



Runcorn REPS
Amateur Swimming Club

Club Development Plan
2009 to 2012

Turning Success into Excellence

December 2008

Where are we now?

Welcome to Runcorn REPS Amateur Swimming Club's four year development plan covering 2009 to 2012. This document has been produced by the clubs staff over a period of six months to act as a road map to help develop our club over the next four years.

It is written at a time when the club is in celebration for both the achievement of the ASA Swim 21 award and for being in existence for 25 years. During that time our club has grown from humble beginnings to the club we see today, with a team of staff, swimmers and parents who work enormously hard to develop swimming in our local community.

The development plan is highly ambitious and will involve a huge amount of very hard work from all of us at the club; however we have no doubt that we can meet each of our aims and turn our club from being one of success to being one of excellence. This plan will give us the catalyst and vision to achieve this.

We have a proud history of bringing swimming to many young people in our local area; our aspirations and achievements will ensure we can be even more proud in the future.

May we wish you and all of us at Runcorn REPS good luck for the future,

Yours truly,

Carol Barker

Sally Carter

Luke Green

Bryan Jameson

Meryl Jameson

David Carter

Walter Murdock

Aiden Hunt

Liz Bibby

Claire Kirkpatrick

Tina Gow

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Lyndsey Glass

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Rob Tharme

Committee and Coaches
Runcorn REPS Amateur Swimming Club

When looking at where we are now as a club it is important to consider the context the club works in, in relation to its level of development and other clubs and organisations we link to. Following this it is possible to look at where we are in terms of what we offer.

Context

Swim 21

In August 2008 Runcorn REPS was awarded Swim 21 Status by the ASA at Skill Development Level. This represents a major achievement for the club in that it gives recognition from Swimming's National Governing Body that we operate in a safe and effective way that provides a quality service for the benefit of our members. In addition to achieving Swim 21 Status the accreditation also demonstrates that our club has met the requirements of Club Mark accreditation, which the club has been awarded and has reached the standard of the Club Halton Accreditation. This means that the club is now fully accredited with the ASA, Sport England and Halton Borough Council.

Long Term Athlete Development (LTAD)

As a Swim 21 Skill Development Club we have positioned ourselves at Stage 2 and Stage 3 of the LTAD levels. This means our training covers all of the aims of the Swim Skills Stage of LTAD and some of the LTAD aims for Training to Train. We have carefully reviewed ourselves against each of the criteria of LTAD for the levels to ensure we meet the needs of our athletes and provide them with the skills and development they need to allow performance at the higher levels away from our club.

Sports Development Pathway

The Sports Development Pathway establishes a key set of stages, which link to LTAD and sports clubs across all sports. As a club we fall into Stages B and C of the Pathway that cover the retention of young people in sport and their development as they strive for excellence later if they wish. It is important to recognise that as a club we depend on other partners for the other stages of the development pathway; Stage A is commonly provided on learn to swim schemes and school swimming and stage C and D are provided by other clubs at the higher Swim 21 levels of Competitive Development and Performance.

Our Club

In order to look at what we offer as a club to our members we have considered them in relation to the Swim 21 Modules they fall into; Compliance; Workforce and Athlete.

Compliance

The club currently meets all of the basic standards of Swim 21 in terms of compliance. All of the systems needed to safely and effectively manage the club have been put into place and work well.

One area of interest within the compliance module is that of partnerships with academic establishments, facility providers, local learn to swim schemes and other clubs; both within swimming and in other sports. As a club we have created links with local primary schools in an informal way through direct contact and the schools gala. We have held meetings with the centre operators both as a club and as part of the Halton Swimming Forum, however these have been of an informal nature and have not produced more formal partnerships.

Workforce

The club currently has a good system in place to recruit and develop staff through its policies as part of Swim 21. We have a clear volunteer recognition scheme in place for staff and ensure that staff are offered training that meets both their needs and the needs of the club. The club is supported by:

- 6 ASA Level 2 Teachers
- 2 ASA Level 1 Teachers
- 5 Officers on the Club Committee

- 3 Parent Reps on the Club Committee
- 1 Website Administrator

Athletes

Athlete Development covers the training and competition offered by the club to our swimmers. However in terms of development it also vital to consider the number of athletes we have, how we recruit and develop them and the retention and attrition rates we have as a club. Currently we offer:

- 9 hours of pool time for all our members, with 6.5 hours water time and 1 hour land conditioning to our highest level swimmers and 2.5 hours for our lowest squad.
- A total of around 90 swimming members who train in five different squads from C Squad Bronze - those just leaving swimming lessons to those in A Squad at County Level.
- Attrition levels of around 30% each year, with 15 to 20 swimmers leaving us and around 30 swimmers joining us each year.
- Attendance of 5 Merseyside and District JSL Galas, 12 individual galas and 3 to 5 developmental galas each year for junior members, giving a total of around 22 galas each year the club takes part in.
- Delivery of a training programme which is designed by an UKCC Level 3 Coach and meets the aims of LTAD and Swim 21.
- Reviews and Monitoring for all swimmers with feedback given to all; Log books for swimmers in B Squad and A Squad with monthly reviews with a designated coach.

Where do we want to be?

The clubs key aim is to develop the sport of swimming within Runcorn and the surrounding area. As a club we strive to:

- Increase the numbers taking part in swimming both for fun and in competition.
- Boost the profile of swimming.
- Develop the attainment of our members at competition.

Based on where we are now as a club we have identified a number of key themes that we will strive to develop over the four years this development plan covers. We have set clear aims for each theme, with success milestones after four years and intermediate milestones for the end of each year to allow us to monitor progress.

There are two key objectives that underpin all of our themes. The first is growth in terms of numbers, opportunities and capacity and the second is the provision of the highest quality environment for all of our members.

1: Membership Numbers, Recruitment & Retention

Aim: 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.

Success Milestone	
By 2012 to have increased overall numbers of Swimming members to 160. To recruit a total of 40 new members to the club each year in the key age groups of between 7 and 10. To reduce attrition rates to 10% each year.	
Intermediate Milestones	
2009	Increase swimming membership to 120, Increase recruitment levels to 30 swimmers in key age groups and decrease attrition to 25%.
2010	Increase swimming membership to 140, Increase recruitment levels to 35 swimmers in key age groups and decrease attrition to 20%.
2011	Increase swimming membership to 150, Increase recruitment levels to 40 swimmers in key age groups and decrease attrition to 15%.
2012	Increase swimming membership to 160, Sustain recruitment levels at 40 swimmers each year in key age groups and decrease attrition to 10%.

2: Staff & Volunteer Numbers

Aim: 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.

Success Milestone	
By 2012 to have increased the number of poolside teaching and coaching staff by 100% of 2008 levels, increase officers and support staff by 50% of 2008 levels and increase parent representation on the committee by 100% of 2008 levels.	
Intermediate Milestones	
2009	Increase the number of poolside staff by 50% to 12 staff, increase support staff by 20% to 6 and increase parent reps by 25% to 5.
2010	Increase the number of poolside staff by a further 25% to 14 staff, increase support staff by a further 10% to 7 and increase parent reps by 25% to 6.
2011	Increase the number of poolside staff by a further 13% to 15 staff, increase support staff by a further 10% to 8 and increase parent reps by 25% to 7.
2012	Increase the number of poolside staff by a further 13% to 16 staff, sustain the number of support staff and increase parent reps by 25% to 8.

3: Qualification of Staff

Aim: 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.

Success Milestone	
By 2012 to have all poolside coaching staff qualified to ASA Level 2 Standard and two staff qualified to ASA Level 3 Standard, to have all staff qualified in child protection and equity, to have all Team Managers trained to ASA Standards and to ensure all staff have annual Appraisals and PDPs.	
Intermediate Milestones	
2009	Increase the number of ASA Level 1 staff by 4, the number of Level 2 staff by 2, and the number of Level 3 staff by 1. 100% of staff attending child protection training and 35% attending equity training. 100% of staff to have PDPs in place. 100% of Team Managers to have asa training.
2010	To increase the number of ASA Level 1 staff by 2 and the number of Level 2 staff by 3 and 65% attending equity training.
2011	To increase the number of ASA Level 1 staff by 1 the number of Level 2 staff by 3, the number of Level 3 staff by 1 and 100% attending equity training.
2012	To ensure we have a total of 14 ASA Level 2 Staff and 2 ASA Level 3 staff.

4: Funding

Aim: To ensure that the club is able to fund its commitments and have Capital Investment Fund available to allow its other key aims to be met.

Success Milestone	
By 2012 to fund all club activities with a surplus at the end of the financial year to allow for reinvestment in capital projects.	
Intermediate Milestones	
2009	Review funding of the club, its sources and levels and produce a 3 year investment plan through to 2012 which highlights other funding sources and provides funding for the development plan.
2010	Dependent on 2009 review.
2011	Dependent on 2009 review.
2012	Dependent on 2009 review.

5: Partnerships with Leisure Providers, Clubs & Schools

Aim: To develop sustainable, formal and long term partnerships with; leisure providers the club uses, HBC Sports Development, Halton School Sports Partnership, local primary schools, 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 other Swim 21 Clubs to pass swimmers on to in line with LTAD.

Success Milestone	
By 2012 establish formal partnership agreements or link agreements, in line with Club Mark standards, with each of the bodies identified in the clubs aim.	
Intermediate Milestones	
2009	Agree formal partnerships with: leisure providers, HBC Sports Development, two local primary schools, one club in other sports and one in swimming.
2010	Agree formal partnerships with: Halton School Sport Partnership, three local primary schools, one club in other sports and one in swimming.
2011	Agree formal partnerships with: four local primary schools and two clubs in other sports.
2012	Agree formal partnerships with: two local primary schools, giving a total of 11 schools and two clubs in other sports, giving a total of 8 clubs.

6: Athlete Training Opportunities

Aim: To ensure that all members are provided with training opportunities in line with ASA LTAD standards.

Success Milestone	
By 2012 our athletes at the highest levels will have access to at least 12 hours of pool time each week and 2 hours of land training as per the LTAD Level 3 stage with sessions of 2 hours. Other athletes will have a range of training time available down to 2 hours each week. Overall pool time for the club will be 14 to 15 hours each week and 2 hours land work.	
Intermediate Milestones	
2009	Review the clubs current pool time with our partners at HBC, Sports Development and the centre operators.
2010	Increase the clubs pool time to 11 hours each week, with 8 hours being open to the highest performing athletes.
2011	Increase the clubs pool time to 13 hours each week, with 10 hours being open to the highest performing athletes. Increase land training to two hours each week.
2012	Increase the clubs pool time to 15 hours each week, with 12 hours being open to the highest performing athletes.

7: Athlete Organisation

Aim: To ensure that the clubs squads reflect the membership of the club, allow for progression and adapt for future needs.

Success Milestone	
Review annually the squad structure to ensure it is still fit for purpose, report the findings of this and make changes as needed.	
Intermediate Milestone	
2009	Conduct a formal squad review and publish this to the members. Update the club structure as needed.
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2011	Conduct a formal squad review and publish this to the members. Update the club structure as needed.
2012	Conduct a formal squad review and publish this to the members. Update the club structure as needed.

8: Athlete Attainment & Performance

Aim: To improve the overall attainment and performance of all swimmers with a focus on progression at Cheshire County standard and North West Region.

Success Milestone	
To increase the number of County level swimmers by 100% from 15 to 30 by 2012. To gain North West Region entry times for 5 swimmers by 2012.	
Intermediate Milestones	
2009	Increase the number of swimmers at county standard to 20
2010	Increase the number of swimmers at county standard to 23
2011	Increase the number of swimmers at county standard to 25 and gain North West entry times for 2 swimmers.
2012	Increase the number of swimmers at county standard to 30 and increase the number of swimmers with North West times to 5.

9: Competition

Aim: 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.

Success Milestone	
By 2012 to provide 15 individual gala opportunities at Levels 2 or 3 each season to appropriate swimmers, to provide 6 individual or team galas to developmental swimmers, to take part in the Tadpole Swimming League, to gain promotion to Division 2 of M&D and to provide a formal structure to competition to target the appropriate swimmers for each meet.	
Intermediate Milestones	
2009	Review the formal annual competition programme which links to the clubs training plan and squad structure. Provide 12 individual meets and 4 developmental meets.
2010	Increase the number of individual meets to 15 and developmental meets to 6. Join the Tadpole League.
2011	Review the selection of galas for the competition programme to ensure they meet the clubs needs.
2012	Gain promotion to Division 2 of the Merseyside & District JSL.

10: Communication

Aim: 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.

Success Milestone	
By 2012 to raise the profile of Runcorn REPS Swimming Club so it is widely know in the community we work as a centre of excellence locally for swimming. To ensure that all members and staff at the club are continually well informed of our work and development.	
Intermediate Milestones	
2009	Produce at least 4 press releases for external publishing. Review the clubs branding and corporate identity.
2010	Produce a monthly electronic bulletin for swimmers and parents. Produce a formal newsletter every 3 months. Produce at least 6 press releases for external publishing.
2011	Create a members only section of the website for swimmers and parents with details of training, competition and personal data. Produce at least 6 press releases for external publishing.
2012	Move towards paperless communication with all members and staff. Produce at least 6 press releases for external publishing.

How will we get there?

Action Planning

Each year the club will produce an action plan which will explain in detail how each of the intermediate milestones will be met for that year. Each action plan will highlight the resources required and will indicate the person(s) responsible for delivery for each action point.

The first action plan, covering 2009, is being published with this four year development plan. Following this each action plan will be published in the final two months of the year covering the next year. This will allow each action plan to reflect the work completed during the previous year and account for any changes that need to be made to keep the club on track towards meeting overall its success milestones.

Monitoring

Each year the club will review the previous years work towards its targets formally and will produce an annual monitoring report which will be available to all members and partners. Members will then have the opportunity to consult key staff on the contents of the report. The reports will be produced during the early part of the year after the one they cover. The first will be the 2009 report which will be published in the first two months of 2010.

During the later part of 2012 the club will undertake a full review of its activities. This will correspond to our full re-accreditation of Swim 21 where we will be required to re-audit our club. Following this we will resubmit to the ASA our Swim 21 files and produce a new 4 year development plan.