

ASYC -Strategy Development

1. Introduction

At the last AGM the commodore stated there would be a strategic review started with the aim of having a document for review by the club members. A strategy group was formed to formulate the strategy and they produced a survey for club members to complete and over 50 responses were received back and the results analysed. The club management committee then formed a collective view of the priorities as they saw it from the prospective of 'the bridge'. This report brings together all of this information. In Black is the committee's assessment in blue is the questionnaire feedback from the members who responded to the survey. ('Respondents')

2. SWOT

A Strengths, Weakness, Threats and Opportunities (SWOT) analysis was completed

a. STRENGTHS of the club (in rank order of importance by the committee)

1. Asset rich club with cash
2. Established club with strong membership
3. Good sailing programme across two sailing areas A strong majority of respondents want to continue to use both sailing venues
4. Wednesday night Series
5. Long season
6. Junior training (but could be better)

b. WEAKNESSES of the club (in rank order by the committee)

1. Low race turnout
2. Skene facilities : A significant majority of respondents want Skene changing facilities improved (most respondents think Stonehaven change facilities are adequate)
3. Dinghy parking Stonehaven A significant majority of respondents see this as an issue and a large majority don't see the provision of yacht storage as important.
4. Race management & handicap racing approximately half of respondents said they would like to see promotion of class, team racing , personal handicaps, windward starts; would join a race mgmt masterclass; matching courses to boat types was seen as attractive ; would like class starts BUT a significant majority of respondents were against restricting the type of boats in club
5. Weak Social an overwhelming majority of respondents wanted to 'sail and socialise' and most would enjoy more organised social events

c. Potential THREATS to the club (in rank order by the committee)

1. Skene access issues-conservationists issues ,decreasing water depth, weed problem, HSE issues , poor standard of changing facilities
2. Neighbourhood relations at stonehaven + skene (estate mgmt); conservation constraints at stonehaven

d. OPPORTUNITIES going forward (in rank order by the committee)

1. Better exploitation of the asset base (land +buildings) that the club owns in Stonehaven-value of asset (other use for funds if we sold up);develop facilities designed for modern use; improve what we have etc.
2. Favourably Influence other physical assets and other organisations in Stonehaven;(e.g. get sea cadets involved in club); Stonehaven Town Partnership as access to support/ resources A majority of respondents did not see raising the profile of the club in the community as a particular priority although about half of the respondents would like to see the sport and club promoted generally (BUT only a minority would give their time up to help do this)
3. Work streams working on the development = more member involvement
- 4= Become a recognised training establishment A significant majority of respondents wanted to see juniors trained in the club; but only half want to help do this. A good majority want to see adults trained too - but only a minority want to help in this. A significant majority want to see race training in the club.
- 4= Improve race management a significant majority of respondents wanted racing to be improved
- 4= embrace technology! Develop ASYC website and use it in race mgmt communication (relatively easy win)

3. Vision statement

The Committee came up with a VISION STATEMENT for the club

“WE HAVE COME OFF THE WATER AFTER A THRILLING FLEET RACE WITH 20 OTHER BOATS INTO A WARM, BRIGHT, MODERN CLUBHOUSE WITH GOOD FACILITIES, OVER LOOKING THE SAILING AREA IN WHAT IS THE PREMIER NE SAILING CENTRE “

4. Observations

There are areas where the respondents noted a significant interest but the committee did not mention in their review, these are as follows:

- Better knowledge of rules (but implicit in committee race management remarks?)
- Half of respondents say they are not serious about serious racing; a significant minority of respondents say they are not interested in club racing generally Half of respondents wanted more sailing with children and family

5. Gap Analysis

The Committee were assisted with the thinking through the analysis and this provided the following set of observations at the end of the work:

- a. The committee and respondents are in close accord that Skene shore side facilities and constrained dinghy parking at Stonehaven are priority issues. The committee can also see related issues around Skene e.g. HSE, weed, decreasing water problem. Although a difficult challenge, given past experience, the issues at Skene should be addressed once more particularly given that both committee and members put high store in sailing in both locations. If it is not possible to move this forward because it is outside our control as a club then we should explain this to members.
- b. The committee recognise the valuable asset of Stonehaven land and buildings (could be major leverage for future developments). However, this question has not asked of the members yet.
- c. The committee puts more emphasis on community relations and maybe even migrating to a community club. However, the membership put less emphasis on these aspects.
- d. Race management is an issue for both committee and membership who want to race seriously but the committee should note that a significant number of respondents are not particularly interested in racing at all. This may explain the relatively low turn-out on the water compared to the number of boats we have in the club and some of the issues around race mgmt. (members doing duty who don't race much therefore have limited experience of duty)
- e. Good agreement between Committee and Members who responded on the importance of training generally. The Members put more emphasis on junior training but are less keen to offer to help make training happen. (particularly adult training)
- f. The Committee vision statement gives a clear steer to this, and that of, future committees towards the strategic direction the club could take. This is in no way incompatible with the output from the questionnaire.

6. Way Forward:

The committee propose to set up 3 workstreams to take forward this work and assist in the continual development of the club as follows:

- Sailing.
- Infrastructure.
- Social (Community/publicity)

These workgroups will report to the management committee - **we are looking for enthusiastic volunteers!**