

# Runcorn REPS

Amateur Swimming Club

Club Development Plan  
2009 to 2012

2009 Action Plan

Turning Success *into* Excellence

December 2008

Intermediate Milestone	Delivery Methods	Resources	Responsible Persons	Completion By
<b>1: Membership Numbers, Recruitment &amp; Retention:</b> To promote the sport of swimming within the Runcorn and surrounding area in order to achieve an increase in our overall membership number. To recruit sufficient numbers of swimmers to increase our membership. To retain the swimmers we already have and reduce the attrition rates of our membership.				
Increase swimming membership to 120.	<ol style="list-style-type: none"> <li>1. Establish the partnerships identified in theme 5 as these will be the key member recruitment areas.</li> <li>2. Review the clubs squads to identify spare capacity and channel new members to this.</li> <li>3. Review the member induction procedures to streamline them and provide a better introduction to the club.</li> </ol>	<p>As for Theme 5</p> <p>Staff Time</p> <p>Staff Time</p>	<p>Luke, Sally &amp; Tina</p> <p>Sally &amp; Luke</p> <p>Sally &amp; Luke</p>	<p>As for Theme 5</p> <p>January 09</p> <p>February 09</p>
Increase recruitment levels to 30 swimmers in key age groups.	<ol style="list-style-type: none"> <li>1. Establish the partnerships identified in theme 5 as these will be the key member recruitment areas.</li> </ol>	As for Theme 5	Luke, Sally & Tina	As for Theme 5
Decrease attrition to 25%.	<ol style="list-style-type: none"> <li>1. Establish a set of Key Performance Indicators which track membership, attendance and attrition.</li> <li>2. Appoint a squad co-ordinator to each squad to act as a single point of contact for each group.</li> <li>3. Produce progress and attainment reports for all swimmers to update them on their development in relation to the club structure. Provide swimmers who move up with the aims of the squad they are moving too.</li> <li>4. Produce monthly reports on overall attendance levels and publish these to the swimmers.</li> <li>5. Produce individual attendance reports and provide these to swimmers. Use these as a basis for squad movements.</li> <li>6. Contact swimmers who's attendance levels drop below required standards and encourage them to increase their attendance levels.</li> <li>7. Contact swimmers who do not attend for four weeks to encourage them to return to the club and put in place a personal action plan when needed.</li> </ol>	<p>Staff Time</p> <p>4x New staff in Post</p> <p>Printing Costs</p> <p>Staff Time</p> <p>Staff Time</p> <p>Staff Time</p> <p>Staff Time</p>	<p>Luke &amp; Sally</p> <p>All Staff</p> <p>Squad Co-Ordinators</p> <p>Luke &amp; Sally</p> <p>Luke &amp; Sally</p> <p>Luke &amp; Sally</p> <p>Luke &amp; Sally</p>	<p>January 2009</p> <p>March 2009</p> <p>April 2009</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>

Intermediate Milestone	Delivery Methods	Resources	Responsible Persons	Completion By
<b>2: Staff &amp; Volunteer Numbers:</b> To increase the number of staff and volunteers at the club to allow the club to maintain its current activities and allow it to meet its growth aspirations.				
Increase the number of poolside staff by 15% to 14 staff.	1. Appoint a Volunteer Co-Ordinator to oversee the recruitment of new staff.	Staff Time	Committee	January 2009
	2. Produce a Volunteer Action Plan as a sub part of this Club Development Action Plan.	Staff Time	Volunteer Co-Ordinator & Luke.	February 2009
Increase support staff by 20%.	1. Identify areas where extra support staff are required or could enhance the existing offer of the club.	Staff Time	Sally	January 2009
	2. Using the skills data base approach suitable persons to get them involved.	Staff Time	Sally & Volunteer Co-Ordinator	May 2009
Increase parent reps by 25% to 5.	1. Promote the role of Parent rep to parents.	Staff Time	Existing Parent Reps	November 2009
	2. Establish a role descriptor for the position to be provided to those expressing an interest.	Staff Time	Swim 21 Co-Ordinator	September 2009

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<b>3: Qualification of Staff:</b> To ensure that all of the clubs poolside staff, both new and existing are appropriately qualified to ensure that members get the best possible coaching. To ensure that all staff receive an Appraisal and Personal Development Plan to ensure their training meets their needs and goals.				
To increase the number of ASA Level 1 staff by 4.	1. Contact the ASA Regional Education officer to source courses to send staff too. 2. Identify and enrol four new members of the poolside team on to ASA Level 1 Coaching Swimming Courses and successfully support them to gaining the qualification.	Staff Time Course Costs: 4x ~£300	Volunteer Co-Ordinator Volunteer Co-Ordinator & Committee	January 2009 December 2009
Increase number of Level 2 staff by 2, and the number of Level 3 staff by 1.	1. Identify and enrol two existing or new ASA Level One staff onto ASA Level 2 Coaching Swimming Courses and successfully support them to gaining the qualification. 2. Identify and enrol one existing ASA Level Two teacher on the ASA Level 3 Coaching course and successfully support them to gaining the qualification.	Course Costs: 2x ~£550 Course Costs: 1x ~£2000	Volunteer Co-Ordinator & Committee Volunteer Co-Ordinator & Committee	December 2009 December 2009
100% of staff attending child protection training and 35% attending equity training.	1. Arrange or source a Safeguarding and Protecting Children Course for staff who have not attended in the past. 2. Source places at Equity in Your Coaching or A Club for All course for staff. Enrol appropriate staff onto the courses.	Course Costs: ~£10 Each Course Costs: ~£10 Each	Volunteer Co-Ordinator & Carol Volunteer Co-Ordinator & Committee	December 2009 December 2009
100% of staff to have PDPs in place.	1. Complete PDPs with all staff and add methods to action them. 2. Feedback results of PDPs and requirements placed on the club back to the Volunteer Co-Ordinator to inform the Volunteer Action Plan.	Staff Time Staff Time	Volunteer Co-Ordinator & Committee Head Coach & Volunteer Co-Ordinator	December 2009 December 2009

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<b>4: Funding:</b> To ensure that the club is able to fund its commitments and have capital investment expenditure available to allow its other key aims to be met.				
Review funding of the club, its sources and income levels and produce a 3-year investment plan through to 2012, which highlights other funding sources.	1. Produce a formal report on the clubs current financial position, which highlights current income levels, current expenditure levels and the likely cost of delivering the Development Plan to 2012.	Staff Time	Dave & other relevant staff.	March 2009
	2. Produce a three-year investment plan, which will allow for the delivery of the Development Plan and take account of changes to the club, which the plan will result in.	Staff Time	Dave & other relevant staff.	March 2009
	3. Identify other funding sources the club can pursue to fund key aspects of the plan such as training and education.	Staff Time	Dave & other relevant staff.	March 2009

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<b>5: Partnerships with Leisure Providers, Clubs &amp; Schools:</b> To develop sustainable, formal and long term partnerships with leisure providers the club uses, HBC Sports Development, Halton School Sports Partnership, local primary schools and other clubs in complimentary sports to swimming that the club can feed members to when they decide to leave swimming or to improve performance and to other Swim 21 Clubs to pass swimmers on to in line with LTAD.				
Agree formal partnerships with: leisure providers.	1. Agree a final version of the partnership agreement with DC Leisure. 2. Appoint a single person with responsibility for the delivery of the partnership.	Staff Time	Sally & Luke	January 2009
		1x Person into post	Committee	January 2009
Agree formal partnerships with: HBC Sports Development.	1. Meet with HBC Sports Development Staff to discuss the relationship between the club and Sports Development. 2. Produce a draft partnership agreement for consultation, which covers key areas identified in discussions. 3. Produce a final partnership agreement and agree this with HBC. 4. Appoint a single person with responsibility for the delivery of the partnership. 5. Implement any resultant actions from the agreement.	Staff Time	Sally & Luke	January 2009
		Staff Time	Sally & Luke	February 2009
		Staff Time	Sally & Luke	March 2009
		1x Person into post	Committee	March 2009
		Staff Time	Appointed Person	Ongoing
Agree formal partnerships with: two local primary schools.	1. Prepare a standard draft partnership agreement, based on Club Mark standards and agree this internally at the club. 2. Distribute this draft to local primary schools that have signed up to the schools link programme. 3. Meet with the appropriate persons at each school to discuss the agreement. 4. Establish the partnership agreements with those schools that wish to take up the offer. 5. Implement any resultant actions from the agreement.	Staff Time	Tina & Luke	January 2009
		Staff Time	Tina	January 2009
		Staff Time	Tina	April 2009
		Staff Time	Tina	May 2009
		Staff Time	Tina	Ongoing

Agree formal partnerships with: one club in other sports.	<ol style="list-style-type: none"> <li>1. Contact other local Club Halton Club's with a view to establishing a partnership.</li> <li>2. Prepare a draft partnership agreement, which meets the needs of our club.</li> <li>3. Agree this with other interested clubs.</li> <li>4. Appoint a single person with responsibility for the delivery of the partnership.</li> <li>5. Implement any resultant actions from the agreement.</li> </ol>	Support from HBC SD  Staff Time  Staff Time 1x Person into post  Staff Time	Head Coach  Head Coach & Luke  Head Coach Committee  Appointed Person	February 2009  March 2009  April 2009 May 2009  Ongoing
Agree formal partnerships with: one other swimming club.	<ol style="list-style-type: none"> <li>1. Contact other local swimming Swim 21 Clubs at a higher level than our Club with a view to establishing a partnership.</li> <li>2. Prepare a draft partnership agreement, which meets the needs of our club.</li> <li>3. Agree this with other interested clubs.</li> <li>4. Appoint a single person with responsibility for the delivery of the partnership.</li> <li>5. Implement any resultant actions from the agreement.</li> </ol>	Support from HBC SD  Staff Time  Staff Time 1x Person into post  Staff Time	Head Coach  Head Coach & Luke  Head Coach Committee  Appointed Person	February 2009  March 2009  April 2009 May 2009  Ongoing

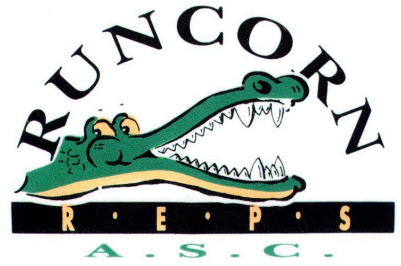
Intermediate Milestone	Delivery Methods	Resources	Responsible Persons	Completion By
<b>6: Athlete Training Opportunities:</b> To ensure that all members are provided with training opportunities in line with ASA LTAD standards.				
Review the clubs current pool time with our partners at HBC, Sports Development and the centre operators.	1. Review the current pool time the club has internally in conjunction with the review of the clubs squads.	Staff Time	Head Coach, Luke, Bryan & other coaches.	January 2009
	2. Review the likely future requirements the club will have for pool time based on planned membership numbers and LTAD.	Staff Time	Head Coach, Luke, Bryan, Sally & other coaches.	January 2009
	3. Produce a summary report of future pool time needs.	Staff Time	Luke & Sally	January 2009
	4. Via the clubs partnership agreements arrange a review meeting(s) with DC Leisure and HBC to consider the clubs current pool time.	Staff Time	Luke & Sally	March 2009
	5. Gain agreement with DC Leisure and HBC to increase and reorganise the clubs pool time based on the clubs review.	Staff Time	Luke & Sally	March 2009

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<b>7: Athlete Organisation:</b> To ensure that the clubs squads reflect the membership of the club, allow for progression and adapt for future needs.				
Conduct a formal squad review and publish this to the members. Update the club structure as needed.	1. Review the current club structure to ensure that it meets the development requirements of our swimmers, LTAD and the future membership numbers of the club.	Staff Time	Luke, Bryan & other coaches.	March 2009
	2. Produce a formal report on this and present this to the members with clear changes and improvements to the structure being proposed.	Staff Time	Luke	April 2009
	3. Produce an action plan to implement these changes over the rest of the Club Development Plan period.	Staff Time	Luke, Bryan & other coaches.	April 2009

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<b>8: Athlete Attainment &amp; Performance:</b> To improve the overall attainment and performance of all swimmers with a focus on progression at Cheshire County standard and North West Region.				
Increase the number of swimmers at county standard to 20	1. Continue to provide a high quality training plan for all swimmers in B Squad and A Squad.	Staff Time	Head Coach	Ongoing
	2. Review the training scheme of work for all C Squad Swimmers, along side the general squad review, to ensure that the swimmers are achieving their potential.	Staff Time	Luke, Bryan & Claire	February 2009
	3. Provide swimmers with updates on their progress towards county qualification at key points in the season: July, December and February.	Staff Time	Luke & Sally	Ongoing
	4. Encourage swimmers to attend open meets to gain county entry times.	Staff Time	All Coaches	Ongoing
	5. Explore other training opportunities for County level or close to County level swimmers, which will boost their performance.	Staff Time	All Coaches	Ongoing

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<b>9: Competition:</b> To create a stable annual competition programme where all swimmers are given the opportunity to compete. To build on progress in the M&D league and gain promotion. To compete in the Tadpole League to help with the development of younger swimmers.				
Review the formal annual competition programme which links to the clubs training plan and squad structure.	1. Review the competition programme with a focus on the current attendance of open meets and their appropriateness.	Staff Time	Meryl, Luke & Bryan	August 2009
	2. Consider the future likely needs extra galas will place on the clubs staff and programme time.	Staff Time	Meryl, Luke & Bryan	August 2009
Provide 12 individual meets and 4 developmental meets.	1. Identify and attend twelve open meets, including county championships.	Staff Time	Meryl & Luke	December 2009
	2. Identify and attend four developmental meets for swimmers in C Squad and at younger ages.	Staff Time	Meryl & Luke	December 2009
	3. Establish a rota for staff attendance at such meets based on minimum operating standards.	Staff Time	All Coaches	January 2009

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<b>10: Communication:</b> To ensure that the club communicates effectively with its members, staff and volunteers, partners and the wider community to promote its work, celebrate success and look to the future.				
Create an Email Mailing list for members to allow communication with them.	1. Obtain up to date Email addresses for all parents of swimmers at the club.	Staff Time	Luke & Sally	Ongoing
	2. Input these on the management email account and group all address into logical groups.	Staff Time	Luke & Sally	Ongoing
	3. Contact all parents via email where possible and email out all club information such as squad movements, gala entry packs and newsletters.	Staff Time	Luke & Sally	Ongoing
Produce at least 4 press releases for external publishing.	1. Select four key events during the year and produce press releases for these.	Staff Time	Meryl	Ongoing
	2. Supply these to local news papers and have them published.	Staff Time	Meryl	Ongoing
Review the clubs branding and corporate identity.	1. Review the current brand identity of the club with the production of a summary of suggested changes.	Staff Time	Meryl & Team	September 2009
	2. Agree these changes and implement them across the club.	Staff Time	All Staff	Ongoing



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2009 Volunteer Action Plan

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Intermediate Milestone	Delivery Methods	Resources	Responsible Persons	Completion By	
<b>Recruit New Staff</b>					
Increase the Number of Poolside Staff by 15% to 12.	<ol style="list-style-type: none"> <li>Produce an information leaflet to give out to parents, which explains the roles in the club, how to get involved and what the benefits are.</li> <li>Organise an open night and recruitment fair to allow parents to meet coaches and get involved.</li> <li>Develop and ask parents to complete a volunteering profile form to give information about skills they have that could be used at the club.</li> <li>Produce a skills database of all staff and parents to assist with the recruitment of new staff in the correct roles.</li> <li>Approach and ask parents to get involved in the club.</li> <li>Ask current staff to identify other people to take on roles.</li> <li>Ensure that all new staff are fully inducted, receive and role descriptor and are assigned a buddy/mentor.</li> </ol>	Printing Costs	Volunteer Co-Ordinator, Swim 21 Co-Ordinator, Club Secretary Volunteer Co-Ordinator, Social Secretary Volunteer Co-Ordinator	February 2009	
Increase Support Staff by 20%.		Hire of Venue		Volunteer Co-Ordinator	July 2009
		Printing Costs			April 2009
Increase parent reps by 25% to 5.		Staff Time	Volunteer Co-Ordinator	May 2009	
		Staff Time	Volunteer Co-Ordinator	Ongoing	
		Staff Time	All Staff	Ongoing	
		Staff Time	Volunteer Co-Ordinator	As Needed	
<b>Retain Existing Staff</b>					
Retain the existing staff in the club and make sure they feel valued.	<ol style="list-style-type: none"> <li>Complete a volunteer health check from Running Sport.</li> <li>Review all role descriptors in place each year to ensure that they match up with the current roles of staff and avoid overlap.</li> <li>Ensure that all staff have an Appraisal PDP in place from the Head Coach.</li> <li>Ensure that all PDP action points are being delivered and staff are being developed.</li> <li>Produce an annual calendar of training courses for staff to go on and help them get involved. Liase with other staff for funding etc.</li> <li>Hold open meetings for all staff to attend to share their ideas and concerns.</li> </ol>	Staff Time	Club Committee	January 2009	
		Staff Time	Volunteer Co-Ordinator	July 2009	
		Staff Time	Head Coach	December 2009	
		Staff Time	Volunteer Co-Ordinator	December 2009	
		Staff Time	Volunteer Co-Ordinator	Ongoing	
		Hire of Venue	Volunteer Co-Ordinator	Ongoing	

<b>Recognise and Reward All Staff</b>				
Inform the club members of the work the clubs staff do and recognise this work	1. Produce an annual summary, presented at the AGM, of all the work undertaken by club staff and the time involved.	Staff Time	Volunteer Co-Ordinator	Ongoing
	2. Take part in the asa Wavepower recognition scheme and the Halton Sports Awards.	Staff Time	Volunteer Co-Ordinator	Ongoing
<b>Connections</b>				
Link to other people to assist in the delivery of the VAP	1. Contact local and national bodies who work in volunteering to assist in the delivery of the VAP, including: <ul style="list-style-type: none"> <li>• Halton Sports Partnership.</li> <li>• Step into Sport</li> <li>• Halton Voluntary Action</li> </ul>	Staff Time	Volunteer Co-Ordinator	Ongoing