**Basingstoke Bluefins Swimming Club**

**Development Plan: Aims and Objectives**

**Season September 2019 to August 2021**

| **#** | **Aim** | **Objective** | **Actions to meet Objective** | **How Recognise When Met** | **Season to meet Objective** |
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| 1. | To continue to meet the improvement and aspirations of members across the wide range of abilities and ages within the whole Club. | To deliver a high quality programme of learning, improvement and performance across all teaching and squads. | * Implement balanced squads where the offering is in line with the target membership
* Deliver excellence in learning, training and support
* Support active participation in competitions for all ages and abilities
* Continuity of teaching facilities at Cranbourne School and Queen Mary’s College
* Regular monitoring of the attendance of squad members
* Regular Gym sessions for appropriate squad members.
 | * Positive feedback from members in all disciplines
* Positive levels of satisfaction from members across each individual squad
* All disciplines running at 95% (or over) pool capacity
* Improvement in the swimming, polo games and fitness of Club members.
 | 2019/20 |
| 2. | To maximise swimmers personal development and confidence through the experience of competing. | To enable all members to participate in competition at their appropriate level. | * The support and encouragement for swimmers to participate in competitions commensurate with their abilities
* Prompting a culture that enables swimmers to develop interpersonal relationships, companionships and self confidence
* Timely promotion to encourage participation in meets
* A focus on activities to reduce the loss of swimmers in all squads and with a focus on the 15 – 18 age group
* Publish a programme of both internal and external events to be held on a rolling 12 month period
* Director of Coaching to mentor all lead coaches and improve the standard of coaching
* Improve the levels of attendance of all members of the Club in all squads.
 | * An improvement in squad members feeling that the Club offers friendship, companionship and support
* An improvement in squad members’ satisfaction rating
* The Closing Season membership analysis survey shows an improvement in the retention of swimmers throughout the Club (NB: this excludes swimmers who leave for unavoidable and understandable reasons)
* The performance targets, set by Director of Coaching at the beginning of the season, are met at the end of the season
* The performance targets, set by Masters Coaches, Polo Coach and Squad coaches at the beginning of the season, are met at the end of the season
* Satisfactory feedback from the Lead Water Polo Coach on the improvement in fitness, techniques and competitions of the water polo teams.
 | 2019/20 |
| 3. | To ensure the long term future of the Club through a strong membership across all ages and abilities. | To encourage the promotion and retention of existing members in the Club. To encourage the concept of a single Bluefins entity across all teaching, training groups, teams and the outside community. | * Improve the level of communication throughout the whole of the Club
* To publicise the major activities and successes of the Club to the wider Basingstoke population
* To encourage the opportunities for all Bluefins members to meet with each other
* To promote the feeling of friendship and companionship between all members in the Club within all Squads
* Facilitate the effective working of cross squad engagement, discussion and activities
* Continue with the Club communications by making use of social media and Newsletters on an as required basis to Club members
* Introduce a social event for each squad at least once a year.
 | * For an improvement in Bluefins members feeling that they are part of a much wider Club entity (as measured between the Opening and Closing season surveys)
* For an improvement in Bluefins members feeling proud to be a Basingstoke Bluefin (as measured between the Opening and Closing season surveys)
* For an improvement in Bluefins’ stakeholders having a better understanding of the structure and achievements of the whole Bluefins Club.
 | 2020/21 |
| 4. | To ensure the long term financial viability of the Club. | To ensure that the financial outgoings and incomings are in balance over the season, and that working capital requirements and revenue surplus objectives are met.  | * Strong financial management with accurate quarterly reporting
* Delivery of additional fund raising activities
* Increase the level of sponsorship by £3,000 over the current position (current baseline is £0)
* Sign-off of an audited annual set of accounts for the session
* Timely completion of the Charity Commission Annual Returns
* Active involvement in the requirements capture, planning and delivery of the new Aquadrome
* Deliver additional home meets to increase the additional revenue streams
* Maintain the on-going relationship with SERCO, Basingstoke Town Centre (for the Sports Centre), Cranbourne and Queen Mary College
* Trustee review of the current financial and procedures in operation and the identification of where enhancements are required.
 | * The delivery of a surplus of revenue over expenditure for the calendar year in line with the revised Financial Reserves Policy
* Trustee satisfaction over the financial position of the Club season year ends (August 2020 and 2021)
* Regular reviews on the progress of the New Pool
* Trustee satisfaction relating to the quality of the financial systems and procedures being used.
 | 2020/21 |
| 5. | To enable the Club to be administered in a professional manner.  | To continue to improve and enhance the accuracy of information and administrative systems in use within the Club using both IT sustainable administration and meets technical systems.  | * Continue to enhance the administration systems to provide increased resilience, reliability, accuracy and usability
* Continue to train and support the required operatives
* Develop the administration activities for the easy management of meets
* Ensure that the Club’s constitution is fully aligned with the structure and current practice of the Club
* Conformance with Data Protection legislation
* Maintain Swim England’s accreditation
* Conformance with Swim England’s DBS Checks.
 | * Trustee satisfaction about the accuracy of data needed to run and administer the Club
* Trustee satisfaction about the ease of use and wider coverage of administration systems following the post implementation review
* Satisfactory feedback from the Officers and Trustees
* Satisfactory feedback from Parents / Stakeholders in the Closing Season Survey
* Delivery of enhancements to both the administration and technical systems for meets
* Bluefins continues to be recognised for running successful meets (including both internal and external meets)
* The elimination of any anomalies or inconsistences between the Club’s constitution and current practice.
 | 2019/20 |
| 6. | To enable the Club to be managed and controlled in a professional and straight forward manner.  | To continue to improve the governance, processes, systems and controls employed to manage the Club, and ensure that these are sustainable. (This includes both membership administration and meets).  | * Continue to enhance the administration systems to provide increased resilience, reliability, accuracy and usability
* Document the management structure of the Club and ensure that it is accurately reflected within the Constitution
* Ensure that the roles and responsibilities for the principal offices (including those for the Officers of the Club), Coaching and Teaching staff, Heads of Department and key volunteer roles are in place; complete where necessary
* Document the Policies and Procedures required to run the Club
* Trustees to determine the effectiveness and ease of running the Club by conducting a review with the officers and all the colleagues involved with the management of the Club.
 | * Trustees feel that the procedures and governance support all officers involved with the management of the Club in the discharge of their duties
* Club stakeholders have confidence in the ease of administration procedures and in their accuracy and relevance to current practice
* Satisfactory feedback from the Officers of the Club and Trustees confirming the effectiveness and relevance of the systems and processes in use.
 | 2019/20 |
| 7. | To attempt to secure the continued viability of teaching at Cranbourne School. | To support the enhancement to the fabric of the facilities, and principally the roof, so that it is safe and will continue to support the regular use for lessons.  | * Liaise with necessary stakeholders (including the Head Teacher, Councillors etc.) of Cranbourne School to improve the structure of the roof of the swimming pool
* Support on-going fund raising for the benefit of the Club
* Provide moral (but not financial) support to enable the on-going use of the Cranbourne School swimming pool for use by Bluefins.
 | * The roof has been restructured and passed the necessary safety steps
* The agreement that Bluefins can continue to use the Cranbourne School swimming pool on a long term basis under the same terms as currently.
 | 2020/21 |
| 8. | To secure the long term management and service delivery of the Club. | To ensure that there is a seamless transference of duties when a member of staff vacates their current position To ensure that the Club has sufficient volunteers to deliver the required activities. | * Instigate a succession plan for each of the key roles (including Officers of the Club, Trustees, Coaches and Teachers)
* The execution of a delivery plan designed to engage the volunteers required to carry out the various management, technical, administrative and activities tasks
* Provide training and support activities for volunteers to encourage their involvement (including for Officials and Technical Team)
* Revamp and publicise the Home Meets programme.
 | * A Succession Plan for all principal positions
* Effective activities that enable suitable volunteers to gain experience and knowledge of the identified positions
* Provision of sufficient volunteers to ensure the successful management of the Club (including internal and external meets).
 | 2020/21 |
| 9. | To secure the full and active cooperation of all paid employees of the Club. | To improve the quality of personnel management of all paid employees of the Club. | * Draft a procedure for personnel appraisals
* Conduct yearly appraisals with each paid employee of the Club
* Manage any issues that may arise as a result of the appraisal.
 | * All paid employees have had an appraisal
* There is a management / development plan for all issues identified by the appraisal system
* Positive feedback from paid employees to the proposed Employee Satisfaction Survey.
 | 2019/20 |

**Mission Statement:**

Basingstoke Bluefins aims to promote community participation to enable swimmers of all ages and abilities to reach their desired potential in swimming and water polo through excellent learning, tailored squad and high performance training sessions and competition in a friendly, sociable environment improving both personal fitness and life skills for Basingstoke and the surrounding area.