Decisions around membership futures needs to take account of a wide range of opinions; likely best obtained through engagement with the wider membership. We don't properly understand our membership demographic between Junior and Senior age groups, anecdotally it is likely there are very few members in their 20s, 30s and 40s and this may well be having a significant impact on supporting Club activities, placing growing burdens on long-standing members in their 50s upwards.



Understanding why we fail to recruit and retain more members in those age cohorts is key to understanding why membership is decreasing. The lack of gender balance and general lack of diversity are potential issues for the Club. Membership increases can themselves generate problems and need to be carefully thought through. Some aims might be to:

- Double the number of family memberships and try to get the adults from those memberships actively engaged in Club activities.
- Increase and retain members in the 20s, 30s and 40s cohorts.
- Seek to recruit and retain more active female members.
- Seek to ensure we are not inadvertently excluding BAME groups, or indeed other groups for example the significant Polish community in Inverness and surrounds, or differently abled persons.

## 9. If membership has decreased why is this?

The 'churn' of junior members and associated family memberships is not a new phenomenon, juniors have always passed through the Club, moved onto higher education and or employment opportunities and it is not common for those individuals to not remain engaged with the Club, often they are simply no longer resident in the Club hinterland. However, the number of Family memberships has declined significantly over the last 5 years. We need a better understanding of why the Club are not recruiting more young family memberships, in particular from the growing population of the Black Isle and Inverness, and perhaps why we fail to get the parents and young adults engaged with the Club on a continuing basis as active members in their own right.

## ACTIVITIES

### 1. What is the main purpose of our organisation?

- The advancement of the public participation in water sports.
- The provision of recreational facilities.
- The advancement of the heritage of Fortrose harbour.

### 2. What type of activities do we offer members?

- **Sailing** - dinghies and cruisers: social/recreational/cruising, racing (including open events and class dinghy racing), training
- **Powerboat**: training and safety duty
- **Coastal Rowing** – St Ayles Skiffs: recreational, social, racing, training
- **Social events**: eg quiz nights, Burns Night, catering for open and closed racing or other events

### 3. What % of our members currently participate in each of these activities?

Sailing overall	63 (38%)	Overlaps in categories accounted for
Dinghies – racing / recreational:	43 racing (26%)	20 recreational (12%) (incl 5 who don't also race)
Dinghies – training / coaching	12 Instructors/helpers (7%)	35 participants (21%) 22 juniors 13 adult



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Cruisers	5 racing (3%)	Recreational mostly non-club-organised activity, no data available
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<b>Powerboat overall</b>	<b>36 (22%)</b>	
	Training: 2 Instructors, 9 participants (7%)	36 safety duties (22%)

<b>Rowing overall</b>	<b>37 (22%)</b>	
	V few racing	Approx. 20 cox training (12%)

<b>Social events</b>	<b>No figures available to determine overlapping participation</b>	
Approximate figures	25 average (15%) attendance at activity-based events (10/year)	40 average (24%) attendance at solely social events (3 or 4/year)

Notes:

- Some training activities involve other clubs – whether because we can provide the facilities and instructors, and/or because extra numbers make them viable.
- Open Day involves lots of volunteers, and aimed at non-member participation
- Rowing members observed to participate more than others in social events

**4. What are the age/interests of our membership base?**

<b>Overall Club Membership Age Distribution</b>			
36 Senior (22%)	105 Adult (63%)	6 Student (4%)	20 Junior (12%)

<b>Overall Club Membership Interests (expressed on membership form)</b>			
Boat owners:	47 Dinghy owners (28%)	26 Cruiser owners (16%) (9 at CSC (5%))	
Sailing:	79 Recreational sailing (47%)	90 Dinghy news (54%)	63 Cruising (38%)
Rowing:	64 Coastal rowing (38%)		
	Out of 37 (22%) active rowers:	2xU19s (1%), 1x19-29 (1%), 2x30-39 (1%), 4x40-49 (2%), 9x50-59 (5%), 21x60+ (13%)	
Volunteering:	59 SO/ASO duties (35%)		30 RO duties (18%)

Notes:

- Numbers expressing interest probably far fewer than their actual activities suggest, but no data available except for rowing.
- For those who express interest in volunteering, many may not actually have the basic training required to carry out duties.



## 5. When do they attend the club?

- **Sailing** – regular recreational Friday evenings in the summer, latterly Sunday afternoons; racing Sunday afternoons, Weds evenings; occasional all day/weekend race/recreational/cruising events; training – kids Thurs fortnightly Dolphins, other courses either weekends or a run of days during the week e.g. junior week, likewise
- **Powerboat** supporting sailing activities above as safety; and training
- **Coastal Rowing** – two or three times a week morning, afternoon or evening (in the summer)
- **Social events** – a few times a year, usually evenings; catering for bigger all day or weekend sailing events

## 6. Do we only offer sporting activities, or do people have the opportunity to socialise?

- Aside from the social events, the clubhouse provides a venue to congregate during bigger competitive and recreational sailing/rowing etc events, and before and after the regular shorter activities. Drinks and snacks are always available on a pay as you go honesty box or running up a tab, and there are chairs and tables, and a table tennis table available, for members to socialise.
- In addition to sporting activities and socialising 'the advancement of the heritage of Fortrose Harbour' is one of our three main purposes listed above. A small number of members are actively engaged documenting and promoting the heritage of the historic Telford designed harbour. This activity provides a useful interface between the Club and various community groups. Those aware of local social media groups relevant to the Black Isle will know that the harbour attracts significant interest from the public and demonstrates custodianship of the harbour is important. This activity has delivered a number of outputs:
  - Production of the Harbours Heritage history document on the club website; this has been referenced in a significant book on William Daniell (artist) and received comments from residents of several foreign countries as well as across the UK.
  - Production of two history interpretation boards on the club house.
  - Production of a harbour bench dedicated to Thomas Telford.
  - Development of a seasonal exhibition on the harbour history in Groam House museum (around 12 000 visitors).
  - Club members have contributed to a WW1 exhibition (led by Groam House museum) which referenced the harbour and a D-Day exhibition in Fortrose Library (2019). This year's WW2 exhibition has been virtual on Facebook as the library wasn't available.
  - Two radio slots on BBC Radio Scotland and one TV slot on BBC Alba.
  - Numerous talks to local community groups - while some of these cover wider topics than just the harbour history, they are always presented as being from Chanonry SC (Cromarty, Invergordon, North Kessock, Marybank, Nairn, Fortrose plus a recent Rotary Zoom).
  - Support to a major study into the WW1 USN Minelaying Operations which will result in a new book shortly.

## 7. Do we have links with schools/ other clubs?



- Formal link with the Avoch Sea Scouts (“sponsorship” chiefly in the form of access to club facilities & equipment).
- We have informal links with the Inverness Canoe Club and allow them the use of our facilities a few times per year at minimum cost.
- We provide training support to other clubs on a case-by-case basis. This has been providing powerboat training and training for rowing skiffs.
- We don't have any formal links with schools.

## 8. How do our activities dovetail with other community sports?

- N/A as we are not in a hub.

## PEOPLE

### 1. How many regular volunteers do we have?

The club website lists **32 regular volunteer roles** against which there are **54 names** (some roles such as General Member (committee) have multiple names). Three roles are vacant. Of the 54 names, several fill multiple roles so the **number of individual regular volunteer members is 31**.

Additionally, **36** members did **occasional volunteer duties** as RO, SO or ASO in 2019. Around **8** members helped with catering and social events. Around **7** members helped with moorings maintenance. **Two** members helped with slipway maintenance. Around **6** members have helped with grounds maintenance. Some of these occasional volunteers will be the same individuals filling the regular volunteer roles and some will have volunteered for more than one occasional activity. Not listed are those on various **working groups** such as the SCIO Transition, the COVID-19 Focus Group and the Club Development Group; however, most working group members are either on the committee or volunteer for other roles so **the additional individual volunteers number 2**.

**Comment.** Rowing regular volunteers appear to be under-represented on the website (there is no mention of skiff maintenance). All the volunteers are adults apart from some of the Assistant Dinghy Instructors and the one youth representative in the Club Development Group.

### 2. How many instructors/coaches/officials etc do we have?

We list **13 instructors** with one covering 2 disciplines, so the **number of individual members is 12**. We list **6 race coaches** of whom **2 are active**. We do not list any race officials.

### 3. Do we have enough to support the running of the club and the activities offered?

We struggle with some aspects. It is difficult to find leaders. Several key individuals on the committee have served for many years and have indicated that they do not intend to stand for re-election (Sailing Secretary & Social Convener will stand down at the 2020 AGM, the Treasurer has indicated he will stand down at the 2021 AGM if still serving and the Training Principal will not serve beyond 2023). Training has adequate capacity, but formal dinghy training is dependent upon the availability of the Chief Instructor who must be Senior Instructor qualified and there are now only 2 powerboat instructors, both in their late 60s. Race Coaching has been in less demand in recent years. Rowing has a healthy cohort and moves to develop more coxes has met with some success.



**Comment.** The continuation of the Recognized Training Centre (RTC) aspect of the club remains a concern with the current Training Principal & Chief Instructor intending to stand down by his 70<sup>th</sup> birthday (August 2023); as part of club development, we should consider a different approach to offering training. Harbour Master, moorings maintenance and planning and management of cruiser craning, is covered by just one person (who lives some distance from the club), and this creates a critical vulnerability to the future of cruising activities at the club. We should also consider general succession planning but within the scope of the club constitution that requires open nomination for committee or board membership.

#### **4. Are they appropriately qualified?**

The instructors as part of the RTC are all qualified. Several of the race coaches have lapsed. We have a reasonable number of members with PBL2 and Safety Boat qualifications.

#### **5. Do we provide appropriate training?**

Yes. RO, SO & ASO training is demand led and quantity varies from year to year.

#### **6. How do we encourage people to stay current, certified, and competent?**

The RYA qualified instructors are required to remain current to retain their qualifications and the Training Principal tracks renewal dates and helps if required with forms. We do not run formal Continuous Professional Development (CPD), but the Training Principal passes on relevant information from the annual RYA Scotland instructors' conference.

The powerboat instructors offer refresher sessions early in each season. Conversion training is offered on to new equipment (eg Meikle).

Where practical the Club organizes required continuation training (e.g. First Aid which is a requirement for all Instructors) 'in house' and at advantageous cost.

#### **7. Is there a planned structure around the training of coaches/officials/volunteers?**

There is a loose structure around this training in that a local course has been developed for ROs and courses are scheduled every year for SOs (PBL2 and occasionally Safety Boat course). For RYA instructors there is a pathway available for those that want to increase their qualifications.

#### **8. What incentives do we offer those involved?**

The club provides grants towards formal training which is particularly valuable to youth members wishing to gain a portable qualification. Instructors supporting Junior Week have their lunches provided. For some years, youth instructors have been given a small grant if they have given-up summer paid work. For most ROs, SOs & ASOs, the incentive is to facilitate an activity they also partake in. A few who are no longer active sailors enjoy the opportunity to stay involved in the Club and to facilitate others to enjoy the activities they have enjoyed previously. For all RYA qualified instructors, the RYA offers genuine discounts on equipment.

#### **9. How do we support and recognise those involved?**

Regular volunteers are listed on the website. Generally, volunteers are thanked at the AGM. Some club volunteers have been put forward (and won!) awards at the regional level. The Senior Endeavour Trophy has been awarded in recent years to an exceptional volunteer.



**Comment.** The race coaches experimented with coach hoodies as part of Race Team. The rowers have their own distinctive badging (as well as the club logo) on their clothing. We may want to consider something similar for club volunteers, perhaps making Club merchandise available at reduced cost?

**10. How many of those involved are paid/employed?**

None.

## **FACILITIES AND ACCESS**

**1. Do we own our own building/ lease a building/ rent a room?**

The Club hold title to the clubhouse.

**2. Do we own / lease/ rent the land which the clubhouse sits on?**

The Club hold title to the land on which the clubhouse is constructed.

The Club hold a lease to the harbour, slipways, and dinghy park; that lease was let by the Town Council of the then Royal Burgh of Fortrose for a period of 99 years from May 1973. The landlord is currently The Highland Council.

The Club hold a lease allowing us to deploy up to 60 moorings on the seabed at Fortrose Bay, we pay an annual fee per mooring.

**3. Are there any restrictions around access, parking, launching boats and activities on the water that affect what we can do?**

The access roads to and around the clubhouse are public roads; subject to a 3t weight restriction.

The terms of the lease require the Club to allow pedestrian and limited vehicular access. The Club cannot place restrictions on vehicular access or car parking which are prejudicial to the public or favour members. Parking for those attending the Club is limited, with competition for space between vehicles and boats being prepared for launch or in the process of wash down after recovery; this is especially the case in late spring and early autumn when the cruisers are ashore. Parking overspill by Club members onto adjacent public roads has the potential to affect relationships with our neighbours; this needs careful monitoring and reminders have proved necessary.

The terms of the lease require the Club to maintain the east slipway adjacent to Quay House; we are permitted to levy a moderate charge to the public for use of that slipway.

The Club do not encourage personal watercraft or powerboat activity from the Club due to environmental concerns (see 5. below).

**4. Is the Club and water accessible to all?**

The clubhouse has significant challenges for persons with mobility issues. Wheelchair friendly access to ground floor does not exist (the changing rooms are on this floor). Likewise access to the first floor club room and galley areas is via staircase restricting or preventing access for training and social events for those with mobility issues (there is no lift). The clubhouse does have a well-equipped disabled toilet on the ground floor.

Access to the water is by either of the two slipways or harbour. The west slipway has not been maintained for many years and is mostly used by members accessing boats on the moorings by tender; it is in a poor state of maintenance. The east (and main) slipway has much heavier use and is used for launch and recovery of sailing dinghies,



safety boats and there is some use by the general public; it is adequate but is a bit tight for larger sailing events. The east slip needs more frequent cleaning than it has received in recent years and needs some repairs.

Access to the water poses a significant challenge for anyone with mobility issues. The Harbour has two sets of stone steps with handrails and ten vertical ladders which form the access to boats using the tidally constrained facility. The slipways, though adequate cannot be considered user friendly for those with restricted mobility. The Club has no crew lift to assist persons with restricted mobility on either of the slipways or harbour. The Club has two rowing skiffs, one of which has recently been equipped with an adaptive rowing seat which may encourage disabled rowers to come and give it a go.

## **5. Are there any environmental issues/ limitations that we need to be aware of with the Club land or water?**

The Clubhouse and other facilities are within Fortrose Conservation Area designated in 1972<sup>5</sup>; this means that new development will only normally be granted planning permission if it can be demonstrated that it will not harm the character or appearance of the area.

The harbour structure is a category B listed building<sup>6</sup>; this means that consent may be needed before changes can be made to the property.

The area of sea below Mean Low Water Springs (excluding the Harbour Order extent) is part of the Moray Firth Special Area of Conservation (SAC)<sup>7</sup>; protected features of the SAC include Bottlenose dolphins. The Club need to remain aware that killing, injuring, disturbing or harassing dolphins deliberately or recklessly is an offence; the main locus of most Club activities is well away from the areas most often frequented by dolphins; we need to ensure members are aware of responsibilities and would want to think very carefully about the presence of Personal watercraft at the Club.

Likewise, the area of sea below Mean Low Water Springs (excluding the Harbour Order extent) has undergone consultation for designation as Special Protection Area for 12 bird species<sup>8</sup>; a decision on designation rests with Scottish Ministers.

The slipways require periodic cleaning through the main sailing season; the RYA offer some guidance, though it is England 'centric'.

The removal or deposition of sediment from the seabed is normally a licensable activity<sup>9</sup>; this means that 'maintenance dredges' to remove the ongoing accumulation of sediment forming the bar at the entrance to the Harbour need to be done having first worked with Marine Scotland Licensing Operations Team (MS-LOT).

We have an adequate Oil Spill Response kit to cover accidental oil/ fuel spillage in the harbour to comply with Oil Spill regulations. We do not have any waste oil disposal capacity on site.

The Club pay The Highland Council for disposal of waste at commercial rate (bins emptied every 4 weeks) and has several bins in and around the around the clubhouse to encourage responsible sorting and disposal of waste. Additionally, there is a bin

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<sup>5</sup> <https://her.highland.gov.uk/Designation/DHG5838>

<sup>6</sup> <http://portal.historicenvironment.scot/designation/LB31835>

<sup>7</sup> <https://sitelink.nature.scot/site/8327>

<sup>8</sup> <https://sitelink.nature.scot/site/10490>

<sup>9</sup> <https://www.gov.scot/policies/marine-and-fisheries-licensing/marine-licensing/>



provided by The Highland Council adjacent to the harbour to encourage the public to dispose of waste responsibly.

## **6. Do we know what needs to be replaced and when?**

The club has a healthy bank balance however this could quite quickly be depleted should an emergency occur. While small but necessary repairs are required as we go about our business our funds are such that such minor costs can be accommodated. Larger items need to be forward planned and to this end replacement safety boats, engines, mooring works, and club dinghies are generally considered and anticipated in advance of replacement by the Committee. Anything that comes out of the blue can be a significant problem, particularly if it is a safety concern, for example guardrails around the harbour or the potential for major failure of, or damage to a safety boat.

## **7. Do we have a replacement fund?**

The Clubs accounts are traditionally written up to show transfers into a safety boat fund. Since all the money is in the same account it is a nominal reserve (or replacement fund). Similar was done in the past for the moorings although the nominal reserve for that was wiped out due to some very expensive dive contractors.

## **8. Do we have a maintenance team?**

Club members are volunteers and the Club call on volunteers for maintenance tasks where we can; likewise, where tasks are beyond the competence of Club members, we would contract the services of tradespersons.

The Harbour Master has responsibility for coordinating the maintenance of the slipways, harbour area, periodic removal of the harbour bar and the seasonal commission and de-commission of Club moorings (as well as organising the seasonal crane-in and crane-out of cruisers); if actioned in full this is a demanding portfolio for one individual, which demands high levels of communication. The crane operations require the presence of a qualified 'banksman'. The commission and de-commission of the moorings involves the contracting of commercial divers operating under the Dive Regulations<sup>10</sup> to fit or remove upper risers for each mooring (significant costs are involved which are passed on to mooring holders); these operations require the use of both Ribs and the Pioneer work boat (owned by 1<sup>st</sup> Avoch Sea Scouts), with all the associated volunteer crewing requirements. Significant shoreside preparation and clean-up of a physically demanding nature is required to assemble/ disassemble the mooring risers, this work is undertaken by Club members, and increasingly (due to low numbers of cruisers) this falls on a diminishing number of volunteers.

Maintenance of race marks is coordinated by the Sailing secretary and requires the convening of a working party to assemble/ disassemble the race mark tackle.

Maintenance of Club dinghies falls to the Training Principal, normally with some help from the instructors at the beginning and end of the season.

Maintenance of Rowing skiffs is done by a small group of dedicated members, with appropriate technical skills.

Maintenance of Safety boats and trailers is done by two or three dedicated members, with appropriate technical skills.

A dedicated member is appointed to look after the building and has a list of members willing to help out with minor repairs who can be contacted as required. They have

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<sup>10</sup> <https://www.hse.gov.uk/diving/acop.htm> , <https://www.hse.gov.uk/pubns/books/l104.htm>



responsibility for finding contractors where maintenance or works are beyond the technical competence of members.

Maintenance of the grounds is coordinated by a member calling on the support of others to action the work; during season 2020, 13 members (the majority being rowing members put in in excess of 40 hours work focussed mainly on grass cutting, weeding and litter picking).

All these maintenance roles require skills and there is a requirement to ensure skill sharing and adequate succession and hand-over to ensure the Club always has individuals competent to undertake maintenance tasks.

### **9. Do we have a development fund for developing facilities, equipment, and people?**

We do not have a development fund for facilities, equipment, and people; the support we can give to developing facilities, equipment and people is therefore finite. The Club has only ever had a “general” fund, a safety boat fund and a moorings fund. The Club could consider starting a development fund with some of the Covid grant (though we have already spent about half of that on a new LSB, Zoom subscription, Covid safety kits, cleaning materials; and there may be further justifiable expenses set against that grant in due course).

### **10. Could our Club generate income from resources?**

Club income comes from membership subscriptions, training events and social events.

During 2020 membership subscriptions held up well, almost all having been renewed before the arrival of Coronavirus; in that respect the Club finances have not, now been significantly impacted by Coronavirus. We do not yet know to what extent membership subscriptions will be impacted by Coronavirus in 2021. Training raised some funds despite the Coronavirus restrictions; we have taken some measures to future proof training income/ activity with new instructors, it is though still very dependent on one individual, and unless the new (younger) instructors step up then both the activity and the income derived from it should be regarded as vulnerable.

Social activities and the income derived from them have been a wipe out since the arrival of Coronavirus; the timeline for that changing remains uncertain but is likely to be impacted for at least the first 6 months of 2021. In the longer term we can expect social events to become once again permissible but the activities themselves are dependent on the Club having a Social Convenor in post with the drive to make events a success, with a team of volunteers assisting.

The moorings should not be regarded as income generating; only generating income in the sense that the mooring holders pay a membership subscription. Most of the mooring holders take out individual rather than family membership subscriptions and many are seniors which means overall that they are not a huge income generator. The income from mooring holders is offset by the outgoings associated with materials and maintenance. This year Coronavirus prevented deployment of mooring risers in 2020 which has meant zero income, but no material or diving costs. However, some of the Covid grant may need to be used against Crown Estate fees.

The moorings remain a very vulnerable area of activity with associated risks due to low, and falling, numbers and a largely elderly ownership who may not return to sailing even next year. Greater numbers of mooring holders with a more balanced age profile would to some extent reduce risk. However, there is a difficult balancing act relating to the amount of dive work that can be achieved in a single day of dive work,



fundamentally if we go over one day for diving then we actually need to have a sudden jump in mooring numbers to a full second days' worth of diving, or significant costs would have to be passed onto mooring holders or absorbed by the Club; this needs careful management. The financial viability of cruiser craning is dependent on providing our own qualified banksman to keep that cost sensible; if we hire in at commercial rates then the cost would approximate to marina costs. Coronavirus may require our qualified banksman to be shielding to at least some degree next year.

Winter storage is finite and were the moorings full there would be insufficient storage space. Were the moorings to become unviable there could be de-commissioning costs for the club. The fact remains that for the right size of cruiser taking a mooring at Chanonry should offer a significant saving on marina fees at Inverness, and we should be asking why we don't have significantly more interest in our moorings. Meantime there may also be concerns into next year about putting boats on swinging moorings not knowing if there will be further lockdowns or other eventualities which might prevent one getting boats off moorings for the winter.

The moorings are highly volunteer dependent for the very physical assembly of risers and attachment of mooring strops, support for dive operations and organisation of craning by Harbour master (all of which are impacted by Coronavirus restrictions). In the past we have paid the Harbourmaster an honorarium for their efforts, but not in 2020 and doing so under SCIO rules is more challenging. Unless the Club can attract a significant number of younger, enthusiastic cruiser owners then the medium to long-term future of the moorings is very much at stake.

In the past the suggestion has been made that income could be generated by charging for winter storage of cruisers, it remains the considered opinion of the Treasurer that charged for storing of non-member cruisers is not feasible as it would be construed as commercial activity and breach the SCIO rules. The suggestion is also controversial given that dinghy owners are not charged for storing their boats throughout the year.

The Club are permitted to raise income from public non-member use of the East slipway as we are mandated under the terms of our lease to maintain access on that for the public to launch, and it is reasonable to recover costs associated with maintenance of the slipway.

## EQUIPMENT

### What equipment does the club own? What condition?

The Club own the equipment outlined in the table below; the equipment is maintained in serviceable condition.

Equipment associated with Club Moorings	Amount
Lower riser chains, upper risers (chain or sea steel), shackles and mooring buoys for up to 40 moorings, plus some spares	Varies
Ground chain and lateral anchors for mooring trots (the mooring risers are attached to this)	3
'Winter' risers and marks for placement onto top end of lower risers for moorings not in commission and through winter (anything up to 40).	Varies



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Harbour master's tender and outboard	1
Pressure washer (currently stored off-site), used for cleaning mooring tackle, race marks and de-fouling cruisers.	1
Additionally, through arrangement with 1 <sup>st</sup> Avoch Sea Scouts the Club has access to a Pioneer Multi boat which is used in mooring deployment and recovery; and sometimes used for deployment and recovery of race marks.	1
<b>Equipment associated with training and use of club dinghies</b>	<b>Amount</b>
Wanderer	2
Topaz Uno+	4
Topaz Uno Race	1
Tera	6
Optimist	3
Rowing Tenders	2
Buoyancy aids	27
Helmets	19
Praddles	?
Masthead buoyancy small	?
Masthead buoyancy Large	1
Laptop and speaker system	1
Projector	1
Easel	1
Printer	1
Portable White boards	?
Training Marks	?
Handheld GPS	2
Training Equipment	(various)
<b>Race management and safety coordination equipment</b>	<b>Amount</b>
Handheld Marine VHF Radios	6
Fist Mikes	2
Base station Radio	1



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Race management Equipment	(1 hooter, clocks, flags)
Spherical race marks with ground tackle	10
Tetrahedron race marks with ground tackle	2
<b>Safety boat equipment</b>	<b>Amount</b>
5m Humber assault RIB with engine, trailer and various spares	2
T3.2m Honda Air V floor support boat with 15hp Honda tiller steered 4-stroke outboard	1
Fuel tanks for safety boats	5
Various safety equipment	(various)
<b>Coastal rowing equipment</b>	<b>Amount</b>
St Ayles Skiff with launch trolley and necessary equipment	2
St Ayles Skiff road trailer	1
Various safety equipment	(various)
Life Jackets	5
Personal Locator Beacon (PLB)	1
<b>Galley equipment</b>	<b>Amount</b>
Cookers	2
Freezers	1
Fridge/Freezer	1
Small electrical appliances	various
Pots and Pans	various
Cutlery and Crockery	50 sets plus extra mugs and bowls
<b>Club room equipment</b>	<b>Amount</b>
imitation bamboo chairs	16
table tennis table	1
hi-fi system	1
fixed leg tables	4
wooden benches	14
small easy chairs	2



settees	2
bookcases	5
small round tables	4
folding tables	11
orange plastic stacking chairs	23
brown plastic stacking chairs	59
<b>Grounds maintenance equipment</b>	<b>Amount</b>
Mower	1
Strimmer	1
<b>Administrative operations equipment</b>	<b>Amount</b>
Stationary Equipment - stamps envelopes etc.	(various)

### **Do we have a system for recording items that break or breakdown?**

The Club maintain logs for the RIBs, LSB, Club dinghies and Rowing skiffs; these logs are stored in the Race Office. The logs are checked by those responsible for the maintenance of the equipment to which they relate.

## **GOOD GOVERNANCE**

### **1. Do we have a constitution?**

The club is currently undertaking a process of change from a voluntary association to a Scottish Charitable Incorporated Organisation (SCIO). Once that process is complete (Spring 2021?) we will operate solely under the [SCIO constitution](#).

### **2. Who does what?**

The SCIO has a board of up to 11 charity trustees who generally control the activities of the organisation. The office bearers are the Commodore, Secretary and Treasurer. There are also a wide range of non-trustee appointments and volunteers that help with the running of the club, such as webmasters and Welfare Officer. The website provides [information on trustees and other positions](#).

### **3. What is the best legal structure for the club?**

Once the conversion to SCIO is complete we will have an up to date legal structure, with charitable status, that allows the club as an organisation to enter into contracts and hold property and protects its trustees from personal liability.

### **4. Do we have aims and objectives?**

Our purposes as set out in our SCIO constitution are:

- The advancement of the public participation in water sports
- The provision of recreational facilities
- The advancement of the heritage of Fortrose harbour

### **5. Do we have an equal opportunities policy?**



Yes, we have an [Equality Policy](#) available on the website

**Do we have working groups or sub-committees?**

Yes, we have Sailing sub-committee plus ad-hoc sub-committees set up from time to time, such as the SCIO working group and this Club Development group.

**SOCIAL**

**What does the club offer to different ages and how does that sit within the community?**

**What social activities do we run?**

**What are our winter activities?**

A breakdown of events for 2019 is listed below<sup>11</sup>. The 'social' events are mostly associated with a sailing event, for example lunch or a meal as part of a regatta. There are few events where the focus is entirely social, such as the Burns Night dinner.

As social events are tied to sailing, it is not surprising that the majority of events take place in the summer - May to September, with just under two events per month over this period.

Social events are almost entirely held on-site, using the clubhouse (with the exception of Grenville's Sail)

Winter social activity is limited to the Burns Supper and Quiz night.

Social events are not particularly targeted at any age group or user group within the club, or within the wider community although feedback is that the rowers have tended to be proportionally more engaged than sailors.

**Summary of social activities for 2019**

Regular events		Number attending approx..	Audience	Notes
January	Burns Supper	34	Mostly adults	Maximum number we could fit round the square
March	Quiz	40 - 50	Adults	Themed catering (curry, Mexican, Syrian)
May	Open Day	50	all	Activity for all - catering by RNLi
May	Ness cup	30	all	buns and soup
June	Midsummer treasure hunt	20	adults	BBQ
June	Club Championships	30	all	Occasional
August	Grenville's Sail	20	all	food organised by beach café
August	Dinghy regatta	30	all	lunches and evening meal 2 days. Often doubles with open meeting for skiffs or lasers
August	Cruiser regatta	20	Adults	evening meal
Sept	BICC	20	Adults	evening meal
December	AGM	30	Adults	buffet
December	Cold Turkey	30	Adults	lunch

<sup>11</sup> 2019 has been used as more representative of events and numbers due to the impact of Coronavirus in 2020.



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Occasional events				
June	Sea scout evening	30	young	hot chocolate etc
	Private Hire	Approximately 3 per year		Inverness canoe club run a first aid course every January
	Anniversaries etc	40	adults	none in 2019 (Harbour Centenary, Diamond Jubilee etc)
winter	HMS Coaching	15	young	not running now

