

1. INTRODUCTION

1.1 BRIEF HISTORY/CLUB BACKGROUND

Garioch Amateur Swimming Club (GASC) is first and foremost a competitive club, and our vision is **to create an environment where excellence can breed**. We have a wealth of experience in our coaching team, along with some of the best talent in the country.

GASC is frequently ranked in the top ten in Scotland as a non-composite club (when two or more clubs merge together to form one large entity and can call upon a larger selection of swimmers), and we pride ourselves in being a club that punches far above its weight. **GASC is a not-for-profit club, run fully by a dedicated volunteer team, relying on goodwill, donations and sponsorship.**

Inverurie Swimming Pool was officially opened on 23rd May 1970, and a group of local business men decided to form and start a swimming club. The Club's first President was Pat Mitchell and it held its first session on Friday 18th September 1970 followed by its first gala on 21st June 1971. The club decided to take Gordon colours for their badge - blue and yellow - and while fashions have changed the colours remain the same. The Club blossomed and in 1973 it appointed Andy Robb, who had produced several Scottish record holders, a Commonwealth Gold medallist and an Olympic finalist, as coach. When Harry Burnett took over numbers swelled to 200 with a permanent waiting list. In 1990 Patrick Miley became Head Coach and progressed the Club to International and World Class level. He is now a High Performance Swim Coach with the University of Aberdeen.

In April 2016 Eavan Adams took over as Head Coach of GASC. As well as coaching alongside Patrick Miley for over 10 years she has gained experience both nationally and internationally by working with coaches of Olympic standard. Eavan has coached swimmers at district, national, international, Commonwealth and Olympic standard, and has experience of altitude training and oversees camps. Under Eavan the club continues to produce swimmers ranked highly at both Scottish and British National levels. We currently have around 100 swimmers of varying ages. We are fortunate to have a strong pedigree in producing excellent swimmers – our most famous being Hannah Miley, Olympic finalist and Commonwealth Gold medallist - but also have a significant number of successful younger swimmers including a number that are ranked top 3 in the UK.

Garioch Amateur Swimming Club is swiMark Plus accredited.

1.2 SCOTTISH SWIMMING'S VISION, OBJECTIVES & GOALS

Scottish Swimming's corporate plan outlines the vision, mission and strategic objectives to 2021, with the vision that Everyone Can Swim and a mission to inspire its members and partners in the development of aquatics, providing leadership and expert support, resulting in more people taking part and reaching their full potential. Scottish Swimming's strategic objectives are to:

- Increase the number of people of all ages and abilities participating in swimming for health, fitness and fun;
- Support and develop stronger, more sustainable clubs that will provide increased and quality opportunities for people to participate at all levels;
- Enhance the aquatic pathway, ensuring high performance results through effective athlete development and quality coaching.

*Garioch Amateur Swimming Club
Club Development Plan*

Each of these areas are underpinned by quality teacher and coach education and training.

Scottish Swimming's goals for Development by 2021 are:

- Increase swimming membership to 19,000;
- Increase non-swimming membership to 7,000 including teachers, coaches, technical officials and volunteers;
- Have 120 strong, sustainable clubs with swiMark Plus;
- Have 32 Local authorities (LAs)/Trusts delivering a National Swimming Framework underpinned by an aquatics plan;
- Increase the number of children learning to swim;
- Establish an adult recreational membership with over 1,000 members.

As part of this corporate plan, each club is required to produce a Club Development Plan which will underpin the corporate plan, detailing how each club will work towards achieving Scottish Swimming's vision, objectives and goals.

1.3 GASC'S VISION, OBJECTIVES & GOALS

In order to ensure that the Club Development Plan reflects how the club is run, GASC's management team undertook an exercise during 2019 to summarise what they believed the club's culture should aim to be. This included the following themes:

- Confident
- Focussed
- Friendly
- Fun
- Hard Working
- Inspiring
- Performance Focussed
- Professional

With GASC's vision being **"to create an environment where excellence can breed"** and in order to enable this vision to be clearly supported by the club, the club's goals were updated to take into account the above summary:

- Provide encouragement and support to all of our swimmers in a fun, friendly and welcoming environment, no matter what level they are swimming at;
- Help our athletes to develop their love of swimming as a sport and improve their abilities;
- Inspire our swimmers to set goals and work hard to achieve them
- Encourage confident, focussed and performance driven swimmers.

The intent of this can be summarised into a single objective as follows:

- To inspire, support and develop our swimmers, within a fun and friendly environment, to be confident, hard-working and performance focussed.

Giving members the visibility of the goals is important to ensure that both our swimmers and members buy into the ethos of the club, setting expectations for behaviour and success and providing an understanding of what part each individual plays within the overall club.

Garioch Amateur Swimming Club Club Development Plan

Key to providing visibility of the goals to all members is to ensure good communication in all directions, from swimmers through to the parents, volunteers, coaches and management team. GASC undertakes this in numerous ways including:

- Issue of a detailed information pack for all new members which is provided once a place has been accepted within the club. The pack outlines the vision, goals, objectives and expectations of the club for all members to read and view;
- Bi-annual “information afternoons” held on Saturday afternoons with presentations by coaches, volunteers and representatives from the management committee to present regular updates on the club, including discussions around the vision, goals and objectives, as well as answer queries and questions from all members about any topic;
- Regular monthly “meet and greet” sessions at each of the main training times (Friday evening and Saturday afternoons) with representatives of the management committee being available to answer queries and questions from all members on any topic.

With processes in place to clearly communicate GASC’s vision and goals, it is important to maintain “buy-in” by setting objectives and identifying the steps the club needs to take in order to help consistently achieve and maintain the club’s goals and vision. GASC’s management committee has worked together to create this Club Development Plan to demonstrate how the objective of the club can contribute to the overall achievement of the goals, not only those of GASC itself, but feeding into the wider Scottish Swimming outcomes. This allows results to be measured, step by step, as a club and means that GASC can be evaluated and measured against the objectives and feedback given, whilst members feel motivated when the club achieves its goals and vision.

It is anticipated that the goals and objectives are updated on a 4- yearly basis in line with the major revisions of the Club Development Plan.

1.4 CLUB DEVELOPMENT PLAN

Scottish Swimming’s Club Development Framework is designed to help clubs reflect on how they operate and build on the existing support and resources available to clubs across Scotland. The Framework aims to be flexible and simple, delivering a non-prescriptive approach to supporting clubs delivering quality environments.

The aim of GASC’s 4-year development plan is to establish a solid foundation in order to evolve a structured pathway for coaches, swimmers and supporting staff, with the emphasis on providing an environment where excellence can grow.

The development plan will be split into three phases over 4 years:

- Phase 1 - Information Gathering & Understanding (2019)
- Phase 2 - Implementation (2020, 2021)
- Phase 3 - Analysis and Update (2022/2023)

The development plan is a living and growing document, and as GASC moves forward throughout the next four years, the plan will be updated to reflect changes to structure and environment, where necessary, especially to reflect moving into the new six-lane Inverurie Swimming Centre in 2020.

The following sections of this document detail how GASC will work towards achieving its goals and how these tie into Scottish Swimming’s overall strategic objectives and goals

Garioch Amateur Swimming Club

Club Development Plan

1.5 KEY PRIORITIES

Whilst this Club Development Plan addresses individual priorities for the next four years, the key priority for GASC over the next 4 years is to transition from the existing Inverurie Swimming Centre into the new pool within the Inverurie Community Campus. This will involve the following key issues:

- Liaise with Aberdeenshire Council regarding entry dates (assumed currently to be May 2020), internal equipment provisions, time allocations etc.;
- Assess financial position taking into account pool expenditure and club income;
- Communicate intentions to new and existing club members and the wider community;
- Create and deliver training plans to reflect the new pool time.

2. WHERE WE THINK WE ARE CURRENTLY

2.1 SWOT ANALYSIS

A SWOT analysis was carried out by the Management Committee in 2019 to provide a high level summary of the Strengths, Weaknesses, Opportunities and Threats identified within the club by the management committee. It is intended that this SWOT analysis is updated regularly during major revisions of this Club Development Plan to ensure that the most up to date status is presented to ensure that results can be measured against the objectives and feedback given.

2.2 MEMBERSHIP AUDIT

The following membership audit, carried out in 2019 provides a high level summary of the constituent parts of the club:

Membership Category	Male	Female
Session 1 & 2	16	20
Development, Squad 1 & Squad 2	7	20
Squad 3, 4, 5	5	9
Session 3/Swim for Fitness	5	3
Gators**	11	6
Total	44	58

**Membership Audit Revision 1 – September 2019*

***Gators not yet included within Club Development Plan*

2.3 MCM

As of March 2020, the following members held positions on the GASC Management Committee:

Position	Name
President	Iain Chirnside
Vice President	Alison MacDonald
Secretary	Sonia Boyd
Treasurer	Jane Boddie
Head Coach (Sabbatical)	Eavan Adams
Head Coach (Interim)	Richard McLaughlin
Committee Member	Laura Rainnie
Committee Member	Alyson West
Committee Member	Kerry Reid
Committee Member	Craig Tetlow
Committee Member	Karen Simpson

**MCM Revision 1 – March 2020*

2.4 QUALIFICATIONS

The following qualification audit, carried out in 2019 provides a high level summary of the aquatics qualifications held within the club:

Qualification	Number Holding Qualification
Coach Level 3	1
Coach Level 2	3
Coach Level 1	7
PVG	tbc
Team Manager	9
Safeguarding & Protecting Children	tbc
Timekeeper (Qualified)	69
Judge 1 (Qualified)	5
Judge 2 (Qualified)	2
Recorder	1

**MCM Revision 1 – September 2019*

2.5 FINANCE

Following the annual Finance Sub Committee meeting held on 20th March 2019, the following agreements were made:

Membership Fees – Paid annually remaining at £60 with no increase for the financial year 2019/2020

SASA Fees – Increased to £45 per swimmer and £10 per adult volunteer to be paid annually in advance with no increase for the financial year 2019/2020

Swim Fees – Paid monthly by standing order or one-off up-front payment over 12 months. No Direct Debit indemnity offered by GASC and so Direct Debit payments cannot be taken.

Mileage Costs – Increased to 45ppm.

Budget – 2019/2020 budget based on a constant of 99 swimmers. All club groups will be subject to a 0% increase to fees during 2019/2020 due to uncertainty surrounding new swimming pool hire costs during 2020/2021 and therefore no cost increase this financial year in order to offset any potential large increase next year.

3. WHERE WE'D LIKE TO BE AND HOW WE GET THERE

3.1 DELIVERING THE PLAN

This Club Development Plan addresses GASC's individual priorities for the next four years, and details how GASC will be evaluated and measured against the objectives set to demonstrate achievement of its goals and vision.

The following focus areas have been identified as a key to successful delivery of the Club Development Plan:

- Swimmer Development;
 - Club Link with Inverurie LTS Programme;
 - Club Growth and Swimmer Retention;
 - Swimmer Development;
 - Performance Development.
- Teacher/Coach Development;
- Volunteer Development;
- Child Protection;
- Club Management and Administration
 - Transition into new Inverurie Swimming Pool;
- Quality Environments;
- *Garioch Gators (not included as part of this revision).*

3.1.1 SWIMMER DEVELOPMENT

3.1.1.1 CLUB LINK WITH INVERURIE LTS PROGRAMME

SWOT Reference	Where we'd like to be	How do we get there	Action
<ul style="list-style-type: none"> • O14 • O15 • O16 	<ul style="list-style-type: none"> • More younger swimmers in the 7-9 age group coming through into Session 1 • Encourage more children to transition from LTS to club 	<ul style="list-style-type: none"> • Encouraging and inviting suitable swimmers from the junior Learn to Swim programme to attend the club trials; • Providing feedback to the club and junior Learn to Swim programme to identify areas for improvement, ensuring the process is streamlined and as efficient and effective as possible; • Raise awareness of club highlight the benefits of club membership. 	<ul style="list-style-type: none"> • Speak to council about trying to encourage new members to join the club and how we do this. • Create marketing leaflet for GASC that can be handed out to LTS parents. • Add comment to GASC starter pack to cover Session 1 swimmers being encouraged to go to additional public swimming sessions with their parents – it's all about building up swimming time in the water. • Ensure trial leaflets are sent to all schools in the area via Active Aberdeenshire.
<ul style="list-style-type: none"> • O4 • O5 • S12 • W2 • W10 • W11 • W17 • T13 • T15 	<ul style="list-style-type: none"> • Encouraging more swimmers to stay in Session 3/Swim for Fitness for those who want to remain participating but without the pressure of competing. • Encouraging Swim for Fitness with the aim to capture children leaving lessons who perhaps are unsure about club swimming but still want to swim regularly. 	<ul style="list-style-type: none"> • Look at changing times for these sessions; • Look at increased durations for these sessions; • Need to market/sell what we do; • Look at available pool time – perhaps work shorter sessions; • Could this badged as Level 7 & 8? • Younger swimmers could look to do swimming distance badges/certificates for achievements. 	<ul style="list-style-type: none"> • Look to identify numbers of swimmers that fit into the Session 3/Swim for Fitness category. • Ensure that the requirements are taken into account during planning for the move to the new pool. • Look to realign how we work Session 3/Swim for Fitness e.g. Swim for Fitness could be split into Junior (i.e. straight from lessons but don't want to join club), Intermediate (Development level but don't want to compete) and Senior (existing Session 3 who have swum competitively but don't want to

			<p>any more).</p> <ul style="list-style-type: none"> • Advertise what we do to a wider audience (include in marketing leaflet to be handed out); • Look at renaming of swimming sessions/timings moving into the new pool to cover catering for swimmers from LTS who want to move into the club (e.g. Club Ready/Session 1), swimmers from LTS who want to swim but not in club (Level 7/8) and then Swim for Fitness. Capture how to cater for swimmers at Intermediate/Senior Swim for Fitness etc.
<ul style="list-style-type: none"> • O4 • O5 • O8 	<ul style="list-style-type: none"> • Encouraging adult swimming sessions 	<ul style="list-style-type: none"> • Potential 2 lanes in new pool for adult swimmers; • Links with Triathlon Club. 	<ul style="list-style-type: none"> • Check welfare issues with adults swimming at the same time as children; • Need to make sure adults have joined club and are SASA registered; • Advertise what we do to a wider audience (include in marketing leaflet to be handed out).
<ul style="list-style-type: none"> • O1 • O2 • O7 • O14 • O15 • O16 	<ul style="list-style-type: none"> • Improve school links within the Garioch catchment area 	<ul style="list-style-type: none"> • Look to organise Primary Schools Gala to try and encourage participation; • Invite a friend sessions; • Come and try sessions; • Creation of Swim Link Liaison on management committee to try and address these issues. 	<ul style="list-style-type: none"> • Investigate issues with Primary Schools Gala – ideally look to get this up and running for 2020; • Advertise what we do to a wider audience (include in marketing leaflet to be handed out).

3.1.1.2 CLUB GROWTH AND SWIMMER RETENTION

SWOT Reference	Where we'd like to be	How do we get there	Action
<ul style="list-style-type: none"> • O1 • O2 • O4 • O5 • O6 • O7 • O8 • O14 • O15 • O16 	<ul style="list-style-type: none"> • Grow the club to maintain sustainable swimmer numbers across all sections of the club 	<ul style="list-style-type: none"> • Encouraging grass roots swimming from LTS/Swim for Fitness; • Primary Schools Gala; • Look at entry level swim for fitness. 	<ul style="list-style-type: none"> • Look to realign how we work Session 3/Swim for Fitness e.g. Swim for Fitness could be split into Junior (i.e. straight from lessons but don't want to join club), Intermediate (Development level but don't want to compete) and Senior (existing Session 3 who have swum competitively but don't want to any more); • Ensure trial leaflets are sent to all schools in the area via Active Aberdeenshire; • Advertise what we do to a wider audience (include in marketing leaflet to be handed out); • Reallocate ASV sessions for younger swimmers when older swimmers not there to encourage swimmers; • Ensure sufficient "fun" sessions included throughout the year, especially for younger swimmers, to maintain swimmer interest/excitement.
<ul style="list-style-type: none"> • W9 • W4 • W5 • W7 • W14 	<ul style="list-style-type: none"> • Grow the numbers of swimmers in the 13+ year age group 	<ul style="list-style-type: none"> • More about retention than being able to grow numbers; • Change session times? 	<ul style="list-style-type: none"> • Make sure culture of the club is correct – carry out survey to whole club to understand what is good and what might need to be improved; • Make swimmers feel part of the club by involving them in survey/asking them what they want to do; • Extra team building for older swimmers e.g. bowling night etc. – this won't grow the

			<p>number of swimmers but will prevent them leaving because they don't feel engaged;</p> <ul style="list-style-type: none"> • Provide support to swimmers who are dealing with exams. Separate sub-committee to discuss what can be done to alleviate any issues with exams/stress/time management etc. • Undertaken time management workshop with older swimmers to try and help with learning.
<ul style="list-style-type: none"> • T1 • T2 • T3 • T4 • T5 • T6 • T13 • T15 • W2 • W3 • W4 • W5 • W6 • W7 • W17 • W24 	<ul style="list-style-type: none"> • Reduce numbers of swimmers leaving the club – improve retention 	<ul style="list-style-type: none"> • Undertake membership/swimmer surveys on an annual basis to gain feedback; • Issue Exit questionnaire to all leavers to understand why people are leaving; • Across all sections, LTS/Session 3 – encouraging kids to stay and preventing from leaving. 	<ul style="list-style-type: none"> • Address reasons why people are leaving to further inform swimming programme to meet needs to swimmers; • Ensure exit questionnaire feedback is taken into account and discussed so that it can be used to positively change the club. • Make sure culture of the club is correct – carry out survey to whole club to understand what is good and what might need to be improved; • Make swimmers feel part of the club by involving them in survey/asking them what they want to do; • Try and undertake team building exercise more regularly to build relationship between swimmers.
<ul style="list-style-type: none"> • S5 • S6 • W22 • O12 • O13 	<ul style="list-style-type: none"> • Increase number of coaches and poolside helpers to relieve pressure 	<ul style="list-style-type: none"> • Need more coaches; • Coaches to have flexibility and everyone to understand what they are doing; • Manage succession plan; • Lead coach at different levels who don't "move" with the swimmer – looking after Sessions, Development, Sq1-2 and Sq3-5; • Movement of coaches to be considered. 	<ul style="list-style-type: none"> • Club is on the way to getting more coaches on board but still looking to bolster coaching numbers; • New funding now in place for coaching staff – need to make sure that we use this and don't lose it. Head Coach to identify who would be ideal candidates for undertaking the training; • MCM to identify parents who could help e.g. ex-swimmers/keen parents to ensure

			<ul style="list-style-type: none"> • succession planning from Session 1 upwards; • Head Coach to create a Succession Plan to identify how training will be implemented including scenarios for Head Coach/Lead Coach absence (extended or otherwise) and for the future as swimmers leave e.g. at 18 years old.
<ul style="list-style-type: none"> • S3 • S15 • S18 • W23 • O17 • O20 	<ul style="list-style-type: none"> • Increase number of social events outside swimming to encourage friendship, team spirit and social atmosphere 	<ul style="list-style-type: none"> • Improve link between Squads and rest of swimmers 	<ul style="list-style-type: none"> • Currently an issue club-wide due to variety of training times with the only time all being together the Club Championships. • End of season fun session for Session 1 & 2 a success and need to replicate this across all parts of the club in the future; • Christmas fun session to be considered/arranged; • Make swimmers feel part of the club by involving them in survey/asking them what they want to do.
<ul style="list-style-type: none"> • O1 • O4 • O5 • O8 	<ul style="list-style-type: none"> • Links to other sub-disciplines e.g. diving, water polo and synchronised swimming 	<ul style="list-style-type: none"> • Improve links to other aquatics sports to benefit swimmer strength, confidence and skills. 	<ul style="list-style-type: none"> • Potential to link with local Triathlon club – need to understand whether this is possible. • Look to investigate taking on the Lifesaving programme as this provides skills for existing swimmers but also a captive audience of other attendees who may be interested in swimming club/Swim for Fitness etc. • Potential to organise fun session for swimmers doing synchro/diving/water polo etc.

3.1.1.3

SWIMMER DEVELOPMENT

SWOT Reference	Where we'd like to be	How do we get there	Action and Timescale
<ul style="list-style-type: none"> • S1 • S2 • S6 • S7 • W4 • W6 • W8 • W12 • W13 • W18 	<ul style="list-style-type: none"> • Fully transparent and visible training plan for Squads • Swimmers aware of what their training plan and goals are (Squad 3 and above) 	<ul style="list-style-type: none"> • Develop clear, progressive and sustainable pathways for athletes. • One to ones with all swimmers (Squad 3 and above) to ensure swimmers understand their training plan. 	<ul style="list-style-type: none"> • Ensure all new Squad members understand how the process works. Include in “new start” chat with Coaches for each Session/Squad e.g. what kit is needed/how it is used/how to set up blocks etc. • Need to ensure regular parent education evenings are held to identify how club works/how progression works etc. Need to undertake twice a year to make this effective. • Roll out of Team Unify will make this process easier.
<ul style="list-style-type: none"> • W4 • W18 	<ul style="list-style-type: none"> • Communicate clear progression pathway to all members of the club 	<ul style="list-style-type: none"> • Create an environment supporting the understanding of technical excellence delivered through an ‘athlete focussed, coach-driven, committee-supported’ approach. • Ensure progression pathway is available on the website. • Hold workshops for whole club to discuss how the club works and how progression happens on a twice yearly basis. 	<ul style="list-style-type: none"> • Need to ensure regular parent education evenings are held to identify how club works/how progression works etc. Need to undertake twice a year to make this effective. • Ensure all new Squad members understand how the process works. Include in “new start” chat with Coaches for each Session/Squad e.g. what kit is needed/how it is used/how to set up blocks etc. • Roll out of Team Unify will make this process easier.
<ul style="list-style-type: none"> • S2 • S7 • S14 • S18 • S19 • W7 • W24 	<ul style="list-style-type: none"> • Provide appropriate and developmental competitive opportunities for all athletes. 	<ul style="list-style-type: none"> • To hold at least two home pool meets per year for Squad members only; • To look at opportunity for developing a third meet – Mini Meet to provide opportunity for younger swimmers to experience a home pool meet. • Identify suitable meets from the calendar that 	<ul style="list-style-type: none"> • Mini meet proposed for 50th Birthday Celebrations in 2020 and aim to make this an annual event; • Whilst home pool meets (G200 and Mix Up) are likely to be attended only by Squad swimmers due to consideration times, need to make it clear at this is a major fundraising

<ul style="list-style-type: none"> • O1 • O3 • O17 • O19 		<p>suit various swimming levels within the club e.g. mini meets and short course/long course.</p>	<p>activity and as much help as possible is required, even if swimmers are not swimming;</p> <ul style="list-style-type: none"> • A variety of meets proposed throughout the club – need to reiterate the importance of competing and demonstrate how this is fun and encourages team building and relationships amongst the swimmers – include within update to New Competitor Pack – also include for more mundane explanation of what swimmers should take.
<ul style="list-style-type: none"> • W2 • W3 • W4 • W6 • W7 • W24 • T1 • T2 • T3 • T4 • T5 • T6 • T12 • T13 • T15 • O1 • O2 • O4 • O5 	<ul style="list-style-type: none"> • Have a strategy in place for purposeful retention providing athletes with positive opportunities to stay within the sport. • Assumes once swimmers have finished swimming competitively how do we encourage them to stay in the sport/club 	<ul style="list-style-type: none"> • Senior swimmers assisting with coaching to encourage passing on skills and knowledge – “giving a bit back” • Session 3 for swimmers to maintain fitness • Encourage timekeeping at age 14 (club to pay for this) – encourage skillsets • Encourage potential coaching 	<ul style="list-style-type: none"> • Look to realign how we work Session 3/Swim for Fitness e.g. Swim for Fitness could be split into Junior (i.e. straight from lessons but don’t want to join club), Intermediate (Development level but don’t want to compete) and Senior (existing Session 3 who have swum competitively but don’t want to any more); • Ensure that the requirements are taken into account during planning for the move to the new pool. • Look at renaming of swimming sessions/timings moving into the new pool to cover catering for swimmers from LTS who want to move into the club (e.g. Club Ready/Session 1), swimmers from LTS who want to swim but not in club (Level 7/8) and then Swim for Fitness. Capture how to cater for swimmers at Intermediate/Senior Swim for Fitness etc.
<ul style="list-style-type: none"> • S2 • S5 • S6 • S11 	<ul style="list-style-type: none"> • Athlete development programme (land training) 	<ul style="list-style-type: none"> • Supplement swimmers’ development with provision of land training programme for Development (optional) and Squads (mandatory) upwards. 	<ul style="list-style-type: none"> • Aim to introduce more formal land training – speak with land training coach to discuss options; • Need to encourage swimmers to undertake

<ul style="list-style-type: none">• S18		<ul style="list-style-type: none">• Additional strength & conditioning workshops to be introduced for Squad 4 & 5 – club decided there was a need for this.	<p>multi-sport activities and record in their log books. Include in “new start” chat with Coaches for each Session/Squad</p> <ul style="list-style-type: none">• Communicate with swimmers and explain benefits/reasoning behind land training – include this in parent education evenings/discussions with swimmers.
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3.1.1.4 PERFORMANCE DEVELOPMENT

SWOT Reference	Where we'd like to be	How do we get there	Action and Timescale
<ul style="list-style-type: none"> • W4 • W12 • W13 • W18 • W20 • W22 • T6 • T13 • O12 • S13 	<ul style="list-style-type: none"> • Educate Swimmers, Parents and Coaches to Understand Swimmer Development • Introduce termly newsletter 	<ul style="list-style-type: none"> • Everyone involved in a swimmer's development understands about swimmer development and how having a growth mindset is a key determinant for possible future success. 	<ul style="list-style-type: none"> • Introduce termly newsletter • Look to introduce regular individual workshops/meetings on topics such as nutrition/stretching/time management etc. for Squad swimmers; • Need to ensure regular parent education evenings are held to identify how club works/how progression works etc. Need to undertake twice a year to make this effective. • Encourage parental support and attendance; • Speak to existing parents who are teachers to introduce workshop on Growth Mindset.
<ul style="list-style-type: none"> • W4 • W12 • W13 • W18 • W20 • W22 • T6 • T13 • O12 • S13 	<ul style="list-style-type: none"> • It is important we have performance development structures and environments within our clubs to enable swimmers to progress and perform at the highest level. 	<ul style="list-style-type: none"> • Workshops on swimming but also nutrition, land training, pre and post pool stretching, recovery etc. • Growth mindset needs to be encouraged – all swimmers need to understand what this is and how it affects them. • Time management needs to be understood especially by senior swimmers – how to deal with it and how it affects them. 	<ul style="list-style-type: none"> • Look to introduce regular individual workshops/meetings on topics such as nutrition/stretching/time management etc. for Squad swimmers. • Speak to existing parents who have skills to introduce workshop on Time Management; • Speak to existing parents who are teachers to introduce workshop on Growth Mindset.
<ul style="list-style-type: none"> • S1 • S2 • S3 • S5 • S6 • S7 	<ul style="list-style-type: none"> • Increase number of swimmers at National Meets 	<ul style="list-style-type: none"> • Follow the programme 	<ul style="list-style-type: none"> • Actively encourage swimmers to set achievable goals including working towards National Meet entry for those that can; • Ensure all swimmers, especially Squad swimmers understand that GASC is a competitive club;

<ul style="list-style-type: none"> • S8 • S18 			<ul style="list-style-type: none"> • GASC achieved good representation at SNAGS 2019 and the Scottish Summer Meet 2019 – aim to have more representation (more swimmers) during 2020 by encouraging swimmers to set goals/expectations at this level and encouragement to work hard to achieve this.
<ul style="list-style-type: none"> • S1 • S2 • S3 • S5 • S6 • S7 • S8 • S18 	<ul style="list-style-type: none"> • Increase number of swimmers attending UK wide competition 	<ul style="list-style-type: none"> • Address funding • Taking swimmers out of their comfort zone • Giving experience to the swimmers • Over 11s only 	<ul style="list-style-type: none"> • Head Coach to identify suitable meets for attendance and follow this through with identification of suitable swimmers to attend; • Team Manager to be identified in advance to assist in preparations at as early a stage as possible – allocate one Team Manager to act as Lead on each away meet so that breadth and depth of experience gained across the club (not just one person acting in this regard).
<ul style="list-style-type: none"> • S10 • S17 • W12 • W13 • T7 • O17 	<ul style="list-style-type: none"> • Operate overseas swim camp 	<ul style="list-style-type: none"> • Completion of Team Manager module • Give swimmers the chance to have access to a week of swimming and land based training away from their normal environment • To enable team building and development 	<ul style="list-style-type: none"> • Head Coach to identify suitable date for overseas swim during 2020; • Team Manager to be identified in advance to assist in preparations at as early a stage as possible – allocate one Team Manager to act as Lead on each away meet so that breadth and depth of experience gained across the club (not just one person acting in this regard). • Fundraising to be considered at as early a stage as possible; • Guidelines/rules to be identified by Head Coach/MCM with regard to expectations/level of swimmer invited etc. – all swimmers going must attend every fundraising event/opportunity etc.

3.1.2 TEACHER/COACH DEVELOPMENT

SWOT Reference	Where we'd like to be	How do we get there	Action and Timescale
<ul style="list-style-type: none"> • S5 • S6 • W9 • W13 • W15 • W22 • O1 • O12 	<ul style="list-style-type: none"> • Working to develop and improve quality of coaching at all levels within the clubs which is imperative to keeping swimmers engaged and ensuring safe, enjoyable and challenging experience for our coaches. • Ensuring our coaches have access to quality education and training is critical with the club being supportive of their needs. • Technical excellence is fundamental for success at performance levels. 	<ul style="list-style-type: none"> • Regular attendance at coaches meetings required for all coaches • Internal coach development workshops to be implemented at regular intervals • Level 1 coaching qualification for 2 coaches per year • Level 2 coaching qualification for 1 coach per year • Level 3 coaching qualification for 1 coach 	<ul style="list-style-type: none"> • Club is on the way to getting more coaches on board but still looking to bolster coaching numbers; • New funding now in place for coaching staff – need to make sure that we use this and don't lose it. Head Coach to identify who would be ideal candidates for undertaking the training; • MCM to identify parents who could help e.g. ex-swimmers/keen parents to ensure succession planning from Session 1 upwards; • Head Coach to create a Succession Plan to identify how training will be implemented including scenarios for Head Coach/Lead Coach absence (extended or otherwise) and for the future as swimmers leave e.g. at 18 years old. • Head Coach to create guidance for coaches to set expectations/behaviours.
<ul style="list-style-type: none"> • S5 • S6 • S17 • W12 • W13 • W22 	<ul style="list-style-type: none"> • Effective coaching practice delivered with a swimmer centred approach • Improved and effective support systems, training and development for coaches. • Have clear induction processes including role descriptions, codes of conduct and personal development plans. 	<ul style="list-style-type: none"> • Annual coach workshops (separate to internal coach development workshop) to reinforce coaching messages/code of practice to all • Creation of personal development plans for each Coach/Poolside Helper to understand progression and training requirements • Creation of poolside helper code of conduct and role description • Implementation of Poolside Helper workshop to 	<ul style="list-style-type: none"> • Head Coach to encourage individual coaches to attend Scottish Swimming CPD at ASV – but it is up to the coach individually if want to attend – need to encourage coaches to improve/learn to ensure best outcome for swimmers; • Head Coach to create a Succession Plan to identify how training will be implemented including scenarios for Head Coach/Lead

		set expectations/reinforce key messages etc.	<p>Coach absence (extended or otherwise) and for the future as swimmers leave e.g. at 18 years old.</p> <ul style="list-style-type: none"> • Lead coaches invited to SSC which captures reporting element – need to ensure SSC discussions rolled out and communicated to all coaching staff to ensure learning and development; • Coaching group WhatsApp covers major issues/coaching cover – no requirement to change in near future; • Check poolside helper code of conduct etc.to ensure all poolside helpers have signed up; • Carry out regular poolside helper workshops to set expectations and encourage suitable candidates to move into official coaching role through training etc.
<ul style="list-style-type: none"> • S17 • W12 • W13 	<ul style="list-style-type: none"> • Sharing of best practice and improved communication between all partners. 	<ul style="list-style-type: none"> • Encourage all coaches to attend Scottish Swimming networking events to share and understand best practice 	<ul style="list-style-type: none"> • Head Coach to encourage individual coaches to attend Scottish Swimming CPD at ASV – but it is up to the coach individually if want to attend – need to encourage coaches to improve/learn to ensure best outcome for swimmers; • Coaches need to share experiences/communication through chat etc. with other coaches to ensure best practice for all coaches/swimmers
<ul style="list-style-type: none"> • S5 • S6 • S7 • S17 • W12 • W13 	<ul style="list-style-type: none"> • Have sufficient coaches with the right skills to develop their athletes. 	<ul style="list-style-type: none"> • Encourage new poolside helpers and parents with suitable skills to move through coaching avenue • Consult with coaches/poolside helpers on their needs and requirements • Introduce questionnaire for all coaches/poolside helpers to understand 	<ul style="list-style-type: none"> • All coaches to identify suitable candidates from Session 1 upward to ensure consistent succession planning is in place. • Check poolside helper code of conduct etc.to ensure all poolside helpers have signed up; • Carry out regular poolside helper workshops

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<ul style="list-style-type: none"> • W14 • W15 • W18 • W19 • W20 • W22 • T8 		wants/needs etc.	to set expectations and encourage suitable candidates to move into official coaching role through training etc.
<ul style="list-style-type: none"> • S5 • S6 • S7 • S17 • W12 • W13 • W14 • W15 • W18 • W19 • W20 • W22 • T8 	<ul style="list-style-type: none"> • Have a long-term succession plan in place for coaches, committee members and technical officials. 	<ul style="list-style-type: none"> • Create succession plan for coaching volunteers. 	<ul style="list-style-type: none"> • Head Coach to create a Succession Plan to identify how training will be implemented including scenarios for Head Coach/Lead Coach absence (extended or otherwise) and for the future as swimmers leave e.g. at 18 years old.
<ul style="list-style-type: none"> • S5 • S6 • S7 • S17 • W12 • W13 • W14 • W15 • W18 • W19 • W20 • W22 • T8 	<ul style="list-style-type: none"> • Develop the people their club needs to achieve the club vision, and rewarding the contribution they make. 	<ul style="list-style-type: none"> • Provide a reward system for volunteers, including provision of training and other opportunities • Create post of Coach Liaison on management committee who will look after succession planning and personal development plans and provide link between coaching and management committee and allow monitoring of coach development. 	<ul style="list-style-type: none"> • Head Coach to create a Succession Plan to identify how training will be implemented including scenarios for Head Coach/Lead Coach absence (extended or otherwise) and for the future as swimmers leave e.g. at 18 years old.

3.1.3 VOLUNTEER DEVELOPMENT

SWOT Reference	Where we'd like to be	How do we get there	Action and Timescale
<ul style="list-style-type: none"> • S5 • W4 • W5 • W9 • W13 • W14 • W15 • W17 • W18 • W19 • W20 • T4 • T6 • T8 	<ul style="list-style-type: none"> • Recruit new and retain existing volunteers 	<ul style="list-style-type: none"> • Recruitment strategy • Encourage parents/guardians to attend Parent Group meetings • Encourage parents to attend information evenings/afternoons • Recognise volunteers by posting updates on website/Facebook 	<ul style="list-style-type: none"> • Urgent action to reinstate Parent Group and ensure that there is a suitable Chairperson in place; • Continue with good efforts on social media and Facebook/website to encourage communication and interaction; • Introduce termly newsletter • Look to introduce regular individual workshops/meetings on topics such as nutrition/stretching/time management etc. for Squad swimmers; • Need to ensure regular parent education evenings are held to identify how club works/how progression works etc. Need to undertake twice a year to make this effective. • Encourage parental support and attendance.
<ul style="list-style-type: none"> • S3 • S5 • S8 • S11 • S12 • S18 • W1 • W9 • T4 	<ul style="list-style-type: none"> • To enable young people to become involved in a voluntary capacity • Encourage more young people to become involved in a voluntary capacity. 	<ul style="list-style-type: none"> • Encourage older swimmers to help at Session 1/2/Development – give something back to the club 	<ul style="list-style-type: none"> • Senior swimmers assisting with coaching to encourage passing on skills and knowledge – “giving a bit back” • Encourage timekeeping at age 14 (club to pay for this) – encourage skillsets • Encourage potential coaching route once swimmers are old enough.

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<ul style="list-style-type: none"> • T13 • T15 • O1 • O2 • O13 			
<ul style="list-style-type: none"> • S5 • W4 • W5 • W9 • W13 • W14 • W15 • W17 • W18 • W19 • W20 • T4 • T6 • T8 	<ul style="list-style-type: none"> • Develop a workforce plan to ensure the club has enough officials at all levels to support our competition structures from Novice to Performance. 	<ul style="list-style-type: none"> • All swimmer parent/guardians in Squad 1 and above have at least 1 qualified Judge per swimmer • All swimmer parent/guardians in club (after 6 months of membership) have at least 1 qualified timekeeper per swimmer 	<ul style="list-style-type: none"> • Maintain existing strategy on STOs which is working well • Continue asking for help from parents.
<ul style="list-style-type: none"> • S5 • W4 • W5 • W9 • W13 • W14 • W15 • W17 • W18 • W19 • W20 • T4 • T6 • T8 	<ul style="list-style-type: none"> • Attract and retain excellent people in a range of roles, committing to people development in order to get the best out of each individual. 	<ul style="list-style-type: none"> • Recruit, support and develop people across all areas of the club, harnessing the right skills, representative of their members and community. 	<ul style="list-style-type: none"> • Continue with good efforts on social media and Facebook/website to encourage communication and interaction; • Introduce termly newsletter • Need to ensure regular parent education evenings are held to identify how club works/how progression works etc. Need to undertake twice a year to make this effective. • Advertise what we do to a wider audience (include in marketing leaflet to be handed out).

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<ul style="list-style-type: none"> • S5 • W4 • W5 • W9 • W13 • W14 • W15 • W17 • W18 • W19 • W20 • T4 • T6 • T8 	<ul style="list-style-type: none"> • Have a long-term succession plan in place for committee members and technical officials/volunteers. 	<ul style="list-style-type: none"> • Create succession plan for committee members and technical officials/volunteers. 	<ul style="list-style-type: none"> • MCM to look at implementing succession plan for committee members and technical officials/volunteers.
<ul style="list-style-type: none"> • W4 • W5 	<ul style="list-style-type: none"> • Have clear induction processes including role descriptors, codes of conduct and personal development plans. 	<ul style="list-style-type: none"> • All volunteers to sign code of conduct 	<ul style="list-style-type: none"> • Ensure updates regularly made to ensure adherence to process.

3.1.4 CHILD PROTECTION

SWOT Reference	Where we'd like to be	How do we get there	Action and Timescale
<ul style="list-style-type: none"> • T14 • T16 • T17 	<ul style="list-style-type: none"> • We are committed to providing continuous support, training and guidance to our volunteers and staff within this area. 	<ul style="list-style-type: none"> • Ensure all relevant volunteers/coaches have suitable up to date training/certification in place. 	<ul style="list-style-type: none"> • Ensure updates regularly made to ensure adherence to process. • Ensure WPO is always a member of the Management Committee.
<ul style="list-style-type: none"> • T14 • T16 • T17 	<ul style="list-style-type: none"> • Having a trained child protection officer is a fundamental requirement for all our clubs. 	<ul style="list-style-type: none"> • Appointment of Child Protection Officer 	<ul style="list-style-type: none"> • Ensure updates regularly made to ensure adherence to process. • Ensure WPO is always a member of the Management Committee.
<ul style="list-style-type: none"> • T14 • T16 • T17 	<ul style="list-style-type: none"> • PVG & training for all appropriate people 	<ul style="list-style-type: none"> • Ensure all relevant volunteers/coaches have suitable up to date training/certification in place. 	<ul style="list-style-type: none"> • Ensure updates regularly made to ensure adherence to process. • Ensure WPO is always a member of the Management Committee.

3.1.5 CLUB MANAGEMENT AND ADMINISTRATION

SWOT Reference	Where we'd like to be	How do we get there	Action and Timescale
<ul style="list-style-type: none"> • O18 • O22 • O23 • O24 • T16 • T17 	<ul style="list-style-type: none"> • Raise profile of club use of club website and Facebook page 	<ul style="list-style-type: none"> • Encourage promotion of club website and Facebook page • Encourage more frequent posting on Facebook to gain support and promote the activities of the club 	<ul style="list-style-type: none"> • Continue with good efforts on social media and Facebook/website to encourage communication and interaction; • Introduce termly newsletter • Need to ensure regular parent education evenings are held to identify how club works/how progression works etc. Need to undertake twice a year to make this effective. • Advertise what we do to a wider audience (include in marketing leaflet to be handed out).
<ul style="list-style-type: none"> • T16 • T17 	<ul style="list-style-type: none"> • swiMark accreditation 	<ul style="list-style-type: none"> • Maintain accreditation 	<ul style="list-style-type: none"> • Finalise LTS Club Link Statement and Club Development Plan to ensure accreditation with swiMark plus; • Ensure keep processes up to date to ensure accreditation does not lapse.
<ul style="list-style-type: none"> • S15 • S18 	<ul style="list-style-type: none"> • Clubs need to consider the culture they are trying to create, how it is delivered and what impact it has on the club. 	<ul style="list-style-type: none"> • Culture is best defined simply as 'the way we do things around here' or 'the way we behave around here'. The culture of a club is reflected in the values, beliefs, behaviours and expectations the club upholds. 	<ul style="list-style-type: none"> • Make sure culture of the club is correct – carry out survey to whole club to understand what is good and what might need to be improved; • Make swimmers feel part of the club by involving them in survey/asking them what they want to do; • Extra team building for older swimmers e.g. bowling night etc. – this won't grow the number of swimmers but will prevent

			them leaving because they don't feel engaged.
<ul style="list-style-type: none"> • S15 • S18 	<ul style="list-style-type: none"> • Understand what the club is and what it is about. 	<ul style="list-style-type: none"> • Run monthly parent group meetings for all to be involved with 	<ul style="list-style-type: none"> • Urgent action to reinstate Parent Group and ensure that there is a suitable Chairperson in place; • Continue with good efforts on social media and Facebook/website to encourage communication and interaction; • Introduce termly newsletter • Look to introduce regular individual workshops/meetings on topics such as nutrition/stretching/time management etc. for Squad swimmers; • Need to ensure regular parent education evenings are held to identify how club works/how progression works etc. Need to undertake twice a year to make this effective.
<ul style="list-style-type: none"> • S3 • S13 • S15 • S18 • W16 • W21 • T6 • T9 • T10 • T12 • T16 • T17 • O12 	<ul style="list-style-type: none"> • Create a welcoming and vibrant environment, promoting inclusion and diversity. 	<ul style="list-style-type: none"> • Develop the New Start information pack 	<ul style="list-style-type: none"> • Need to ensure regular parent education evenings are held to identify how club works/how progression works etc. Need to undertake twice a year to make this effective. • Continue with good efforts on social media and Facebook/website to encourage communication and interaction; • Introduce termly newsletter • Need to ensure regular parent education evenings are held to identify how club works/how progression works etc. Need to undertake twice a year to make this effective.

			<ul style="list-style-type: none"> • Advertise what we do to a wider audience (include in marketing leaflet to be handed out). • Look to implement parent’s social event to try and encourage development of relationships across all levels of the club.
<ul style="list-style-type: none"> • S15 • S18 • W4 	<ul style="list-style-type: none"> • The vision and mission of the club should be clear and supported by the membership 	<ul style="list-style-type: none"> • Club Development Plan 	<ul style="list-style-type: none"> • Club Development Plan; • Roll out Club Development Plan to all parents so that they can understand what is involved in working together with the club to make it a better place for the swimmers.
<ul style="list-style-type: none"> • S5 • S6 • S15 • S18 • W4 	<ul style="list-style-type: none"> • To ensure there is an effective and consistent management structure in place with focussed meetings, appropriate documentation and great communication making the best use of modern technology. 	<ul style="list-style-type: none"> • Run regular monthly meetings for management committee with agenda, updates from each member, action plan and minutes • Hold an AGM with the presentation of reports and election of committee members • Meetings for subcommittees for Finance, Swimming and Parent Group 	<ul style="list-style-type: none"> • Maintain regular meetings as per current process. • Need to ensure regular parent education evenings are held to identify how club works/how progression works etc. Need to undertake twice a year to make this effective. • Implementation of Team Unify.
<ul style="list-style-type: none"> • S5 • S6 • S15 • S18 • W4 	<ul style="list-style-type: none"> • Have a development plan with clear priorities and objectives that determine day to day operations and provide a focus for committee meetings. 	<ul style="list-style-type: none"> • Ensure effective lines of communication. • Prepare communication plan/RACI matrix to enable better communication. 	<ul style="list-style-type: none"> • Club Development Plan; • Roll out Club Development Plan to all parents so that they can understand what is involved in working together with the club to make it a better place for the swimmers.
<ul style="list-style-type: none"> • S5 • S6 • S15 • S18 • W4 	<ul style="list-style-type: none"> • Have strong leadership that ensures well-being and performance are enhanced, enabling the club to thrive and prosper. • Have appropriate and up to date governance, policies and procedures in place, consistently applied and reviewed regularly. 	<ul style="list-style-type: none"> • Run regular monthly meetings 	<ul style="list-style-type: none"> • Maintain regular meetings as per current process. • Need to ensure regular parent education evenings are held to identify how club works/how progression works etc. Need to undertake twice a year to make this effective. • Implementation of Team Unify.

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<ul style="list-style-type: none"> • S10 • O18 • O19 • O21 	<ul style="list-style-type: none"> • Have a stable and sustainable financial position with effective financial management systems including self-generating income to cover core operating costs and activities with any external funding adding value to what is already in place. 	<ul style="list-style-type: none"> • Look to create Fundraising Co-ordinator position on management committee. • Look to new sponsorship 	<ul style="list-style-type: none"> • Fundraising co-ordinator to continue good work in developing opportunities; • Treasure to continue good work in maintaining good balance sheet. • Implementation of Team Unify will help.
<ul style="list-style-type: none"> • S5 • S6 • S15 • S18 • W4 	<ul style="list-style-type: none"> • Recognising and Rewarding Good Practice • The Club of the Year Award, awarded to an accredited club who has demonstrated good practice and an outstanding contribution to their community 	<ul style="list-style-type: none"> • Consider application for Club of the Year award. 	<ul style="list-style-type: none"> • MCM to consider a potential future application for Club of the Year once we have transferred to new pool and developed the organisation further.

3.1.6

3.1.7 QUALITY ENVIRONMENTS

SWOT Reference	Where we'd like to be	How do we get there	Action and Timescale
<ul style="list-style-type: none"> • O1 • O9 • O10 • O11 • T11 	<ul style="list-style-type: none"> • Clubs should aim to work with local partners and facility providers to gain access to facilities which are safe and affordable, meet the needs of the club and ensure there is capacity for growth. 	<ul style="list-style-type: none"> • Maintain good links with Inverurie Swimming Centre and Aberdeenshire Council 	<ul style="list-style-type: none"> • Maintain good links with Inverurie Swimming Centre and Aberdeenshire Council
<ul style="list-style-type: none"> • T7 • T11 	<ul style="list-style-type: none"> • Negotiate and develop access agreements with facility providers to support long term financial and membership planning. 	<ul style="list-style-type: none"> • Maintain good links with Inverurie Swimming Centre and Aberdeenshire Council 	<ul style="list-style-type: none"> • Maintain good links with Inverurie Swimming Centre and Aberdeenshire Council
<ul style="list-style-type: none"> • S2 • S6 • S7 • W6 • W10 • W22 • T1 • T2 • T3 • T4 • T11 • O1 	<ul style="list-style-type: none"> • Programme pool space to maximise efficiency. • Provide a quality environment and where appropriate work with other clubs to maximise potential pool space and programming. • Developing partnerships is critical to the success of a club. Partnerships may be formal or informal, offering a variety of opportunities from sharing good practice to accessing knowledge and expertise. 	<ul style="list-style-type: none"> • Work with Three Peaks Triathletes? 	<ul style="list-style-type: none"> • Maintain good links with Inverurie Swimming Centre and Aberdeenshire Council • Potential to link with local Triathlon club – need to understand whether this is possible. • Look to investigate taking on the Lifesaving programme as this provides skills for existing swimmers but also a captive audience of other attendees who may be interested in swimming club/Swim for Fitness etc. • Potential to organise fun session through partnerships with others for swimmers doing synchro/diving/water polo etc.
<ul style="list-style-type: none"> • O1 	<ul style="list-style-type: none"> • Understand facility operators' guidance and operating procedures. 	<ul style="list-style-type: none"> • Create a position on the management committee for New Pool Liaison. 	<ul style="list-style-type: none"> • Maintain good links with Inverurie Swimming Centre and Aberdeenshire

			Council
<ul style="list-style-type: none"> • S5 • S6 • S16 • W12 • W13 • W22 • T16 • T17 	<ul style="list-style-type: none"> • Carry out risk assessments for club activities to ensure member safety. 	<ul style="list-style-type: none"> • Risk assessments undertaken as part of Meet Convener role for each swimming competition. • Ensure all risk assessments for normal training sessions up to date. • Encourage use and distribute of First Aid/Incident forms. 	<ul style="list-style-type: none"> • Continue existing process
<ul style="list-style-type: none"> • W16 • S4 • O18 • O19 • O20 • O21 • O22 • O23 • O24 	<ul style="list-style-type: none"> • Seek opportunities to build the club's profile in the community and more widely. 	<ul style="list-style-type: none"> • Seek discussion with Council regarding use of new pool facilities. • Create role of Fundraising Co-ordinator on management committee to build relationships with wider community. • Build up Facebook and website presence. 	<ul style="list-style-type: none"> • Need to ensure regular parent education evenings are held to identify how club works/how progression works etc. Need to undertake twice a year to make this effective. • Continue with good efforts on social media and Facebook/website to encourage communication and interaction; • Introduce termly newsletter • Need to ensure regular parent education evenings are held to identify how club works/how progression works etc. Need to undertake twice a year to make this effective. • Advertise what we do to a wider audience (include in marketing leaflet to be handed out). • Look to implement parent's social event to try and encourage development of relationships across all levels of the club.

4. CONCLUSION

GASC's management committee has worked together to create this Club Development Plan to demonstrate how the objectives of the club can contribute to the overall achievement of the goals, not only those of GASC itself, but feeding into the wider Scottish Swimming outcomes. This Club Development Plan is a live document covering the period of 2019 – 2023 and will be updated on an annual basis and monitored for progress and achievement of objectives and goals. This will be presented at each AGM to demonstrate and communicate how GASC's vision and goals have been achieved and the steps still required to maintain progress and completion.