

	[S21] = Swim 21 action	Month 1		Month 2		Month 3		Goal
1	Relationship with SPS	<ul style="list-style-type: none"> Initial meeting with the school to understand their position Reinstate SPS discount to demonstrate commitment to building the relationship 	<ul style="list-style-type: none"> ✓ ✓ 	<ul style="list-style-type: none"> Explore opportunities for increased pool-time/shared sessions with the school Prepare for first review of hire contract with SPS 	<ul style="list-style-type: none"> ✓ ✓ 	<ul style="list-style-type: none"> Continue to explore opportunities for collaboration and additional pool-time with SPS 		Attain agreement with SPS to enable BSC to continue swimming at the school with long term improvement in relationship
2	Strong club management structure	<ul style="list-style-type: none"> Review club management structure Advertise for 2 Welfare Officers (one male, one female) Regular committee meetings [S21] 	<ul style="list-style-type: none"> ✓ ✓ ✓ 	<ul style="list-style-type: none"> Implement any ASA compliant policies required for good governance [S21] Appoint Welfare Officers [S21] Meet with ASA to discuss direction of club and understand any help/support available 	<ul style="list-style-type: none"> ✓ ✓ ✓ 	<ul style="list-style-type: none"> Welfare Officer(s) to review and propose ASA compliant Child Welfare policies and procedures [S21] Welfare Officer to undergo required training [S21] Issue committee minutes on secure area of website [S21] 		Set up structure that enables good governance and efficient running of the club
3	Strong coaching structure	<ul style="list-style-type: none"> Advertise for new L2 age-group coaches 	<ul style="list-style-type: none"> ✓ 	<ul style="list-style-type: none"> Advertise for L3 Head of Swimming to take club forwards Interview and assess new L2 age-group coaches [S21] 	<ul style="list-style-type: none"> ✓ ✓ 	<ul style="list-style-type: none"> Appoint new L2 coaches for Academy and CDT Interview and assess candidates for Head of Swimming [S21] 		Complete foundations for strong and sustainable coaching structure that will enable all coaches and swimmers to develop their potential and enjoy being part of the club
4	Squad structure and movements	<ul style="list-style-type: none"> Understand current squad make-up (inc identification of leavers) and review proposed squad moves with coaches Prepare for new intake of swimmers from trial 	<ul style="list-style-type: none"> ✓ ✓ 	<ul style="list-style-type: none"> Implement proposed squad moves and onboard new intake from trial Commence development of processes to monitor squad attendance/leavers/joiners ongoing 	<ul style="list-style-type: none"> ✓ ✓ 	<ul style="list-style-type: none"> Continue to assess junior swimmers against current squad criteria [S21] Discuss any moves highlighted by assessment with coaches 		Achieve smooth co-ordinated system between coaches and swimmers that enables satisfactory review of squad structures
5	Swim 21	<ul style="list-style-type: none"> Appoint Swim 21 co-ordinator and complete initial Swim 21 self assessment [S21] Arrange meeting with ASA Swim 21 co-ordinator, Ester Hill 	<ul style="list-style-type: none"> ✓ ✓ ✓ 	<ul style="list-style-type: none"> Meet with ASA Swim 21 co-ordinator and identify appropriate Swim 21 level Begin development of Action Plans [S21] 	<ul style="list-style-type: none"> ✓ ✓ 	<ul style="list-style-type: none"> Ongoing liaison with ASA co-ordinator Continue development of Action Plans [S21] 		Foundations laid for Swim 21 accreditation
6	Finance and payment systems	<ul style="list-style-type: none"> Implement new more streamlined gala payment system Arrange refunds of overpaid fees (SPS discount) 	<ul style="list-style-type: none"> ✓ ✓ 	<ul style="list-style-type: none"> Create financial models to understand impact of current fee structure Complete ASA return and review outstanding debts 	<ul style="list-style-type: none"> ✓ ✓ 	<ul style="list-style-type: none"> Interim changes to fee structures in line with current squad timetable Ongoing collection of outstanding amounts 		Define and implement financial model to operate BSC at a small profit each month
7	Communication	<ul style="list-style-type: none"> Regular news update communications [S21] Amend website where possible 	<ul style="list-style-type: none"> ✓ ✓ 	<ul style="list-style-type: none"> Set up initial squad meetings [S21] Launch initial release of rebranded website 	<ul style="list-style-type: none"> ✓ ✓ 	<ul style="list-style-type: none"> Hold initial squad meetings and request volunteers to act as squad reps [S21] Further releases of website 	✓	Confirmation from a majority of members that the communication received gives sufficient information