Nantwich Neptune Lifesaving Club

Three-Year Club Development Plan

2026–2029

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ROYAL LIFE SAVING SOCIETY UK

1. Executive Summary

This Development Plan sets out the strategic direction of **Nantwich Neptune Lifesaving Club** over the next three years.

The club aims to become the leading provider of lifesaving training within our community by:

- Growing sustainable membership
- Developing volunteers and instructors
- Improving member pathways
- Strengthening community engagement
- Maintaining excellent governance
- Ensuring financial resilience despite increasing operating costs

This plan provides measurable objectives, identifies risks and establishes clear accountability for delivery.

2. About the Club

Purpose

Our club provides:

- RLSS UK Rookie Lifeguard Programme
- Lifesaving qualifications
- Sport lifesaving training
- Competition opportunities
- Water safety education
- Volunteer development

We welcome swimmers of all abilities who wish to improve their lifesaving skills in a safe, enjoyable and inclusive environment.

Our current Members

Category	Current	Target 2029
Rookie Members	36	42
NLA Members	7	12
Instructors	15	18
Other Volunteers	1	3

3. Vision, Mission & Values

Vision

To be a vibrant community based, self-sustaining club that delivers quality lifesaving services to the Nantwich and surrounding area, in line with the RLSS UK principles

Mission

We will:

- Deliver enjoyable, safe and challenging training
- Develop members through recognised RLSS UK qualifications
- Encourage lifelong participation
- Support volunteers
- Represent our community in sport lifesaving

Values

- **Teamwork –** We work together, support one another and celebrate our shared successes to achieve our goals as a club.
- **Family Focus –** We create a welcoming and inclusive environment where families feel valued and are encouraged to be part of the club.
- **Service to the Community –** We promote water safety and use our skills to make a positive difference within our local community.
- **Fun and Enjoyment –** We provide a safe and enjoyable environment where members can learn, grow and make lasting friendships.
- **Openness –** We communicate honestly, listen to others and make decisions with fairness and transparency.
- **Commitment –** We encourage dedication, responsibility and a positive attitude from everyone involved in the club.
- **Safe Environments –** We prioritise the safety, wellbeing and inclusion of every member in everything we do.
- **Effective Communication –** We communicate clearly, respectfully and openly to keep everyone informed and engaged.

4. Current Position

Strengths

- Experienced volunteer instructors
- RLSS UK affiliation
- Positive club culture
- Strong member loyalty
- Regular weekly training
- Good safeguarding procedures

Challenges

- Rising pool hire costs
- Increasing RLSS UK affiliation costs
- Volunteer recruitment
- Limited awareness locally
- Competition from commercial swimming lessons

Opportunities

- Local events are frequent and attract a wide number of individuals
- Water Safety Week is promoted in majority of schools
- Strong community groups in the area (such as Scout & Guide groups)
- Nearby RLSS UK-affiliated clubs to ensure competitions and best practice is shared

Threats

- Pool costs
- Volunteer burnout
- Inflation
- Reduced family disposable income
- Declining volunteer numbers

5. SWOT Analysis

Strengths

Dedicated volunteers
Friendly atmosphere
Good reputation
RLSS UK recognised
Safe training environment

Weaknesses

Limited instructor numbers
Heavy reliance on key volunteers
Limited marketing
Small committee
Rising operating costs

Opportunities

Local events
Community groups in area
Water safety awareness is prominent
Social media
Sport Lifesaving growth

Threats

Pool hire increases
Volunteer fatigue
Cost of living pressures
Falling membership
Potential loss of training venue

6. Strategic Priorities

Priority 1 - Membership Growth

Objective

Increase overall membership by at least **25%** over three years.

Actions

- Continue to deliver free taster sessions
- Promote through schools, community groups and parents
- Continue to advertise on social media
- Attend more community events

Success Measures

- Membership grows annually
- Increased enquiries
- Higher retention

Priority 2 - Training Excellence

Objectives

- Deliver structured progression
- Increase qualification success
- Expand competition opportunities

Actions

- Review lesson plans
- Annual instructor CPD
- Sessions for weaker swimmers to build confidence
- Competition preparation sessions

Measures

- Qualification pass rate
- Competition attendance
- Member satisfaction

Priority 3 - Volunteer Development

Objectives

Develop the next generation of teachers.

Actions

- Refine volunteer induction
- Mentor Assistant Instructors
- Support RLSS UK qualifications

Measures

- Volunteer numbers
- Instructor qualifications
- Committee succession

Priority 4 - Community Engagement

Objectives

Become recognised locally as the area's leading water safety organisation.

Actions

- Water Safety Week
- School visits
- Community demonstrations
- Social media campaigns
- Partnership working

Measures

- Event attendance
- School engagement
- Online reach

Priority 5 - Financial Sustainability

Objective

Ensure long-term viability.

Actions

- Annual fee review
- Fundraising events
- Build financial reserves

Measures

- Annual surplus
- Reserve fund
- External funding secured

7. Annual Action Plans

Year One (2026–27) - *Build Strong Foundations*

Key Objectives

- Recruit new members
- Review club structure
- Recruit volunteers
- Improve communication

Success Indicators

- 10% membership growth
- 1 new instructors
- Efficient club structure
- Regular communication and feedback policy in place

Year Two (2027–28) - *Develop Capacity*

Objectives

- Expand competition programme
- Increase qualification delivery
- Strengthen volunteer base

Success Indicators

- 15% membership growth
- Increased competition attendance
- Additional events outside of our normal club times

Year Three (2028–29) - *Secure Sustainability*

Objectives

- Review strategic plan
- Establish succession planning
- Increase financial reserves
- Become recognised community leader

Success Indicators

- Membership target achieved
- Six-month financial reserve
- Full committee succession plan

8. Key Performance Indicators (KPIs)

Area	Baseline	Target 2029
Total Membership	59	75
Member Retention	79%	85%
Volunteer Numbers	16	21
Qualified Instructors	15	18
Reserve Fund	£3800	Six Months Equivalency
Social Media (Facebook) Followers	452	1000
Community Events	1 regularly annually	6 annually
Member Satisfaction	Unknown	90%+

9. Risk Register

Risk	Likelihood	Impact	Mitigation
Rising pool hire	High	High	Build reserves, negotiate contracts
Volunteer burnout	High	High	Recruit continually, share workload
Falling membership	Medium	High	Marketing strategy, referrals
Instructor shortages	Medium	High	Develop Assistant Instructors
Loss of venue	Low	High	Identify alternative pools
Safeguarding issue	Low	Very High	Annual training, robust policies
Equipment failure	Medium	Medium	Annual inspections, replacement budget
Reduced funding	Medium	Medium	Diversify income

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10. Financial Sustainability

Income Sources

- Membership fees
- Fundraising

Financial Objectives

By 2029 the club aims to:

- Operate with annual surplus
- Maintain six months operating reserves
- Diversify income so no single source exceeds 80%

11. Monitoring & Review

The Committee will review progress:

Review	**Frequency**
Committee Progress	Quarterly
KPI Review	Six-monthly
Financial Review	Six-monthly
Member Survey	Annually
Full Plan Review	Annually

Progress reports will include:

- Membership statistics
- Volunteer numbers
- Financial position
- Qualification success
- Competition participation
- Risk review
- Action plan progress

12. Appendix

Governance

The club will continue to maintain:

- RLSS UK Affiliation
- Safeguarding Policy
- Equality & Diversity Policy
- Health & Safety Policy
- Risk Assessments
- GDPR Compliance
- Volunteer DBS checks
- Instructor Qualifications
- Equipment inspection records

Success by 2029

By the end of this strategy, **Nantwich Neptune Lifesaving Club** aims to be:

- A thriving, financially sustainable RLSS UK-affiliated club.
- Recognised locally for excellence in water safety and lifesaving education.
- Supported by a strong team of trained volunteers and instructors.
- Providing clear development pathways from Rookie Lifeguard to instructor and competitive lifesaver.
- Financially resilient, with diversified income streams and sufficient reserves to withstand rising operational costs.

This plan will be reviewed annually to ensure it remains aligned with the club's objectives, the needs of its members, and the strategic priorities of RLSS UK.