

Sports'
Development Plan (2003-2004)

GENERAL INFORMATION	
Sport	Lifesaving
Completed by	Gary Hannant, Clare Howarth
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Date submitted	11/03/03

Please attach this front cover to your completed review.

ULU Sports Development Plan

As most of you will be aware, all ULU sports clubs submitted sports development plans to us 12 months ago. Those plans are now due to be reviewed so that we can assess the progress that has been made and reconsider the best use of ULU funds. We have simplified the review as far as possible and divided it into three parts.

The template

The original template for the sports development plan has been simplified modified and is attached. For your reference a copy of your most recent review is in your pigeonhole. With reference to your original submission:

- 1) Did you fill in sections 1-7 in enough detail?
- 2) If not, please provide any missing information now.
- 3) If so, please give details of any changes to this information.

Your targets

- 1) Please give a detailed report of how your club has progressed in meeting the targets you set yourselves in section 6. You may want to use a table to set it out as briefed at training.

The sports development plans are intended to be annually reviewed plans. Please indicate if any of your targets are intended to be longer term, and show any progress made towards them.

- 2) Please give your club a mark out of ten for progress against your plan and justify your mark.

Your future

Please redraft sections six and seven of your current sports development plan to apply to the next three years (note: section 7 has now been removed) Make sure your objectives are SMART

- **S**pecific – define the action
- **M**easurable – how will you know you have been successful
- **A**chievable – attainable....
- **R**ealistic – without having to compromise your studies
- **T**imed – including a target date for completion, and major project stages

And accompanied by key performance indicators. (For example, if a 20-member club had the target of doubling its membership, reaching a total of 40 members would be the performance indicator.)

These plans are studied in detail and play a large part in deciding the amount of support that your club receives from ULU. Please ensure that you complete your plan to the best of your ability, and if you have any questions at all please contact Rob Davenport, Keith Whitbread or Becky Fawcett in the ULU office. An example of a good SDP submission is also available on request

Template

1. Introduction to Lifesaving

The purpose of this section is to set the scene for the sport, to put your ULU Sport in the context of the sport, locally (including college provision), nationally and internationally where relevant.

- 1.1 Briefly explain how your sport is organised/governed/administered national, with particular reference to:
- a) a National Governing Body, and liaison officer,

As previous plan (APP) we do not have a national governing body as such. The Royal Lifesaving Society (RLSS) is the closest we have, as most university clubs are members of RLSS. Some run according to Surf Lifesaving Regulations. There are plans amongst University Clubs to invite RLSS and Surf to become our NGB and oversee our Student Nationals Competition as part of our attempts to become a BUSA sport

- b) any Local Governing Bodies, and liaison officers,

APP. We are members of Essex Branch of RLSS. Current Secretary Dave Flood.

- c) any Local Co-ordinators,

SE Region Reps:

SE Region Competitions Coordinator

- d) any League Co-ordinators,

There is now a University League system. An A team league and a B team league exist. In the A league a win scores 10 points down to 10th and under scoring 1 point for competing. In the B team league a team scores 20 points for winning and 20th and under score 1 point. This is to reflect that B teams are in direct competition with the A teams. This league table is posted at www.uni-lifesaving.org.uk The league was designed by a member of Oxford Lifesaving Club and the format and scoring will be fully decided on at the next Captain's meeting. London will be voting for the existing format.

Di Kedge is the competitions secretary for Essex Branch and responsible for organising participation in National Lifesaving Championships through Branch Heats and for selecting Essex competitors for some SE Region competitions.

- e) contact details for these people

Dave Flood, [REDACTED]

Di Kedge, [REDACTED]

SE regional details are not currently known but are available through Dave Flood when needed.

- 1.2 Briefly explain the position of the sport at local level, including within the colleges and the ULU club, in terms of:

- a) Participation in the activity, detailed by sex, college

APP. Anyone can join the club to train, compete and gain awards. No previous experience is needed. University Competitions are all mixed sex teams of four. Other competitions are individual, mixed sex pairs, and mixed and single sex teams of four and six. In order to enter National Championships members must hold individual RLSS membership (we also hold club membership).

- b) Demand for the activity.

Demand for the National Pool Lifeguard Qualification (NPLQ) is high due to the benefits of employment as lifeguards. We receive perhaps 30 enquiries a year relating to this. Unfortunately no one in our club is currently able to train people for this award. We have been limited to handing them over to Catherine Wildey as she runs courses. Ideally a reciprocal relationship should work between Catherine Wildey and Lifesaving club so that these people are encouraged to take the awards with her courses through membership of our club. A large percentage of these people would start competing this way. The Open Day generated a lot of interest in our club, more than tripling the amount of email addresses we gained at the previous year's one. Because of the nature of our sport we attract those without experience who want to learn skills and pass awards (most of whom go on to compete), people with qualifications (numerous people) who want to learn to compete and people with competition experience as we can offer them a high level of competition

1.2 Briefly explain the position of the sport at national level in terms of:

a) Participation (number of clubs)

APP. There are 51 branches and approx. 2000 RLSS teaching centres nationwide (around 200 separate active clubs). 40 affiliated clubs/groups/organisations in the Essex Branch of the RLSS. There are around 15-20 university clubs with several clubs recently formed and more beginning to compete regularly. Nottingham University Lifesaving Club has over 200 members, regularly entering four teams in university competitions and is the most successful sports club at Nottingham University. All RLSS events are open to us through Essex Branch.

b) Participation (number of men/women, number of seniors/juniors)

We have no figures for actual numbers competing in RLSS events around the country. However junior competitions appear to be increasing in numbers, as do university competitions. At the RLSS Nationals there is an over 65 category.

c) Growth trends

The National Speed and Lifesaving Championship used to be held over one weekend but have been split because of large numbers. University lifesaving is the fastest growing area in the sport. ULU Lifesaving members make up a large percentage of Essex Branch active competitors. New clubs have continued to compete this year (Bristol and Plymouth), Bangor have also managed to attend three competitions in their first year in existence and demonstrate that getting swim clubs to add a lifesaving element to their club is a good way of starting more universities competing at Lifesaving. This is the fourth year that ULU have hosted a competition. Loughbrough have organised a Speed Events Competition for 2003 - a university first. University Clubs have also entered teams in the National Speed championships, National Championships and competitions such as the Bournemouth Regatta where previously they had not.

d) Lottery support & financial health

The RLSS has charity status (No. 1046060). The RLSS Essex branch is in good financial health having over £10000 in the bank. The club has been liaising with Rob Davenport to overcome the red tape involved with applying for a lottery grant. The snag is still that the Lottery wants grants to go into club bank accounts and not Union ones. We hope that a letter stating that the monies will be solely for our use from ULU will overcome this. If this fails it is understood by the club that the setting up of a new account for Lifesaving overseen by ULU will be seriously looked at for the benefit of all parties.

e) National League/Competition Structure

As before there is no national league. There is now a British Universities League table based on results from the University competitions. Loughbrough's Speed competition will not be included in this league. There are numerous RLSS Open Competitions, which anyone with RLSS membership can enter. Essex Branch holds several inter-club competitions. In order to enter the National Lifesaving Championships one must compete at branch level and regional level first. Speed Championships do not currently have such selection procedures and therefore several hundred people enter the various events in this competition.

1,4 Briefly explain the position/status of the sport at international level in terms of:

a) World Ranking

There are no current international university competitions.

b) World structure

The International Lifesaving Society (ILS) is in charge of international lifesaving and was based on RLSS UK. International athletes are picked from the National Championships or pass through the structured development squads (organised at regional level). Successful teams at the European Championships proceed to the World Championships.

c) Number of nation states competing/international teams

This is believed to be approx. 12 nations at the World championships. There is also a World Inter-Club Championship which runs concurrently.

d) **Notable achievements by UK, GB or home nations teams**

e) Olympic/Commonwealth status

APP. The ILS is working towards gaining commonwealth and Olympic Games Status by 2006.

f) Etc

2. Background to club

This section is to position your club within the context described in the previous section.

2.1 What is the relationship between ULU and the NGB for your sport? Please describe any joint initiatives undertaken or planned and any mention of the role of University sport (and particularly ULU teams) in NGB development and funding strategies.

ULU Lifesaving Club holds club membership with the RLSS and is part of the Essex Branch. Many members also hold individual membership. The RLSS provides us with insurance and updates us on all issues concerning lifesaving through magazines and meetings. They also provide judges, examiners and equipment to purchase.

One of our members has recently become a qualified RLSS Examiner.

2.2 Please note any partnerships or initiatives with organisations other than NGB's, such as schools, Local Council Sports Development Officers, etc.

Our relationship with the Metropolitan Police is still intact although they were unable to enter a team in our competition this year and there has been no news of any competitions organised by them.

We have strong relations with Essex Branch RLSS. One of their committee members is our coach and three of our members have been awarded "Friends of Essex Branch" awards.

There is a British Universities Captains' meeting held annually around Easter, which is advancing University lifesaving and moving us towards BUSA status. We believe this will occur within a few years, as University clubs would not require money from BUSA, association and use of their name is our immediate aim.

Bournemouth Lifesaving Club actively promotes university open water training by hosting the British Universities Surf Training Weekend, which we will attend for the first time this year.

The club is in the process of getting involved with the British Transplant Games and the Transplant Unit at Guy's Hospital with the help of two of the nurses there. Plans for training days with transplant patients to teach them lifesaving skills (something I'm sure they'd like given their unique experiences with life) and possibly getting Lifesaving into the Games.

2.3 Explain the organisation/committee structure for your sport within ULU, specifying the role of individual committee members (by post rather than name).

Please refer to our constitution for full roles.

Captain

Treasurer

Secretary

Competitions Secretary

Training Officer

Publicity Officer

Social Secretary

Up to four members without portfolio (WOP)

A coach- not on committee.

This year in recognition of the benefits of an efficiently run club and realisation that as our club grows certain committee positions will verge on the impossible we are trialing something new. One WOP member will take responsibility for Dry Training Sessions. If this is successful this role may in the future become recognised officially (reducing possible WOPs to three). In the future Competitions may need to be split into University and Non-university Competitions Officers and a Vice- Captain may be required. As this happens the number of WOPs necessary will have to be reconsidered.

2.4 Does your ULU Sport benefit from organisational assistance/support from outside your immediate committee, either internally – from ULU - or externally? If so, please explain how.

Essex Branch:

Coach: Dave Flood, lifesaving teacher from Essex. Currently coaches 2.5 hours per week mostly for awards. He helps to arrange exams, and examiners.

Various others: Judging competitions, purchases, awards etc

ULU:

Angela Jelfs: Helps with account information, purchasing kit, obtaining medals for competitions, as well as other general assistance.

ULU VP Sports: Assists with many aspects of the club and has been very helpful regarding Lottery Grant Application.

Catherine Wildey: We have a good relationship with her and have allowed her half our pool on a Tuesday for her NPLQ course. She has also assisted with the ULU Open and the ULU University Competition organisation/ room bookings etc.

Metropolitan Police: Continued relationship although less active than last year as they couldn't attend our competition and don't seem to be very active themselves this year.

Other: various ULU staff including Keith Whitbread, Duty Managers and the Receptionists have provided vital assistance throughout the year.

ULU Canoe Polo: They have kindly agreed to let us use their older canoes as part of our incident training. This is a recent agreement and we hope to continue it.

2.5 What is your current provision for:

a) Recruitment

ULU Open Day Recruitment with flyers, "win a dinosaur" competition and plenty of enthusiastic members keen to answer your questions and persuade you that Lifesaving is for you. Publicity via Yahoo User Group Emailing and the website. Also publicity through RLSS for young lifesavers who will be joining university in the future. Birmingham University Lifesaving Club got a whole page in RLSS magazine about them and University Lifesaving. Word of mouth, attending competitions and wearing kit around college are also important. There are no pre-requisites either in terms of awards for joining the club (although we do not teach people how to swim) so there is equality for any student who would like to join.

b) Selection

For competitions, competitors must be of Bronze Medallion Standard or above to be considered. The Competitions secretary and the Captain choose university competition teams and team captains. We currently have a strong A team and a reasonable B team. A C team should be possible this year. For Non-university competitions selection is either the same or based on results in Essex, SE region competition and/or selected by the Essex or SE Region Competitions Officer.

c) Training

Awards were intended to be trained for on Sundays under our Coach's tuition. However this year we recruited few new members without any lifesaving awards. This meant that October was spent teaching those who knew nothing (as people came to try the club out etc). After that, competition training took over and formed the majority of our training. Award training began again in March once the University Competitions finished. This shows that we can be flexible in our training. Competition Secretary and the Training Officer, senior club members and the Coach shared training. Given the same training time next year we will either revert back to devoting Sundays to awards until all have been finished or stick with waiting till after competitions depending on the new membership. If we can get three sessions a week we would devote Sundays to awards, Tuesdays to competition and the other to fitness/ skills and more competition training.

d) Training Venues

We obviously use the ULU swimming pool and rooms provided by ULU for "Dry training". Sundays we have the pool 4-5:30 then move to Energy Base Studio 2 for dry until 7pm. Tuesdays we meet and train in a room (usually on the 2nd floor) at 7:30 and have the pool 9-10.

e) Coaching

As above this is split between senior members, especially Competitions Secretary and Training Officer and the Coach. This year we gained the expertise of a qualified Swimming Teacher as a member who was given responsibility for improving our swim times using 30 minutes a week pool time.

with particular reference to ensuring that the principles of sports equity and the Education Act in equality of opportunity for all students are met.

2.6 In what way does the existence of your ULU Sport provide 'added value' to the experience of students of UL Colleges? This may be through high-level coaching, access to top class competition, or simply through the provision of the club in the case of minority sports.

Compared to most other ULU sports we are a minority sport and there are no collegiate lifesaving clubs. However, we provide access to top-level competition through the RLSS structure whilst still encouraging those with no previous experience to join. The beauty of Lifesaving is that the basics are exactly that and are easy to pick up so beginners soon feel confident and able to contribute and fine tune their skills. We teach practical skills, which are useful in real-life emergency situations. Our members leave with valid and useful qualifications and experience. Those who manage to do their NPLQ through us (when offered or indirectly via Catherine Wildey) can also gain employment. Our club also provides a useful way for Lifeguards to keep their skills up to date. It is disappointing that the lifeguards at the ULU pool fail to take up the opportunities we offer despite many attempts.

2.7 Please list the competitive successes of your club over the last 5 years.

APP and also:

Gary Hannant Captained Essex to 3rd in the SE Regional Four Man Men's Competition.

4th at ULU Competition 2002 (December)

3rd at Birmingham University Competition 2003

7th at Student Nationals Competition 2003

Abi Hoyle:

Surf Still Water Nationals, 1 / 2 March 2003, -

Rope Throw = Silver

Obstacle Relay 4x 50M = Bronze

Mannikin Relay 4x 25M = Silver

Medley Relay 4x 50M = Gold and New British (Clubs) Record, Surf and RLSS.

Worlds 2002,

Team Incident = 6th

Rope Throw = 6th

3. Current Programme

This section asks you to provide information about the program or range of activities currently provided for your sport. You may need to obtain some of this information from Keith Whitbread, Sports Development Officer, based on the fourth floor.

Please outline the ULU Program for your sport:

3.1 In National leagues and competitions, with reference to number of fixtures (home and away), opportunities for trials and representative competition;

There is no provision for Lifesaving within the BUSA structure at the moment. We have discovered that number of universities is not important and the British Universities Captains will at their meeting attempt to organise the move of Lifesaving into BUSA. The RLSS and Surf will probably both be asked to be joint NGP of Student Lifesaving and to oversee the Student Nationals only at first. We would ask BUSA for recognition and use of their name and association. University clubs should all benefit financially without direct money from BUSA. Being a BUSA sport would also raise the profile of Lifesaving. Abi Hoyle and Gary Hannant have been highly involved in this move to BUSA.

The British University Lifesaving League Table is up and running as mentioned before but there are no other national leagues. There were six university competitions this year as Swansea and Aberdeen failed to host one (BUSA association should hopefully change this with clubs being able to get more money from their Athletic Unions for travel). Success in regional development squads or at National Speed Championships can lead to selection for the World Championship teams.

3.2 In Local leagues and competitions, with reference to number of fixtures (home and away), opportunities for trials and representative competition;

There are around 6 annual competitions organised by Essex Brach including West Ham Shield, Sid Tyne Cup, Pat Grey team Event and Qualifying round for SE Regional Team Championships, SE Mixed Pairs Championships and National Lifesaving Championships.

The SE regions then holds the SE Regional Championships, SE Mixed Pairs Championships and the Qualifying round for the National Lifesaving Championships.

There is also the Kent Open, the Crawley Open, the ULU Students Open. The Eastbourne Dick Barton Trophy and the Bournemouth Regatta. We are always on the look out for new competitions to enter. Limmerick Lifesaving club are the latest club to plan a competition.

3.3 In BUSA leagues and competitions, with reference to number of fixtures (home and away), opportunities for trials and representative competition;

N/A

Is there currently a ULU competition/ league in your sport? If yes answer question 3.4, if no answer question 3.5.

3.4 What support do you offer to current UL leagues/competitions in terms of player improvement days, access to top level coaching, avoiding fixture clashes, releasing players to college teams, assisting the Sports League Co-ordinator, access to NGB coaching and officiating courses, etc?

N/A but see below

3.5 a) What demand is there for a new ULU league/tournament/competition in your sport?

We are organising the first Annual ULU student Open Individual Competition for March 25th 2003. This will hopefully be a success and become a good way of attracting new members. It also should be the beginnings of the path to College teams and a league.

b) What support would you be able to offer to such a league/competition?

We are hosting the Competition. We will also aim to assist anyone who wishes to start a college Lifesaving Club in the future and I envisage ULU Lifesaving Club running any future ULU leagues.

3.8 How many International/National representative athletes in your sport currently attend UL colleges?

One. Abi Hoyle

3.9 What program exists for Talent Identification and recruitment to your club.

Members are encouraged to enter the Essex branch trials from which they can qualify for the National Lifesaving Championships. Training at the Regional Development Squad is available to members upon recommendation from coaches, branches or current squad members. Our coach, Competitions Secretary and Captain take an active role in talent identification during training sessions and competitions. This year an effort has been made to document people's individual rope throwing successes and swim and tow times. An expansion of this will begin next year.

4. Financial Status

This section asks you to provide a background to the current financial position of your ULU Sport.

4.1 What is the current operating budget (grant) allocated to your sport from ULU funds?

4.2 Does this meet your current operational needs?

No

4.3 If not:

a) Why not?

Our budget, like all ULU clubs, was cut this year. This has made it difficult to attend competitions as members have had to contribute more to attending them. It also makes it harder for us to increase the equipment resources to the club- we have had to resort to individual members donating some rescue aids and first aid equipment to the club. As Lifesaving, university lifesaving in particular, expands our club is struggling to keep up with the demand for competitions. With more self-raised funds having to be spent on competitions we will struggle to replace vital equipment such as ropes, and manikins and expand our resources with rising club numbers.

b) What extra amounts are needed?

As much as possible really. There is much equipment that we could do with, which would improve the performance of the club. Some will probably have to be long term aims. The lives or most of our equipment are good, for example Rescue Manikins never really need replacing! This year we were unable to afford any new equipment. I would say that we would need £500 a year extra to allow us to attend all the competitions we need to- this would allow for helping individual members attend National events when they qualify and for financing more of the non-university competitions. In order to purchase new equipment we would need £500 a year extra or a one off payment of ~ £1000 to buy it all in one go. Buying the items below in one go would be ideal because as soon as we own them we can start benefiting from them and it saves the carriage charges.

c) Justify the above statements with detailed plans/quotes etc.

Equipment needed and desired in rough order of immediate necessity. Numbers stated are approximate and subject to juggling to gain most benefit from money allocated to us.

Manikin Wipes @ £5.29 = £5.29

Baby Anne foreign body accessories @ £3.27 = £3.27

4x Emergency Survival Blanket @ £2.50	= £10
8x Torpedo Bouy @ £54.00	= £432
5x Throw Bag @ £22.25	= £111.25
2x Throw Line @ 5 for £59.95	= £119.90
2x Diving Brick @ £13.65	= £27.30
2x Rescue Manikin @ £130	= £260.
Baby Anne @ £99.88	= £99.88

Total = £1,068.89 RLSS Direct charges £5 per order, so if ordered altogether it would cost £1,073.89

4.4 **How much income does your sport generate from membership fees, class fees, and contributions to trips/competitions, sponsorship, or any other sources? What is this spent on?**

We charge £15 for the year. This includes pool time and coaching. Members are asked to pay £2.50 competition fee for University Competitions when it is deemed appropriate (i.e. when they are paying for their travel there we do not charge). Travel to non-university competitions and entry to them is currently paid for by those taking part as the budget will not cover these. Examinations are paid for by the members those that take them. Some profit is made from the selling of kit but this is usually only a few pound per item.

The money we generate goes towards covering the deficit that the grant leaves us and for saving for/ spending on equipment etc.

We currently have no sponsorship of the club. We are looking to gain sponsorship for our competitions as a more achievable aim this year.

5. **Strategic Factors**

This section asks you to consider some of the strategic influences on your ULU Sport.

5.1 What would you regard as the current strengths or positive attributes of your ULU Sport (e.g. National Champions)?

- Commitment and enthusiasm of members. Freshers were given tasks this year to help get them more involved and each did their task quickly and well. One Fresher member being a qualified teacher offered to help train us for improved swim and tow times despite not being on the committee and gaining any real personal gain.
- Prior lifesaving knowledge and teaching experience of some members allows them to help members with no experience. We can often give one-on-one tuition to help sort out specific lifesaving problems members are having.
- Abi Hoyle's successes at and experiences of National Competition are a great benefit to the club's development. Abi Hoyle has also previously been involved with RLSS National Committees and with the writing of a child protection policy. This level of involvement at such level committees is really too demanding for most ULU students.

- Success breeds success. Our recruitment this year was aided by us being able to impress people with our results. We have had less success in terms of medals this year but have improved overall (e.g. no low placings for the A team this year at any competition.). Also the success we tasted this year has encouraged new members to get more involved in club activities as they are hungry for more success.
- Our ability to work together with other University Clubs in our quest for BUSA recognition despite them being our rivals most of the time demonstrates the ambition and maturity of the club and people.

5.2 And what would you regard as the main weakness or problem (e.g. lack of facilities)?

Not enough pool time. It is very difficult to juggle training members for awards, practicing for incidents (major part of lifesaving) and building up fitness and swimming within our current slot. Other clubs have more training resources / time than us. There is a strong correlation between success in lifesaving and more training.

We have also had trouble booking the pool for our University Competition on Saturdays. The pool is booked during term time to a club for swimming lessons. We have always been told that such bookings can't be changed. We hope that if we book the pool before the end of summer term that we will get preference to outside bodies and be able to have the pool in early December. This year we were forced to hold the competition on the first weekend after clubs broke up. Clubs struggled for teams and ours was the most poorly attended competition because of this.

On a plus note we have corrected the problem identified on last years plan and now have a more balanced mix of men and women in the club.

5.3 Can you identify any opportunity which may benefit your ULU Sport currently, or in the foreseeable future, e.g. Major events, NGB initiatives, Lottery funding (incl. WCPP), UK Sports Institute, sponsorship opportunities?

Joining BUSA. This will help raise our profile within ULU and help attract members.

Lottery Grant: We are currently applying for this. The main benefit from this would be the equipment we could buy. Members could also be paid to take teaching qualifications etc. Also ULU Lifesaving could attend more, further away competitions.

Sponsorship: We are still seeking sponsorship for the club. A slightly different approach and a more achievable target would be to get a sponsor for our University Competition rather than for the club.

Training: Three one-hour pool slots would help us immensely with regards to that mentioned in 5.2. Some free gym time for the top competitors would also be beneficial.

5.3 Are you aware of any threats or adverse influences, which may affect your ULU sport, e.g. changes at national level, alternative provision sources, and legislation changes?

We no longer have a qualified NPLQ trainer/assessor in the club or available for free to the club. APP our previous man's certificate has expired and he has no interest in re-taking it. There is a lot of demand for the NPLQ and being able to offer it would be of great benefit to the club. An immediate solution would involve Catherine Wildey as she is qualified. Some provision for her involvement through our club with the NPLQ would be ideal. Perhaps the simplest thing would be for us to pass on the details of those who contact us about the NPLQ to her and for Catherine to recommend us to those who take the NPLQ and hand details to us too.

6. Future Aims and Objectives

This section asks you to consider the key aims and objectives for your ULU Sport for at least the next three years. Longer-term plans are welcome. A number of section headings have been given below for guidance. Not all of these may be applicable to your sport and there may be other areas of activity that you need to add.

The stated aims and objectives will then be linked to formulating action plans and key performance indicators (6.11).

6.1 Committee Structure

Example aim: *To create a management structure to effectively serve the needs of the sport across the UL colleges through the club.*

What is the most appropriate/ideal committee structure to meet the needs of the sport, the ULU regulations, NGB regulations, and Safety issues? What roles are needed? Do you need to recruit more help? If so, how might this be achieved effectively?

APP. We shall continue to keep the committee active and complete for the full year and reallocate jobs so as not to burden any one member. As mentioned in 2.3 the committee is in the process of being updated to better meet the needs of the club. The trial of a Dry Side Training Officer should help the club run more smoothly. As the club grows the committee structure will have to be constantly reviewed. Future positions necessary may include Vice-Captain, Non-University Competitions Officer and Kit Officer.

The Subcommittee for the ULU Competition is not really necessary. Good work by Zeph Bradley two years ago means that all documents etc are saved on disk and can be easily amended. On the day members who are not competing and local ex-members are all that's required. Committee members who are not competing are also obliged to help.

6.2 Strategic Planning

Example aim: *To identify the needs of your ULU Sport across UL, and to prioritise those needs in terms of strategic importance.*

What are the needs of participants and potential participants in your sport at competitive level in UL colleges? How do you identify these? What are your priorities?

Our main priority is competition training to improve our results.

The A team and regular B team members need more pool time to do this. Others and new members also need to train for awards.

The best way to achieve this would be three one-hour sessions in the pool a week. The one-hour on a Sunday would involve our coach and senior members teaching award training and the basics to those with no experience with one-hour awards dry training also. The second session could be incident and rope throw training plus other skills (Dry session for incidents too). The third session could be swim and tow training with no dry session.

This is justified by the A team taking 30 seconds off their swim times simply by doing 30mins swim training on a Tuesday this year. Also some experienced good competitors get frustrated when non-experienced members have to be trained. Under the above structure such members could avoid Sunday awards training and still train

on the other days. They would train 2/3 sessions rather than 1/2 the sessions as they would do now if the sessions were split as stated in previous plans.

The club would also benefit if we followed the most successful Lifesaving University team and incorporated some gym training. I would like to see one hour of gym time a week free for 8 members of the club- i.e. the top competitors (I'd like it for all members but feel that would be an unrealistic request).

If no extra pool time or new gym times are available we will have to organise training based on most demand. Either separate sessions until awards are done or basic training in October then solid competition training and awards training once competitions are over.

Training officer distribute in advance training plans for each session and also extra training plans so people can work on their swimming privately if they want.

We will continue to promote the first competition as a "fun weekend" and take as many people as possible on the "Oxford Tube" with us so some can experience competition without having to actually compete. We will encourage people to compete ASAP.

Another important aim is to increase membership and increase the number of people who pay and then stop coming and decrease those who come once and never return. The above training improvements should help with this. People with experience of lifesaving should be handled carefully to make sure they don't lose interest early on. This has probably happened before as it is very easy to focus on those with little or no experience. These people should probably be advised to join immediately and come training at the start of November when competition training becomes the focus. Alternatively the committee should split to target the different groups. The A team could take the experienced people whilst other committee members could target those with no/little experience. This is a tough choice as a divided club must be avoided also.

6.3 Competition Structure

Example aim: *To provide an appropriate programme of competitive opportunities for your sport across UL colleges.*

More specific objectives may be divided into those applying to:

- ULU league competition
- ULU tournament competition
- Representative competition (developing your current programme)
- National competition – promoting your athletes into National squads

Aim to increase the number and types of competitions attended by the club.

- By increasing links with the lifesaving community to find out about and gain invites to them
- By attending Open Water Competitions.
- Obtaining money to cover these costs from competition fees and grant.

Aim to hold the ULU Competition annually and fill as many spaces as we can.

- Need to book pool as early as possible to do this: before summer holidays
- Competition needs to be in Term Time as other University's struggle to attend if it's held the weekend most Universities break up for Christmas.

Aim to enter Lifesaving into BUSA in the next 4 years.

- To be organised through the Captain's Meeting which we will continue to support and take two members to (Outgoing and Ingoing Captain ideally).

6.4 Recruitment & Selection

Example aim: *To ensure that recruitment efforts and selection policy are transparent and guarantee the principles of sports equity.*

More specific objectives may cover:

- improving your active recruitment efforts
- ensuring equality of opportunity to students of all member colleges
- sport-specific newsletters to AU clubs across London
- potential use of technology
- raising awareness of opportunities in the sport through effective publicity channels

Aim to increase membership to 40 members within 2 years by increasing awareness of UL students of the lifesaving club.

- By submitting Competition Reports to London Student after every competition along with the League Table
- By encouraging members to buy and wear kit
- By improving the efficiency of our ULU Open Day effort.
- By annually running the ULU Open Competition and advertising it well
- By making better use of the Website.
- Work closely with Catherine Wildley to use the NPLQ courses as a way of attracting new members.

Aim to keep members and potential members informed about lifesaving.

- By sending out only one email a week using the Yahoo User Group system, so as not to bombard people with multiple emails.
- By making better use of the website

Aim to increase awareness of lifesaving by members of the public or other universities who may later be able to become members.

Aim to welcome current members of other University Lifesaving Clubs who come to London to do Post-Grad courses- their knowledge and experience could be very useful.

Also see “Developing the Profile of ULU Sport” which is linked to this section.

6.5 The Achievement of Excellence

Example aim: *To provide the environment, programme and opportunities for competitive players to excel and achieve their potential within the ULU sporting framework.*

More specific objectives may cover issues such as:

- Attracting talented sportsmen/women into ULU sport
- Identifying and tracking talented students across UL colleges
- Providing support facilities & services to enable talented students to excel
- Preparation for NGB selection events

Aim to standardise judging and rules at university competitions

- By working with other Universities to ensure the qualified University Lifesaving Judges play an active role in university competitions.
- By promoting the use of qualified judges at university competitions verbally and at the Captain’s Meeting.
- By using the rules established at the Captain’s Meeting for competitions.

Aim to give competitors the chance to compete more often.

- By consolidating the B team and sending a squad-filled C team within 2 years.
- By promoting individual RLSS membership to club members so they can enter more non-university competitions. Aim for ¼ of members to do this within next year.
- By letting members know competition dates further in advance (i.e. a fixture list) so members can plan their college work in advance to allow them to attend more competitions.
- By arranging it so that those members who can't compete at university competitions still get to compete at non-university competitions and that success there is noted and recognised.

Aim to publish results and encourage the field to grow.

- By sending reports and league tables to London Student
- By making better use of the website

Aim to promote to members the opportunity for National Selection

- By keeping them up to date with training times of the regional development squads and passing this information to members

6.6 Developing the Profile of ULU Sport

Example aim: *To create and use every opportunity to raise the profile of your ULU Sport.*

More specific objectives may include liaison with sport- publications and with national/local press.

Aim to achieve a high profile for the sport within ULU.

- By working towards high standards of achievement at the level of purples attending ULU events
- By making use of the advertising boards in ULU for posters and information on training times

Aim to promote ULU Lifesaving within UL

- By advertising at UL colleges
- By sending reports and league tables to London Student
- By hosting and advertising the ULU Lifesaving Open

Aim to provide people with current information.

- By making better use of the website
- By sending a weekly email via the Yahoo User Group

Aim to maintain and improve links with the Metropolitan Police Force.

- By accepting invitations to their events and by inviting them to the ULU competition

Aim to raise the profile of ULU lifesaving within the RLSS

- By publishing photos/reports of the club in the RLSS publications.
- By attending RLSS Essex branch events such as competitions and AGMs

6.7 Vocational Development

Example aim: *To consider the potential for developing education and training initiatives for students in your sport across the University of London.*

Objectives could include:

- Player development days – with senior coaches or National athletes
- Coaching awards
- Referees/Umpires/Officials Courses

Aim to train members to become more effective lifesaving teachers

-By requesting RLSS Essex branch to run an assistant teachers course for some of our members within the next year.

Aim to assist those members who have become University Lifesaving Judges to use their skills.

- By working with other Universities to ensure qualified University Lifesaving Judges to play an active role in university competitions.

Aim to provide lifesaving training to other UL members

- Through NPLQ and Catherine Wildey

Aim to become involves in community projects.

- To organise training/ open days in partnership with Guy's Hospital Transplant teams to teach lifesaving skills to transplant patients. To get involved in the British Transplant Games.

Aim to get members involved with the Regional Development Squads by getting more information about them and encourage A team members to go to them.

6.8 Resourcing your Sport

Example aim: *To identify resources currently available and potential new resources*

What are your financial objectives? Can you identify any sport sponsorship opportunities? How are you going to resource the contents of your development plan? Concentrate on human, time and physical resources in addition to financial resources.

Aim to gain Sponsorship

- By actively writing to companies with a CV of the clubs achievements and activities
- By seeking both club sponsorship and sponsorship for our competition.

Aim to continue the partnership with our current coach who provides coaching at a very low cost.

- By maintaining contact over the summer period, including him in club events and attending Essex Branch Functions.

Aim to gain funding from Evolution for teaching courses or further judging courses within the next year.

- By contacting the appropriate ULU officer with full details of any courses we intend to run

Aim to gain more pool time for training for all aspects of lifesaving, awards, competition and open water ventures.

- By applying to ULU for this

- By keeping to all ULU regulations and deadlines
- By getting good results
- By writing good development plans which shows that our club deserves extra pool time.

Aim to gain gym time for top competition training

- By applying to ULU for gym time for top 8 competitors
- By improving performance as a result of this training

6.9 Partnerships

Example aim: *To investigate opportunities for partnerships of mutual benefit*

With whom, and how? For what?

Aim to maintain good relations with other university clubs

-By attending the Captain's meeting and all university competitions as well as hosting our own competition and providing a good social event afterwards so that our competition is a success.

Aim to forge links with the active RLSS clubs so members can continue training once they leave university

- By attending competitions such as the Crawley Open and using the experienced members who already train at these clubs.

As already mentioned under other sections- Essex Branch, Dave Flood, and the Police

6.10 National Governing Bodies

Example aim: *To liaise with the sport's national governing body to explore opportunities for mutual benefit*

More specific objectives may cover:

- Co-ordination of events calendar
- Access to NGB facilities
- Inclusion of ULU Sport in the NGB development and funding strategies
- Scholarship issues

Aim to get the RLSS and/or Surf Lifesaving involved in university lifesaving as part of our BUSA goals within next 2 years.

- By creating a unified front of the lifesaving universities through the Captain's meetings
- By asking them to attend the Captain's meetings

6.11 Action plans

To implement each of the ideas expressed above, we need some action plans. These should address each objective – either collectively, or independently – and be SMART.

1. Committee Structure

Records will be kept of dry and wet training sessions. The position of dry side training officer will be reviewed at the AGM and an official committee position created if necessary.

A record will also be kept of the number of competitions attended and the need for a non-university competitions officer reviewed at the AGM.

2. Strategic Planning

Three well-defined training sessions will be held once a week with training officer being responsible for planning awards sessions and competitions secretary responsible for planning competitions training, training plans will be available online and via email in order to inform members of relevant sessions for them. With 1 session competitions, 1 session awards and 1 session fitness it will be easier for students to attend the sessions relevant for them.

The performance indicators will be improvements in swim-times and rope throw consistency and the decreased loss of experienced members due to the opportunity to select training sessions appropriate to their level. A dedicated awards session should also lead to a higher number of inexperienced members gaining their bronze medallion in the first term. Three sessions should be gained by the club within three years but ideally this year.

Membership should be aimed at 30 in the next year, increasing to 40 in the next 2 years.

3. Competition Structure

The attendance of an increased number of non-university competition will lead to increased contacts within the lifesaving community, leading in turn, to an increased number of invites to competitions. A record will be kept of all competitions attended.

ULU pool will be booked prior to the end of the summer term in order to secure a competition date in term time. This should lead to a greater number of university teams being able to attend, we will aim to have 90% of university teams in attendance.

At the captains meeting we will advocate the move into BUSA. The move into BUSA should occur within the next 3 years.

4. Recruitment and Selection

Competitions Secretary will be responsible for submitting a report after each competition to London Student. New kit will be purchased for next year. Publicity Officer will have a much more active role next year and will also be wholly responsible for the website. This should lead to a much more up to date website with relevant information for current members.

The performance target for this will be an increased membership of 30 people by the end of the year and 40 in the next two years.

5. Achievement of Excellence

A consolidated B team will be in effect from midway through the first term with a squad-filled C team by the end of the year, selection and training will be as previously discussed.

Members will be encouraged to purchase individual RLSS membership, enabling them to compete in the qualifying heats for RLSS nationals. The performance indicator is that $\frac{1}{4}$ members will have membership by the end of the year.

A fixture list will be produced at the beginning of the year enabling members to plan work around competitions. Other universities will be asked to bring their competition dates to the Captains meeting in order to produce an accurate fixture list.

It will be expressed that RLSS competitions are as valid as University competitions for the recognition of excellence and for the competitive experience.

6. Profile of ULU Sport

Current members from different constituent colleges will be encouraged to wear kit around college in order to heighten the profile of the club. This year we hope to attract as wide a range of representatives from the various colleges, and not simply UCL. The indicator will be that members originate from different colleges.

We will aim to be a Core Sport. We were told we were close this time around and have made more progress. Realistic within tree years. Hopeful of being Core for 2003/4 season!

7. Vocational Development

A judges course will be arranged with financial assistance from Evolution. This will hopefully become an annual event.

We will liase with our contacts at Guys Hospital in order to run an information day for transplant patients.

8. Resourcing the Sport

Competition Sponsorship will be sought by sending out a CV of the clubs achievements and activities and a profile of the Competition. Sponsorship will be attained within the next 2 years.

DEADLINE FOR SUBMISSION: 21st March 2003 5:00pm

All plans are to be submitted to Rob Davenport, Keith Whitbread or Becky Fawcett on the 4th floor at ULU, Malet Street, London WC1E 7HY. Forms will not be accepted after the deadline and failure to submit a form will affect your funding for next year. Please ensure that you get a receipt from ULU for your form.