

Patrons: Sharron Davies MBE, Stephanie Millward MBE

Committee Members:

Chair: Sarah Gillet (SG), Secretary: Steve Williams (SW), Treasurer: Mark Kelly (MK), Head Coach: Chris Alderton (CA), Workforce: Nicola Butcher (NB), Fundraising: Vacant, Communications: Vacant, Competition Secretary: Helen Ward (HW), Membership: Suzanne Prichard (SP), Welfare Officer: Tess Gibson (TG), Open Meet Manager: Dave Crawford (DC), SwimMark Co-ordinator: Vacant, Academy Co-ordinator: Ian Blacker (IB)

Committee Meeting Standing Agenda

Apologies for Absence: Suzanne Prichard

Minutes of Previous Meeting:

Matters Arising from Previous Meeting / Minutes:

Section Reports:

To be written and submitted for circulation at least 24 hours prior to meeting

- Chair TBAS / NRSC Debate and agree position on MOU.

The full committee had received a draft copy of the MOU proposed between TBAS and NRSC. The objective of this meeting was to agree if TBAS should commit to the MOU, for the Chair to sign it and for further research and due diligence to be agreed. In addition the committee would agree how to make the final decision, once that research and due diligence has been completed.

CA shared his reasons why he wanted to explore this opportunity further.

1. To compete, we must grow and build. We want to be battling with the best clubs in the country, but we cannot do this at the small size which we are currently
 2. Pool time opportunities to provide more space for the top end of the program to thrive and challenge on the national/international stage. This also allows us to create sideways movement opportunities for athletes, allowing us to retain members and develop them which may bring them back into the performance side of the program.
 3. To create a bigger funnel to develop athletes the blue and gold way earlier, and more effectively.
- We discussed how our job as the committee is to be the custodians of the program and set the foundations for the next 5, 10 15 years, so our decisions should be made in that context. We should always be mindful of the impact to current squad members and maximise the potential for existing squad members; but we also need to have a structure in place that can develop the skills of potential athletes that don't even know they want to swim yet.

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The floor was then opened to the committee to challenge, question and make any points they thought relevant.

Key issues raised at meeting:

1. Do NRSC have volunteers that could support the enlarged program?
2. Have we checked if additional suitable water time is available in other facilities?
3. We should check membership numbers of current NRSC squads, namely learn to swim, Swim fit and Competitive swimming.
4. We discussed the options for making the two decisions noted below, the options discussed were...
Exec Committee, Full Committee or Full Membership.
 - a. To agree to sign and formally agree the MOU as proposed.
 - b. To agree to make an offer to acquire NRSC at a later date, once further investigations and due diligence were complete.
5. After debate, it was agreed unanimously that the whole committee would vote on both decisions.
6. The vote to agree and sign the MOU, was passed unanimously. (An additional vote was made by SP who was absent)
7. It was agreed that CA would share his wider vision for the club, and why this opportunity is being investigated.
8. It was agreed that by signing the MOU we are not bound to make a formal offer to acquire NRSC, but are unanimously supportive of doing the work to make a robust decision in the future.

Feed back has been received from two parent members, and two committee members, I have attached their comments at the end of this document. It was agreed that all input from members and committee members would be reviewed and included in the decision making process.

- Treasurer
- Head Coach
- Workforce
 - CA/NB to reach out to 3/4 potential volunteers identified from survey, once SW has confirmed with members that we can share their details. Specifically, Membership, Coms, Volunteer Co-ord would be key positions to fill
- Swim Mark
- Fundraising
- Membership
- Academy
- Open Meet Manager
 - Dave re-iterated the need to get succession plans in place for his role.
- Competition Secretary
- Communications
 - CA to reach out to KS to try and regain access to social media accounts.

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AOB:

Welfare – Tess Gibson

- TG acknowledged how well the Female Athlete talk was received, the whole committee agreed.

Secretary – Steve Williams

Memorandum of Understanding

This text constitutes an agreement between the parties Team Bath AS (TBAS), and Norton Radstock Swimming Club (NRSC).

Objective:

To further develop the opportunity for the community around Norton Radstock to enjoy aquatics, specifically learn to swim, swim fit and competitive swimming.

The aim is to enhance the existing provision offered by Norton Radstock swimming club by utilizing professional coaching resources, working along-side existing parent volunteers to support current and future members to enjoy their swimming.

To support a fellow network club and the current NRSC membership with appropriate opportunities to enjoy their sport including learn to swim and swim fit. We also aim to inspire some of those athletes to develop their potential to enjoy competitive swimming, both at Norton Radstock and if appropriate offer further opportunities at other TBAS facilities including the sports training village at Bath University.

Methodology:

It has been agreed by the committees of both TBAS and NRSC that the parties will create a working group to explore the possibility of the acquisition of NRSC by TBAS.

Whilst this working group is developing its plans for the smooth acquisition, TBAS will provide qualified lead coaches to cover existing NRSC sessions. TBAS will provide these professional services, free of charge to the members of NRSC at the point of use, assuming the parties both sign a mutually acceptable contract for TBAS with the intent to acquire NRSC by the 31st March 2022, or in a timeframe as otherwise mutually agreed. The implementation date of the contract must be before the 31st December 2022. The existing NRSC committee will continue to facilitate the efficient running of the club until the contract is actioned.

If a contract detailing the terms of the acquisition has not been signed by both parties by the 31st March 2022, NRSC agree to repay TBAS the cost of coaching provided at a cost of not more than £30 per hour, per coach. Any coaching costs will be charged at costs with no mark-up and register will be maintained to confirm the “on deck” hours coached, an allowance of 1hr per week will be allowed for session planning.

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It is anticipated that the end of this process would facilitate the transfer of all NRSC members, assets and liabilities to TBAS. All families will be given the choice regarding whether they renew their membership at year end as part of the normal membership renewal process.

TBAS are keen to explore obtaining more water time in Norton Radstock, to further develop the opportunities for the local community.

TBAS would seek assurance from the facility provider that security of tenure regarding water time is available and cost effective.

The acquisition process will follow any SE procedures and we will aim to work closely with SE / Somerset ASA. Both clubs will follow their respective club protocols and policies whilst in the acquisition process is being concluded and may be integrated into one set for both clubs post acquisition.

Both clubs will act in good faith and provide the necessary information to each other to enable effective exploration and execution of the intended acquisition process.

Working assumptions

Both parties are working towards the creation of a contract to facilitate TBAS acquiring NRSC.

TBAS would maintain or enhance the provision of water time and qualified professional coaching for current NRSC members. This would include all current squads and abilities, including learn to swim, swim fit and competitive swimming.

Upon acquisition, TBAS will take on full responsibility over NRSC' operations, membership and any existing 3rd party arrangements (incl but not limited to e.g. pool hire). Existing NRSC systems (eg Swim Club Manager) and processes will be subsumed under TBAS as part of any acquisition and TBAS (through their committee) will decide integration and/or future use requirements of these

TBAS will design and manage the swim programme for NRSC, including the resourcing of the coaching/teaching staff as required to deliver the programme for NRSC members

It would be TBAS's intention to maintain the existing NRSC fee structure (£'s per hour) until 31st December 2022. If water time is increased, or further opportunities are offered to current NRSC members, additional fees may be charged to ensure the long-term financial viability of the program. Any additional opportunities that may be offered will not be mandated.

NRSC will endeavor to maintain current membership numbers during the transition period. NRSC would continue to ensure that all swimmers participating in any session are fully paid members of the club, their monthly fees have been collected, and their swim England fees have been paid. No change to current membership is envisaged in that members remain under NRSC until any acquisition process is completed.

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NRSC will ensure that all required insurances and welfare policies are in place and actively enforced until the contract is executed.

In line with TBAS custom and practice we would aim to introduce a “squad” structure at some point in the future, with water time allocated on a progressive scale, appropriate to the current and potential opportunity for the athlete. It is anticipated that when the squad structure is phased in, the fee structure will be changed to match the water time available. The whole squad would pay the same fee and receive the same opportunity of water time.

In line with TBAS current custom and practice the definition of “Professional” coaches are “Qualified coaches or teachers, that do not have current swimmers in the program.”

Parents of swimmers at TBAS who volunteer as coaches, poolside support or committee members do not currently charge a fee or accrue reductions on their club membership fees. We have no plans to change this structure.

TBAS will actively seek and support appropriate racing development opportunities for current NRSC members. TBAS will encourage members of dual clubs to engage with the program that suits their needs best and will always endeavor to put the athlete first.

TBAS would require a representative from NRSC to join the committee and remain in post for at least one year. The post would remain a key part of the TBAS committee for the foreseeable future.

It is the intend for the NR name to be retained in some shape or form post acquisition in order to ensure strong local recognition if required - exact details of this are to be confirmed and will be worked through during the acquisition process.

TBAS and NRSC will work together in good faith and both parties reserve the right to withdraw from the process if the intended acquisition becomes unviable and poses undue strain on the other club that could threaten its own survival.

Email From Helen Ward:

Hi Steve

Thank you for the attached. In principle this is an exciting opportunity for TBAS to secure a good base feed of swimmers to secure the future of the competitive squad and develop swimmers who have an aptitude and love of the sport to performance swimming standard.

However my thoughts are that we need to go into this deal with our eyes wide open without rose tinted spectacles on and to ensure that all stones are turned prior to agreeing the deal.

Of course my thoughts are influenced by my professional capacity and so will focus mainly on the financial risks of such a deal.

So please find below some questions and comments regarding this exciting opportunity:

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- 1 Have you had full accounts from the previous year and are they independently examined?
- 2 Have you had the accounts for the current year up to the previous month?
- 3 Are there any large creditors on the accounts?
- 4 Are the debtors all current or are there any bad/ doubtful debts?
- 5 Does NRSC have a contract with the pool provider? If so have you got a copy of this contract?
- 6 If there is no contract what are the current terms of arrangement with the pool provider and is there any notice period either way?
- 7 Will the pool provider allow a transfer of pool hire to be from NRSC to TBAS?
- 8 Do we have a feel for the current members thoughts on the acquisition?
- 9 Thoughts on Q7 is the current income is based on the current members, so a sudden drop in income (members leaving) could be detrimental to NRSC and ultimately TBAS
- 10 Is the current income for NRSC covering all the costs from the Club?
- 11 In the agreement we state that we will provide paid coaching services to NRSC FOC until 31st March 2022 – do you know the total cost of this service?
- 12 Please can reassurance be given that the current coaching cover that is provided to TBAS will no reduce or suffer as a consequence of the NRSC provision needed?
- 13 Has a budget been drawn up in the event of a acquisition and has this budget been compared with TBAS current projections?
- 14 Do we need a rubber stamp from the university on this?

Sorry for the long list but thought it would be best to number them! I do have other thoughts but the above financial ones are enough I feel!!

Regards

Helen

TeamBath AS Competitions Secretary

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Email From and to NB:

Hi Steve

I have a few questions, mainly whether this will affect the coaches time . I worry that this will divide the coaches time , supporting NRSC, and make more work for all of the committee and coaches , in the short term .

I am also concerned that the club focus will change , at the minute we need more pool/ land training time , more volunteers and to fill the vacant committee roles . The focus may change .

I do appreciate we need to save a struggling club but my reason for joining TBAS was for my child to swim at a performance club .

Just my thoughts .

Kind regards

Nicky

Response from SW:

Hi Nicky,

There is no implication that our performance program will be any less of a priority than it is now.

The pointy end of our pathway will always be the best option for performance focused swimmers in the Bath area. It is our reason for being. Additionally, by widening/increasing the funnel of swimmers at the younger end of the program we will inspire more swimmers to become performance swimmers.

This is not about supporting a troubled club, it's about building a platform and securing more water time, and more members that will enable us to develop more performance swimmers in our community.

We will have to recruit coaches to do the "on dec" work at NRSC, our current team cannot be watered down and spread thinly.

From a program perspective this will double the membership, thus offer more potential volunteers also.

Please remember as the committee we have to build plans to ensure the best program in the long term. A horizon of the next 5-10 years, long after our swimmers will have left the program.

Chris wants to do this, that alone is a good reason to engage him for the long term, which is a key part of locking in a fantastic coach to lead our program.

I would ask you a question. If we don't grab the NRSC opportunity, how else do we significantly grow the TBAS program in the next 5 years? Without additional water time, we have no chance.

If we want to compete in the top tier of the Arena league, against Millfield, Plymouth etc, we need a deeper squad, more completion for places and more youngsters coming through. For that we need more water time. The NRSC opportunity provides some of the key building blocks we need to make TBAS stronger.

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Thank you for your thoughts. I look forward to talking more next week.

Take care
Steve

Email To/From Parent Member:

Hi Name Redacted

Thank you for your feedback, all of the points you raise will be raised at the committee meeting.

The actions/minutes of that meeting will be issued to the committee and a statement will be issued to the wider membership if we agree a position. Of course it may be that we don't agree a position and more work needs to be done. In principle I acknowledge that the membership of TBAS need to be kept informed.

The first piece of feedback I would share is that by the tone of your note, rather than the detail, you see this as a potential threat!

I have a different view, without additional water time, we will never be able to compete with Millfield and Plymouth, this is our ambition in the medium to long term. The reason to explore this opportunity is not the current NRSC situation, but the potential growth opportunities it provides us.

Having spoken to the facility provider there is potentially lots of water time available. Naturally water time is a rare commodity and critical to our growth.

Your note deserves full consideration, and we will do that in detail tomorrow.

Happy to call you on Friday or over the weekend if you would like to talk.

Regards
Steve

On 8 Dec 2021, at 10:30, Name Redacted wrote:

Steve, Sarah, Mark & Nicky

Further to my email last week and my discussion with Nicky yesterday at the pool about this - I have put my thoughts and questions in the context of your email below. I realise this may not be what you were hoping to hear (and will naturally sound unintentionally sterner in writing than communicated verbally), but I hope you will nevertheless see this as constructive feedback and find it useful when considering the suggested proposals with Norton Radstock.

I understand there is a committee meeting tomorrow to discuss this subject - please can I request that the points I make are raised, debated and any conclusions/decisions reported back to me/the membership afterwards?

As I have already said I feel this subject warrants discussion at a parent meeting and a more in depth consultation with members prior to any agreements being made.

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Many thanks
Redacted

Dear Members,

We have some potentially exciting news, your committee is in talks with the committee of Norton Radstock Swimming Club, to explore strengthening the ties between our two network clubs.

What does this mean? Strengthening ties? I can see lots of advantages here for Norton Radstock but am struggling to see the value to TBAS or its membership.

We are exploring the possibility of supporting the NRSC program with Coaching and program development. If successful, this could lead towards Norton Radstock becoming a satellite of the Team Bath AS program.

How would this work in practice with our limited resources and coaching hours? Was does 'satellite' - look like/how is it branded? This would surely be at the expense of our current swimmers and program?

Chris is excited by this opportunity, within the context of building a strong program over the next 10 years, this aligns well with his ambition for the program.

I would argue that the membership outside the committee is completely out of touch with the aspirations for the next 10 years and the coach's ambition for the program. There has been no communication relating to this for parents since the squad meetings of September 2019.

As said in my earlier email it would have been better to have communicated this possible union in the context of these visions at a parent meeting where questions and feedback could be discussed in a wider - less formal context - ideally in person but if not on zoom. I feel this communication has simply now raised anxiety and produced more uncertainty among the membership (parents and swimmers) and only added to the current alienation and lack of parent engagement - as evidenced from the poor turn out at the AGM.

We are in consultation with Region and Swim England, and whilst lots of work has already gone into this project, no formal agreements have been made between the two committees at this stage. Your committee will be meeting in the next 10 days to discuss our formal commitment to this project. We want to encourage any thoughts, comments, or questions from the wider TBAS membership so we can include your thoughts in our discussions.

I would hope any 'formal commitment' would involve a much longer and more rigorous consultation period than is indicated in this email.

The objective of this project would be...

To further develop the opportunity for the community around Norton Radstock to enjoy aquatics, specifically learn to swim, swim fit, competitive and performance swimming. This would broaden the reach of the TBAS program and could lead to more water time for our program.

It is not our Club's constitutional operating objective "To further develop the opportunity for the community around Norton Radstock to enjoy aquatics, specifically learn to swim, swim fit,"

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The network (leader) function of the club was constitutionally dissolved to remove our responsibility to the former network clubs ie. there is NO formal network - this was done in consultation with SW/County/Swim England etc - We did this to enable us to participate in the Arena League - to become a stand alone club so we could focus on being one of the top Performance Clubs in the region. In my mind this suggestion is in complete opposition to this strategy and it appears this vision has changed. Has it? Why?

Our prime purpose is a Performance Swimming Club (as dictated by the Club Constitution) - we are not a community 'get people in the water/learn to swim type program/Club. Our brand is distinct from that of our 'network'/feeder clubs who offer community based services such as this. Our advanced positioning as a Performance Club should be paramount - and be maintained and built on - not potentially diluted by becoming a bigger community Club at the expense of our Performance program.

Team Bath AS offers superior training and access to superior facilities - that is our USP. Families join our club (and often subsequently make schooling and housing choices) based on the ideal of accessing a performance training program of a standard that they can't get at their local club. If we dilute our offering to become 'a big community swimming club' we remove our USP and become a much less attractive, and comparatively expensive proposition?

In my mind the statement above (and potential union) as described here undermines our brand, purpose and potentially the future stability of the performance program.

I note the worked COULD lead to more water time - Even if we did get more water time as a result of this merger - who is going to use it? Our existing performance swimmers should have priority over the STV facility - are any of our existing (lower) squads really going to swallow/welcome training in Norton Radstock instead - I don't think so.

When the academy was developed access to the STV was carefully (consciously) controlled for Academy Swimmers. This made the STV the aspirational pool that you received more access to as you progressed. Most of the training for the academy was then at other pools - we seem to have lost this mix now and consequently shot ourselves in the foot as we can't now take away the STV pool without disappointing members as the expectation is that we will all train there. Clearly this has ramifications for the whole club - as we now also have a shortfall in STV pool time for our performance program.

The aim is to enhance the existing provision offered by Norton Radstock swimming club by utilizing professional coaching resources, working along-side existing parent volunteers to support current and future members to enjoy their swimming.

In other words we're planning on enhancing NR swimming Club with our professional coaching resources?

As the largest fee payer in the Club and having invested in this program for over 8 years - I am extremely concerned about reducing our coaching resources for our members still further with this potential union. We are still down @30% on training time since covid. Rather than reducing the coaching focus/hours to our existing swimmers further I think the committee should be concentrating on how to restore the program and training hours to pre-covid levels. Putting hours of effort into becoming a bigger/community based 'me too' Club is not the way to achieve this. Leaving our swimmers to be coached by volunteers when our paid coaches are coaching at NR is not the way forward.

The committee cannot expect parents to keep paying for the @30% they are not receiving. There has been no communication or reassurance to members that this issue is being actively acknowledged or addressed - we are consistently down on pool time and land training - in my mind if this cannot be resolved fees need to be reduced pro-rata. This is before we consider the lack of inclusivity for those members who are not able to access the full morning training sessions because of the 8am finish! Yes reducing fees leaves a hole in the income - which then highlights the importance of recruiting a fundraising lead for the committee to help plug any gap and also ensuring succession planning for our Open Meets Manger and extending the 4 year deal with Millfield to secure reliable income for the next few years - both of which are far more urgent than this potential union in my opinion.

The Academy was developed specifically to support the financial infrastructure for the Club and subsidise the Performance program. We already have a proven successful means for swimmers from any area to feed into our Club - why do we therefore need to take over a community Club to do this? If Norton Radstock swimmers want to access our program - they can join the Academy or come for a trial.

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If the Academy is struggling for pool time - then we need to resurrect the lucrative links we had with Bath based pools/university/schools/Bath's community/council providers to access more lanes for the academy - we had strong links with all of these for recruitment and access to lanes for the Academy while keeping the hub in Bath when I was on the committee - what's happened to these? If we want to include more access/pool time for the academy and trial potential swimmers from our feeder club areas then we hold weekly TBAS Academy Sessions in a lane at their pools as an additional feed - an hour a week at Trowbridge, Frome, Warminster, NR to reduce the pressure on the STV hours - all this can be done with NO formal union to any one club and no dilution of head/paid coach time.

When we developed the Academy the target membership was 200 swimmers - from memory I don't think we're close to this based on Marks numbers at the AGM - so we have room to grow this without the risk of compromising our performance program, paid coaching focus, or our brand.

To support a fellow network club and the current NRSC membership with appropriate opportunities. We also aim to inspire some of those athletes to develop their potential to enjoy competitive swimming, both at Norton Radstock and if appropriate offer further opportunities at other TBAS facilities including the sports training village at Bath University.

This is not our purpose but offering a pathway into performance swimming via trialing potential swimmers for our academy/performance program. We do not have the resources to do this - committee, volunteer or coaching wise.

From this email evidently NR has a functioning committee and pool time - what is their problem therefore? I don't think it's our duty to solve any problems for them by putting our own program and precious resources at risk.

We have partially populated committee, key volunteer roles empty, coaches who are already too busy, and five committee members whose swimmers will be graduating from the program in the next year. On top of this a membership who feel largely alienated from the club - I think the committee needs to seriously question if we have the resources to run another 'satellite' club (whatever that means) and ask if the time and resource available need to be put into stabilising it's own position first?

Norton Radstock has a good learn to swim program, and a younger profile of swimming members, it is our hope that this wider pool of potential members will encourage more young swimmers to choose competitive swimming as a great way to become the best version of themselves. This larger pool of competitive swimmers would naturally lead to us being able to "grow our own" performance athletes and give opportunities to a wider community than the current TBAS catchment.

If all the above is true; why do they need us - it sounds like they are a thriving community swimming club - if they are struggling coaching wise - they can recruit a community coach.

We are a performance swimming club - and I for one want us to remain so - otherwise I might as well save myself £300/month and 600 miles a week and resume training at my local Club - this is potentially what the membership will be asking if we dilute our offering in this way.

The current TBAS catchment includes Norton Radstock currently - we've had their swimmers for trial many times and those doors remain open - why do we need to take on responsibility for 'running' them as a "satellite"?

How will our other feeder clubs feel about this?

If successful this project would strengthen the TBAS community by significantly increasing our membership..

I'd like to know how you envisage this will strengthen our community? We are already struggling for pool time - and have a program that had training hours that aren't fully accessible for all our swimmers. I think at a time where parent engagement is so low this will do the opposite - this had already been generally received by the membership as already diluting our

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coaching resource and delivering even less to our existing swimmers. Sadly I think many will not even feel engaged enough to take the time to respond to your email - I hope I am wrong - the apathy in the membership is an urgent problem that needs addressing and I think has arisen out of the obvious distance produced by covid but also sadly the change in communication style by coach/committee, no parent/squad meetings to allow questions, discussion and proactively welcome positive or negative feedback and lack of inclusivity.

More members won't simultaneously produce a positive, productive and engaged community.

Please reach out to me, or any committee member to share your thoughts or ask any questions you would like the committee to consider before Monday 6th December.

We can then make a formal decision, having considered, and included your input.

As you know I was in Sheffield all weekend - and so have only had a chance to discuss this with Nicky (cc'd) briefly at the pool yesterday. She was unable to answer my questions so, as promised, I have tried to outline my main questions and concerns here and the points I raised with her. These are meant in good faith and intended to be constructive - I hope they are received as such.

I look forward receiving the committee's feedback and answers and remain hopeful of a wider consultation.

Best wishes
Redacted

Email From Parent Member:

Hi Name Redacted,

To start with members of both programs will keep doing what they do now,

In time we would hope to offer more opportunities to both communities.

Take care
Steve

steve_williams1@me.com
07765 050909

On 1 Dec 2021, at 11:03, Deborah Pezzuto <deborah.pezzuto@gmail.com> wrote:

Dear Sarah, Mark and Steve,

We think it's a great idea to enlarge the team.

I have a question. Does it mean the children of Team Bath AS should train also in Radstock? Or that you could have more days of training?

Thank you and great idea.

Name Redacted

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Hi Name Redacted,

Thank you for giving this some thought, it always helps to get some more input!

I have answered in a different colour below...

Steve

On 1 Dec 2021, at 20:06, Name Redacted wrote:

Hi

I have read your email regarding Norton Radstock with great interest. It sounds like a very exciting venture. As always though when someone asks me for my thoughts I cant help but give them!!!!

Will the club fall under the current committee, will they have their own sub committee or will they remain autonomous? I am wondering how some roles such as welfare officer would work when the welfare officer may not be readily available if they are not based at the venue. **It has not been decided if the clubs would become one entity or not yet, both options are on the table, the current preference is to have one committee, with a representative accountable and lobbying for the Norton Radstock site. Welfare is a good point, we would need a volunteer to support Tess at any new location. Tess could set policy, with additional support.**

Will the paid coaches time be diluted even more by going between both venues or will the increase in membership mean we can afford more paid coaches/coaching time? **The plan would be to recruit more professional qualified coaches, naturally this would take a little time. There larger membership will support more paid coaching.**

The email says the closer ties with Norton Radstock will 'strengthen the TBAS community by significantly increasing our membership' and will enable us to 'grow our own'. This feels quite inward looking to one club in one area, will you continue to explore this with other clubs and will there be capacity for this? **We will continue to be an active member of our network, "growing our own" is not designed to reduce the opportunity for other performance swimmers from local clubs who would like to join our program. Our aim is to achieve top 5 in the arena league in the south west, this is going to take a much larger squad, and more athletes getting more opportunities to develop to their potential. This is a stepping stone to support that, not an exclusive thing at the expense of other clubs.**

I notice the email is signed by the executive committee, with three names. Is this a select committee or representatives from the full committee. Who will be voting on and making the final decision? **The full committee will vote on this proposal in full, the executive committee is a smaller group mandated with specific positions mandated by Swim England, we tend to work on the longer term strategic direction of the club, that's why we have been working on this project.**

The wider committee work on specific roles that support the day to day and current year jobs like membership, volunteering, communications, competitions and open meets etc. Tess has been included in our initial discussions and we always take guidance from her before making big decisions. The club needs volunteers to focus on both the here and now and the long term future of the program. Most of us do a bit of both, but due to the sensitive nature of this project, the smaller group have been talking with NRSC to create a proposal for the wider group to debate and vote on.

Thanks for considering my thoughts!

Name Redacted

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Emai from IB,

Hi Ian,

Thank you for your mail, I think this is something we could consider once the membership is much larger. (Post NRSC takeover)

With the club at its current size, we need as much income as we can justify.

Our current coaching resource is fully stretched, given the choice, I would like to expand the coaching provision (with the associated costs involved), rather than reduce members fees... just a personal opinion, not a position confirmed by the wider committee.

I think our Coaching leadership team is probably the best across all youth sport in our region. If we want to keep that team motivated and not burn them out, they need additional support, that means more income required not less in my view.

As always happy to debate and come to a consensus view if other have different views...

Take care
Steve

steve_williams1@me.com
07765 050909

On 27 Nov 2021, at 11:06, ian blacker <ian.blacker@sky.com> wrote:

Steve

Have we thought about reduced fees for the swimmers of volunteers? I know a couple of years ago the Club tried it in reverse by having higher fees unless you committed to X hours of volunteering, but perhaps that's too easy for people to just pay the higher fees.

If we explicitly promoted it (all sorts of practical issues as to values and comparative contributions etc etc, and of course the financial impact needs to be considered), but if the basic driver is that we need volunteers to run the club/meets and without that there's no club and therefore no point in having money in the bank, it might be a way to grab the parents of the newer arrivals.

Regards

Ian

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