

## 11 Development Plan Summary

Key Objective	Specific Targets	Who will be responsible	Timeframe
<b>Maintain SWIM 21 Network Accreditation during 2017/2018 season.</b> (Section 3.3)	<ul style="list-style-type: none"> <li>Submit documentation according to panel schedule</li> </ul>	COB SWIM 21 Co-ordinator	31 October 2017 in time for winter regional panel.
	<ul style="list-style-type: none"> <li>COB Network to create “Centre of excellence” on SWIM 21 issues to support network clubs in maintaining SwimMark status.</li> </ul>	COB SWIM 21 Co-ordinator	Initial activity completed Q4 2014.
	<ul style="list-style-type: none"> <li>COB to deliver SWIMMARK Performance accreditation in all three disciplines.</li> </ul>	COB SWIM 21 Co-ordinator	Accreditation for Performance Swimming during 2019/20 season
	<ul style="list-style-type: none"> <li>All COB network clubs to maintain SWIM 21 accreditation.</li> </ul>	Network clubs’ SWIM 21 Co-ordinators supported by COB SWIM 21 Co-ordinator	Submit documentation to portal according to SwimMark accreditation requirements.
<b>Strengthen the Network.</b> (Section 3.1)	<ul style="list-style-type: none"> <li>Work with clubs in the wider Bristol area to enhance the footprint of the network and offer a performance pathway to a wider cohort of athletes in the three disciplines</li> </ul>	COB Aquatics Board Chairman, Vice-Chairman and Secretary  Discipline chairs and secretaries	Extend network footprint each year

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	<ul style="list-style-type: none"> <li>Integrate Bristol Central Synchronised Swimming into the network and compete at regional level and above under the City Of Bristol banner.</li> </ul>	COB Chair and Secretary, Bristol Central(Synchro) Chair & Secretary	Completed and formalised as part of One Club merger in 2016
	<ul style="list-style-type: none"> <li>Integrate Bristol Central Water Polo into the network under the City Of Bristol banner.</li> </ul>	COB Chair and Secretary, Bristol Central (Water Polo) Chair & Secretary	Completed and formalised as part of One Club merger in 2016
	<ul style="list-style-type: none"> <li>Enhance visibility of the network and performance club through quality marketing materials and publicity.</li> </ul>	COB Communications Officer.	Activity ongoing.
	<ul style="list-style-type: none"> <li>Meet pool performance targets established in COB club development plan.</li> </ul>	COB Head Coach and Committee.	Specific performance targets met 2016/2017.
	<ul style="list-style-type: none"> <li>Review principles for club and network engagement, i.e.:                             <ul style="list-style-type: none"> <li>Visit local clubs, who approach us, to discuss membership of the COB</li> </ul> </li> </ul>	COB Chairman, Vice-Chairman and Secretary.	Successful addition of Calne and Soundwell SC to the network in 2015/16 and Penguins in 2017  Review network general literature and development priorities for the start of each

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	<p>network</p> <ul style="list-style-type: none"> <li>- The COB network is very happy for a club to belong to more than one network</li> <li>- When a club has signed an MoU with an existing network COB will only approach that club after having discussions with their current network</li> </ul>		<p>swimming year.</p> <p>React as required to further enquiries with existing material.</p>
<p><b>Work at a network level to ensure that clubs maintain membership numbers to a minimum of 95% of their capacity allowed by the available pool time, either through attracting new athletes to the sport or by reducing the drop-out rate of existing athletes.</b> (Section 3.2)</p>	<ul style="list-style-type: none"> <li>• Attract new athletes to the sport                             <ul style="list-style-type: none"> <li>- Introduce network wide training sessions for members of all clubs.</li> <li>- Produce written material to address the perceived barriers to joining an aquatics club. See plan section 3.2</li> </ul> </li> </ul>	<p>COB Network Development Group.</p>	<p>Monitor membership trends at a network level quarterly through the year.</p> <p>Network-wide sessions to be continued through 2017/18 season.</p> <p>Written material reviewed at Easter 2017.</p>

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	<ul style="list-style-type: none"> <li>• Ensure that the rate of athletes <i>leaving</i> the network is at least lower than the national average and provides continuous improvement over the life of the plan.                             <ul style="list-style-type: none"> <li>- Ensure that the overall network “offer” appeals to swimmers in the age groups that show a higher risk of quitting the sport, i.e. 12 years and over.</li> <li>- Improve social elements of the network. Provide at least one network-wide social activity in the season.</li> </ul> </li> </ul>	<p>COB Network Development Group.</p>	<p>Monitor membership trends at a network level quarterly through the year.</p> <p>One network-wide social activity before the end of the season</p>

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<p><b>Improve performance standards across the network.</b> (Section 3.2)</p>	<ul style="list-style-type: none"> <li>Implement a series of workshops and training events beginning with twelve-week series of development sessions aimed at 9-12 year old swimmers in the network clubs, and their coaches.</li> </ul>	<p>COB Chairman, Vice-Chairman, Secretary and Head Coach.</p>	<p>Network-wide training sessions first implemented in 2014 and continued throughout subsequent seasons.</p> <p>Finalise programme of workshops and training events by end of December.</p>
	<ul style="list-style-type: none"> <li>Four specialist stroke clinics will be run through the year and open to all network club swimmers and coaches.</li> </ul>	<p>COB Chairman, Vice-Chairman, Secretary and Head Coach.</p>	<p>Clinics to be run at regular intervals throughout 2017/18.</p>
<p><b>Improve the standard of coaching across the network.</b> (Section 3.5)</p>	<ul style="list-style-type: none"> <li>The workshops, training events and clinics that will be run across the network, beginning with twelve-week series of development sessions aimed at 9-12 year old swimmers, will simultaneously be used to provide coaching development opportunities for all coaches within the clubs.</li> </ul>	<p>COB Head Coach working in co-operation with club head coaches.</p>	<p>Network-wide training sessions first implemented in 2014 to be continued throughout subsequent seasons</p> <p>Finalise programme of workshops and training events by end of December.</p>

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	<ul style="list-style-type: none"> <li>Under the leadership of the City of Bristol Head Coach the network will maintain a unified coaching strategy across the clubs.</li> </ul>	COB Head Coach working in co-operation with club head coaches.	Ongoing monitoring of network-wide coaching strategy throughout 2017/18 season
	<ul style="list-style-type: none"> <li>Introduce a programme of scheduled visits to club training sessions to assess strengths, weaknesses and opportunities to enhance the coaching, swimming and CPD programmes.</li> </ul>	COB Head Coach working in co-operation with club head coaches.	Dates of scheduled ongoing sessions for 2018 agreed by end December 2017.
	<ul style="list-style-type: none"> <li>Introduce formal club coaches' meetings on a quarterly basis and agree scope of formal CPD activity for the period ahead.</li> </ul>	COB Head Coach working in co-operation with club head coaches.  Volunteer Co-ordinator, supported by Swim England SW Club Development team and WESPORT	Dates of advanced meetings for 2018 agreed by end December 2017.
<p><b>Improve access to training time through shared use of pool space.</b> (Section 3.3)</p>	<ul style="list-style-type: none"> <li>Consider Swim England proposal to merge Hengrove-based clubs into a single operating unit.</li> </ul>	Chairs at Bishopsworth and Bristol Central Chair and Vice-Chair. City of Bristol	Completed as part of the One Club merger in 2016.

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	<ul style="list-style-type: none"> <li>Improve the management information available across the network to ensure that pool time utilisation can be accurately measured and monitored.</li> </ul>	Club chairs COB SwimMark Co-ordinator	Process in place to improve the collection and collation of information centrally by Easter 2018.
<b>Reduce coaching costs through collaboration.</b> (Section 3.6)	<ul style="list-style-type: none"> <li>The network will use the experience gleaned from the additional cross-network training sessions to examine options to exploit further opportunities afforded by joint training sessions and shared coaches.</li> </ul>	Network Development Group supported by COB Head Coach collaborating with the clubs' head coaches.	Completed as part of the One Club merge in 2016. Further proposals considered at Easter 2017. Review Easter 2018
	<ul style="list-style-type: none"> <li>Identify parameters and reciprocal arrangements whereby coaching and management resources from one network club can support swimmer(s) from other network clubs at open meets.</li> </ul>	Network Development Group.	Further proposals following One Club merge explored and to be reviewed by Easter 2018.

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<p><b>Raise the profile of the network such that it is not perceived to be of benefit only to the privileged and talented few.</b> (Section 3.7)</p>	<ul style="list-style-type: none"> <li>Offer a range of pool-based and social activities open to all members of network clubs such that the network is seen to be beneficial to all network members.</li> </ul>	<p>COB Committee Network Development Group</p>	<p>Establish timetable for further one-off ‘masterclass’ sessions and stroke clinics by December 2017.</p> <p>Establish one pan-network social activity for 2018 in the calendar before end of December 2017.</p>
	<ul style="list-style-type: none"> <li>Network activities to focus initially on helping clubs to retain members in the high risk age groups of 14-15 and 16-19.</li> </ul>	<p>COB Committee Network Development Group</p>	<p>Establish one pan-network social activity in 2018 for the target age groups in the calendar before end of December 2017.</p>
	<ul style="list-style-type: none"> <li>A performance indicator will be established to monitor that the network maintains a retention rate for swimmers over the age of 11 that is at least better than the national average.</li> </ul>	<p>Club chairs COB SwimMark Co-ordinator</p>	<p>Refined process in place to improve collect and collate information centrally by Easter 2017.</p>
<p><b>Increasing Participation of Athletes from Black and Minority Ethnic (BME) Communities</b></p>	<ul style="list-style-type: none"> <li>The ethnic composition of the membership of a network club should at least reflect the ethnic composition of the resident population within that club’s “catchment area”.</li> </ul>	<p>Club Chairs under the leadership of COB chair.</p>	<p>Work will be ongoing through the 2017/18 season involving Bristol City Council and relevant community groups.</p> <p>The full programme is a long term (three year) ambition.</p>



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	<ul style="list-style-type: none"> <li>• Communicate the benefits of swimming</li> <li>• Address concerns over perceived clash of sport with cultural and/or religious values</li> <li>• Raise awareness of success in swimming achieved by BME athletes</li> <li>• Promote the City of Bristol network clubs within the relevant communities using appropriate and relevant material</li> <li>• Create an environment where discrimination in swimming is recognised and addressed</li> <li>• Create a document library containing material written for BME communities that addresses the concerns of athletes from those communities</li> <li>• Targeted publicity campaign</li> <li>• Provide readily accessible</li> </ul>		

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	<p>information on swimming activities in order to allow for informed choices, using:</p> <ul style="list-style-type: none"> <li>○ a variety of channels and media; and</li> <li>○ centralised and local access points.</li> </ul> <ul style="list-style-type: none"> <li>• Ensure information materials contain positive and appropriate images in relation to participation in swimming by ethnic minority communities.</li> <li>• Involve participants in the running of activities and clubs at local level.</li> <li>• Create an environment where discrimination in swimming is recognised and addressed</li> <li>• Ensure that those who wish, can develop their skills in a competitive context or at an elite level.</li> <li>• Provide a coaching development opportunity</li> </ul>		

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	within COB for a coach from a BME community.		
<b>Improve the opportunities across the network for swimmers with a disability.</b> (Section 9)	<ul style="list-style-type: none"> <li>Develop a learn to swim pathway for swimmers with a disability</li> </ul>	COB Disability Sub-Committee COB Head Coach Disability Lead Disability Coach	Initial work completed and implemented.  Further engagement with LTS groups and schools during 2018
	<ul style="list-style-type: none"> <li>Publish a swimming pathway showing how athletes with a disability can progress from LTS through to international competition with City of Bristol Aquatics.</li> </ul>	COB Disability Sub-Committee Disability Coach	Initial work completed and implemented.  Review and improvement activities throughout 2017/18
	<ul style="list-style-type: none"> <li>Increase the number of swimmers in the newly introduced para squad from six to twelve</li> </ul>	Disability Lead COB Head Coach Disability Coach	Completed in 2016/17 season. Targets to be reviewed for 2017/18 season in line with development pathway
	<ul style="list-style-type: none"> <li>Explore future integration options with Keynsham Seals and Avon Swifts.</li> </ul>	Keynsham Secretary COB Secretary	Long term aim to be explored for 2017/18.
<b>Increase Participation by Swimmers from Low Income Households</b> (Section 10)	<ul style="list-style-type: none"> <li>Work collectively to establish a consistent set of governance procedures for the operation of a hardship fund that will be used</li> </ul>	Club Secretaries Club Treasurers	Initial work completed. Further revisions required following One Club merge to be completed by Easter 2018.

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	<p>exclusively to support athletes from low income households;</p> <ul style="list-style-type: none"> <li>• Investigate the relative merits of operating such a scheme at a network level in comparison to operating individual schemes at club level;</li> <li>• Construct the basis of a bursary scheme with the sole purpose of attracting promising athletes not currently involved in the aquatics disciplines;</li> <li>• Seek external funding opportunities to maintain the bursary scheme in future years</li> </ul>		
<p><b>Maintain Participation in Swimming</b></p>	<ul style="list-style-type: none"> <li>• Provide appropriate competition across all age groups and abilities</li> <li>• Ensure Constant, Clear and Consistent Communication</li> <li>• Diversify the aquatics offer in</li> </ul>	<p>Club chairs and committees co-ordinated by the network development group</p>	<p>Work to be undertaken throughout the 2017/18 season in a bid to refine the network swimming programme.</p>

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	<p>the network</p> <ul style="list-style-type: none"> <li>• Improve the social offer across the network</li> <li>• Vary swimming location</li> <li>• Provide volunteering opportunities for the 14+ age group</li> <li>• Work with third parties to strengthen the programme</li> </ul>		
<p><b>Maintain high quality communication across the network.</b></p>	<ul style="list-style-type: none"> <li>• Ensure the network clubs are kept informed of information that is critical to them and their swimmers.</li> </ul>	<p>COB Head Coach to co-ordinate requirements through coaches' meetings and design communications plan.</p>	<p>Throughout the lifetime of this development plan.</p>
	<ul style="list-style-type: none"> <li>• Improve the collection of management information to drive better decision making across the network.</li> </ul>	<p>Club secretaries.</p>	
<p><b>Training for Coaches, Officials and Volunteers.</b> (Section 12)</p>	<ul style="list-style-type: none"> <li>• Publish network-wide training and development calendar for 2017/18 season.</li> </ul>	<p>COB Volunteer Co-ordinator Network Development Group</p>	<p>By end September 2018</p>

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	<ul style="list-style-type: none"> <li>Capture requirements of network clubs for the delivery of training for teaching and coaching at level 1, level 2, and level 3.</li> </ul>	<p>Club secretaries and volunteer co-ordinators.</p> <p>COB co-ordinator supported by Swim England SW Club Development Team and WESPORT.</p>	<p>Requirements by end Q2 2018.</p> <p>Programme to commence from Q3 2018 and throughout the lifetime of this plan</p>
	<ul style="list-style-type: none"> <li>Capture requirements for non-coaching requirements such as Safeguarding, Team Management and officials' training.</li> </ul>	<p>Club secretaries and volunteer co-ordinators.</p> <p>COB co-ordinator supported by Swim England SW Club Development Team, WESPORT and regional officials' co-ordinators.</p>	<p>Requirements by end Q2 2018.</p> <p>Programme to commence from Q3 2018 and throughout the lifetime of this plan</p>