



## Directors' report 2017

The Directors set out below their report for 2017. Despite some poor weather and above-average weed infestation, it's been another busy year on the water... and ashore.

### 1. Finance

#### Accounts

The accounts this year are presented as required for filing with Companies House. As this format is bureaucratic rather than informative, a version with greater analysis is attached to them along the lines of previous submissions.

The Club is grateful to Roy Price for his time and effort in reviewing the accounts and formulating them for statutory submission and Corporation Tax purposes.

#### Income and Expenditure

- Membership income was on a level with the previous year, with the loss of joining fees compensated by an increase in subscription receipts. The changes to subscription rates meant that some members moved from Family to Adult+Junior membership, which at least may help in identifying active members and assisting any future reapplication for CASC status. However, it is impossible to say whether the removal of joining fees discouraged fewer potential new members or not.
- Boat space income continued to decline.
- Net income from the Training Centre was much reduced, and is responsible for the majority of this year's overall deficit. Staff sickness and changes led to unexpected increases in part-time instructor costs. Additionally, some summer RYA courses either did not run or did not run at sufficient capacity. The SYT coaching section activity, although less profitable, continues to grow strongly; in fact, the considerable additional income from this masked the lurking problem with the RYA courses until too late. The overall result has led to a thorough appraisal of the costs and course structure of the Training Centre which suggests that, with improved oversight and some reallocation of tasks, the Centre should be able to return to its previous position of being a significant net contributor to the facilities and opportunities available to members. Additionally, some extra financial controls have been set up to help monitor progress. Despite the overall financial result, more bookings were actually made in 2017 than in 2016, and sincere thanks are due to all the instructors, and in particular to John Clarke for his vital work stepping in as unofficial bosun in addition to getting a grip as Training Centre Principal, and to Emily Fardell for stepping in as Lead Instructor during the summer and delivering much needed enthusiasm and ability.
- Good income was obtained from some events, expertly managed by Ed Morris and others, and thanks are due to Balfour Beatty for some sponsorship, shown as a donation. The unavailability of the Fireflies for hire affected the overall boat hire income, although the hire of other boats also did not maintain its improvement of the previous year.
- The decision was made early in the year to refurbish the Fireflies instead of replacing them. The Club is very grateful to both Ed and Hywel Morris for their time not only in administering this work but in actually doing a deal of it themselves, saving the Club a considerable sum. Much of this cost is reflected in the accounts, which also includes some additional bosun costs incurred through the unavailability of permanent staff.
- The Galley continues to contribute not only to members' facilities but also to Events both Social and Sailing, training course catering, and as a selling point to prospective members. Income



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was however slightly lower, although not materially so when considered with the reduction in member and course numbers.

- Expenditure in all operational areas other than those above was very much in line with the budget and the previous year's figures.
- The provision made for Corporation Tax last year proved excessive once the computations were complete, largely due to taking over the assets from the unincorporated club, and this has been written back. There should also be no tax to pay for the year just ended.
- As mentioned last year, NFDC consented to 50% rate relief in view of the Club's availability and approach to the Community in general. We shall shortly need to reapply for this and therefore members need to continue to support the Club's outreach efforts in the future so that we can reaffirm these in our application.
- The facilities and options currently available to members at current rates are still dependent on the success of all income streams, and members are urged to contribute to the operation of all of these and not only those of their own primary interest.

Overall, after depreciation of the Premises and Equipment, the accounts show a deficit of £21,250. Although a substantial sum, it is nearly all considered to be a product of exceptional events within the training centre and costs of refurbishing the Fireflies, rather than being costs expected to reoccur. There are however, as always, new financial challenges lurking to accommodate including the renewal of the drainage system and control of vegetation, both trees and weed.

### Balance Sheet

- After the large expenditure on assets last year, this year there has been very little, the largest being a new Matic 360 rescue boat and electrical wiring of the race hut.
- The Club had hoped to obtain grant funding of up to £18,000 over the year but unfortunately none of this was forthcoming. One new application is in progress and others will be made shortly.
- The deficit incurred this year has had a proportionate effect on the Club's cash balances, which will need to be rectified through surpluses and, with luck, grants.
- Over the next five years it is anticipated that the Club needs to spend around £165,000 on further asset replacements, and additionally should be slowly accumulating cash balances for the next refurbishment of the premises. The Club should therefore be budgeting for surpluses sufficient to produce the cash required for such replacements, and continuing to bear in mind the cash reserve required to cover the period between October and January when it carries normal costs but little income.

The Treasurer would like to record his thanks to all Staff, members and Committee who have helped the accounts administration over the last four years and have never been less than extremely helpful.

### Subscription Rates

The Membership and other rates proposed for next year have been arrived at after considering:

- The current year's deficit, and the effect that the possibility of renewed falls in member numbers (faced by most sailing clubs, so we hear from the RYA) may have on results
- Increases in the costs relating to boat spaces from rent, rates and taxation, all of which have risen significantly without being reflected over recent years.



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- The notice given last year that Senior rates would be equalised with the Adult rate. The proposed new rates are therefore set at levels intended, along with the attention being paid to the Training Centre, to restore the budget to balance.

### 2. Racing and fleet sailing

The new race hut and decking area has been well received this year by sailors, those on duty and spectators alike. There are still a few improvements to be made but the investment has been worthwhile. Les Radford has done a great job moving the results over to the Sailwave program and race officers are getting the hang of entering the results on the day enabling them to be posted on the website in a timely manner. Peter Chambers has installed a weather station on the race hut, partly funded with thanks to New Forest District Sailability, hut so actual wind conditions can now be accessed on line.

Club members are well represented on the Sailing Committee, which has addressed many issues over the years in support of the club's sailing and racing, including a review this year of the club's fleet of approximately 45 dinghies and 11 powerboats. These were all deemed important but there is an ongoing need for their maintenance, refurbishment and replacement with particular thanks to Hywel and Ed Morris for their work with the Fireflies. Our Administrator Helen Synnott worked hard to ensure all duties were filled, which is an important part of membership and a good way to help members become familiar with the club's operation and meet others. Particular thanks to Simon Walworth for being Principal Race Officer for many of the Wednesday evenings but also to all those who undertook their duties.

The 2017 programme contained racing on 23 Wednesdays, 6 Saturdays and 42 Sundays with 15 Friendly Fridays also supporting sailing for members so there has been plenty of opportunity for members to get out on the water. Adjustments were made to the programme for race timings and race series that seem to have worked and the Laser and Solo Open meetings were moved to Saturdays to allow the Hansa Nationals to be held over 3 days without causing problems and the RNLI Races were also held on a Saturday and were well attended so there is a good template for the 2018 programme.

Aided by the Committee's early season planning, the club held several special events this year including the RYA Push the Boat Out, Father's Day, Macmillan/ Geoff Fardell Memorial (raising £450), Bart's Bash (£375), RNLI Pennant races (£172), HANSA Sailability Nationals, Class Open meetings, and the Club Regatta. This has yet to find a good date in the year's programme so we will try to run it earlier in 2018.

Some of our youth sailors have been sailing out and about representing the club, supported by the RYA training squads and their families. To name a few; Jasmine Mcquillin, Hugo and Hattie Asquith and Gil Stalker have sailed in local events, Joel Traves and Matthew and Joan Laycock have sailed at national events and are also race at the club. Adele Young with Dan Burns crewing won the Scottish 420 Championships and Adele has set up a training group of 8 optimist sailors to sail once a month throughout the winter at the club. Kieran Young had a great last season in the Optimist class finishing 20th overall at the nationals and 8th British sailor before winning the Parkstone and Spinnaker Open meetings. Elsewhere in this report is news about the Spinnaker Youth Training (SYT) programme and our juniors who went to the RYA Eric Twiname team racing event in Fevas.



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Hopefully more about our young sailors' exploits will be published on our website and thanks to all those families who have devoted their time to supporting sailing at home and away. Meanwhile some of our adult sailors have travelled to events with the Solo Class being well represented and Andy Hyland in particular enjoying success.

Sailing on the lake has been improved this year by the felling of the shelter belt of pines along the southern bank and Chris Davey has a robust plan, approved by external authorities, for ongoing work along the lakeshores. Unfortunately, we were badly affected by rafts of weed during August and September and since the lake has SSSI status we have to go through a regulatory process to try to manage the problem in the future, probably by some other method than that preferred by other clubs of dyeing the water blue.

The winter series of 2 races on Sunday mornings is underway but there are still some lovely sailing days to enjoy or else come and join in the New Year's Day race before putting the boat away.

### 3. Youth development

#### Spinnaker Youth Training (SYT)

The objective of SYT is to inspire the next generation of sailors to learn to sail and develop their skills towards competition or simply sailing for fun. The sessions are all about time on the water to practice and hone skills, and are provided as an addition to the more structured RYA courses run at the Club. Some of the highlights for 2017 have been:

- High attendance, particularly early in the season with 70 boats on the water for Block 1
- Significant uptake in boat rental for SYT sessions
- Greater retention of older Juniors/Youth, moving into Toppers and Laser 4.7s
- The introduction of a Youth Race Series. This increased numbers participating in the midday race and has also helped familiarise less experienced sailors with the process of signing-on for a race, understanding course requirements and listening to a race briefing.
- Bringing back winter Optimist training for those in the Racing Group to help them improve their sailing with the benefit of more challenging conditions.

#### Double-Handed/Team Racing

During 2017 a group of 12 youth sailors started double-handed training in the Fevas. They progressed rapidly onto learning the basics of team racing and took part in the Eric Twiname (ET) Junior 2 boat team racing championship at Oxford in October. Starting in November 2017, we will be expanding this group to 16 who will be training across Firefly and Feva classes with the hope of having even greater representation at the ETs next year. There are plans for 2017/18 to support this group in attending other double-handed events and to set up some team racing 'friendlies' with local schools who train at the lake.

There has been fantastic support and encouragement from the Club's more experienced team racers and this together with the energy and commitment provided by Pippa Radford and Richard Barrett has helped get this up and running.



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### Assistant Instructor Programme

Spinnaker has always had a great reputation for producing very good 'home-grown' instructors. Due to the retention of our youth sailors, we are now in a position to launch a Dinghy Assistant Instructor programme. The lucky 14 youth sailors who got a place on the course, will complete their training before next season and will have the opportunity to work at the club and be mentored by our Senior Instructors during Spring/Summer 2018. Our hope is that a number of these will progress over the following 24mths to fully-fledged Dinghy Instructors and thereby boost our excellent coaching pool for the training centre.

### Youth Development Fund

The Club has continued to provide assistance to Spinnaker sailors and this year it contributed to a team of 8 SYT sailors who represented the club at the Eric Twiname Youth and Junior Team Racing Championships. All of the sailors were new to team racing and have returned enthusiastic and keen to continue. Kieran Young also benefited from support in his fantastic achievement of representing GBR at the Optimist Worlds.

## 4. Training

As mentioned above, despite the success of SYT, training income was down last year and the contribution that training made to the overall cost of running the club was even more reduced. We set out below the steps we have taken to remedy this.

### Courses

We have reviewed the programme for next year and come up with one that we hope will be attractive to a greater number of people. We have arranged more short courses at weekends, for all ages and levels but particularly for adult beginners. And we are resurrecting Oppie week.

Other changes include:

- more powerboat courses
- (on certain courses) a facility to book single sessions rather than committing to a full block
- more individual or bespoke training.

### Prices

Spinnaker is not-for-profit but we have also taken a long hard look at how we cost training and the contribution we need each and every course to make towards the running of the Club. The non-negotiables are that we remain competitive and that non-member prices remain significantly higher than those for members.

A very healthy increase in SYT bookings and income did not result in any extra contribution to the Club because of higher costs and low prices: a position that is not sustainable. Member demand for high quality structured coaching from qualified coaches means inevitably that the gap between the prices of SYT and RYA courses will shrink, although we will do our utmost to keep costs for member-only courses as low as possible.

### Publicity

The fuller our courses are the cheaper we can make them for those who participate. And, for those not restricted to members, the more non-members we can attract the greater the "subsidy" for



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members. So, if any members are willing to help us publicise courses at schools and groups, please let the office know. Tim as General Manager and Chief Instructor, will also be approaching schools direct to encourage them to book courses as part of or extra curriculum. We will be making more use of social media so would encourage parents and children to share when attending a course.

### Resources

Staffing for training has been an issue this year, resulting in much increased costs. We are bringing in a new structure with an administrator who will be in the office for most of the week and part of the weekend to answer training (and membership) enquiries. Thank you to Tim for agreeing to go back on the water and manage the Club's training, as well as being responsible for generating more training revenue.

Thank you also to John Clarke for acting as Training Centre Principal since January and leading the team through an unblemished RYA inspection.

## 5. House, grounds and lake

### Trees

Continued and increased tree growth around the lake has promoted the application and receipt of an effective felling application for approx. 800 trees around the lakes foreshore. Selection of the trees has been done to promote the wind conditions on the lake and felling has been undertaken in 3 zones. The most noticeable (through its absence) being the 'shelter belt' along Snails Lane

Further felling will occur in the western corner of the lake with the removal of an additional 80 – 90 trees in early January 2018:

Clearance of the '3<sup>rd</sup> island' (reservation) planned for 2018 will enable us to again access around the eastern shoreline. That will conclude the terms of the current felling licence.

### Grounds

**Sewerage:** Consent and detailed planning has been established to renew the Club's effluent soakaway; the works will commence urgently once Wessex Water have provided authorisation. Waste gravel from these works will be used to level the ground behind the bosun's shed and increase boat park spaces (Nov 2017).

### Car and boat parks

**Main Car park:** grading and redevelopment will occur in concert with NFDS to provide a safe and solid means of access from the car park to the club house (2018).

**North car park:** has been graded and the application of oak sleepers to provide parking demarcation has been a success (May 2017).

**Trailer park:** has been established thus removing the need for any club or NFDS trailers to be located in the car park (March 2017).

**Optimist park:** The Topper / Optimist fleet will have that ground levelled and compacted to provide a far more secure landing area (November 2017).



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**Play park:** It has been proposed that the play park will be redeveloped into a hard standing / training location. Works will be completed at the same time as Optimist park and soak-aways (Nov 2017)

**Sale of Boats:** In the spring the Club will hold a sale to get rid of the remaining abandoned boats to free up boat spaces.

### 6. Staff and volunteers

Finally, the Directors would like to say a huge thank you to the full and part-time staff and to all the volunteers, without whom the Club wouldn't function.

In particular, the (remaining) Committee would like to record their thanks to retiring Committee members Mike Raymond, for his four years' commitment to the Club's finances (and systems) and to Sarah Andersen for her enthusiasm and drive, particularly on Youth Development.

Ros Rogers

**Commodore 2016 and 2017**

On behalf of the Directors