

Case study one

Reduction of Fees

Overview

The Club completed an accounts review using the Swim England Finance Tool found [here](#) for all sections of the club, pool hire, life guards, coaching fees, training for workforce and future start-up cost. This review allowed the committee to build a financial plan around club activity. This plan was used to assess whether club savings would be able to cover this activity and future start-up cost.

Committee Decision

The committee found they needed to cover the cost of current financial commitments to the club, but that they had club reserves that would support the regular outgoings after these initial commitments were settled. Members were asked to pay their fees in full for April and May these fees would cover:

- entry fees to leagues
- retain pool time / land training facilities
- retain coaches
- phone contracts
- software contracts.

After this period, fees would then be reduced to £10 per month to continue to pay coaches to deliver virtual land training programmes for athletes.

Support for Low Income Members

Any personal circumstances that would leave this as a challenge could be discussed directly with the club treasurer.

Communication to Members

The club has been in regular contact with members since the start of the COVID-19 pandemic. They have used the following channels:

- Email correspondence for all updates.
- Club Facebook page for all training information and pool closures.
- WhatsApp for communication to squads regarding virtual training times.

Outcome

The club can use the membership fees for April and May to cover all of the clubs financial commitments for this period. Club reserves allow the fees for June to be reduced to £10 per month. These fees will help the reserves to last until September and support the club to cover the cost of re-starting Club activity:

- Pool Hire / Lifeguards.
- Coaching fees.
- Potential competition entries.
- Training for workforce.

Case study two

Continuation of Full Fees

Overview

The Club has requested that all members continue to pay 100% of their fees by Direct Debit. After completing a financial review using the Swim England Finance Tool found [here](#), the committee found that they had significant overheads to pay and therefore needed their membership to support the club through this time.

Committee Decision

Following the financial review, the committee found they needed to cover the cost of current financial commitments to the club, and they did not have the required reserves to cover these costs. All members were requested to continue to pay their full Direct Debit until the club activity resumes.

In return for the members continuing to pay their fees. The committee have made the commitment for all missed sessions to be offered back to members once the club is running as normal. This will be done by offering:

- Virtual land training sessions and social media challenges during closure.
- Vouchers for holiday camps.
- Access to badge camps.
- Payment of competition entries.
- No club closure in August.

Support for Low Income Members

Any personal circumstances that would leave this as a challenge could be discussed directly with the club treasurer.

Communication to Members

The club has been in regular contact with members since the start of the COVID-19 pandemic. They have used the following channels:

- Email correspondence for all updates.
- WhatsApp for communication to squads regarding virtual training times.

Outcome

The club can use the continual membership fees to cover the clubs current financial commitments. It will leave the club in obligation to their membership.

Case study three

Club Changes

Overview

Following the closure of facilities the club committee made the decision to freeze all membership fees until the club sessions started again. The monthly membership freeze happened after a month's membership fee had been collected allowing for water time cost to be covered once training resumed. After the government released their finance schemes, the committee looked to review this and find alternative ways the membership could contribute to the support of the club.

Committee Decision

After the government released their financial support packages, the committee met (virtual meeting) to determine how they effected the club. The decision was made to introduce a 20% monthly fee for members to retain their membership. In return for this contribution, members were provided with a members section of the website providing athletes with:

- Access to resources from **Off the Blocks**
- Swim England resources:
 - S&C Sessions
 - Nutrition
 - Psychology.

Communication to Members

The club has been in regular contact with members since the start of the COVID-19 pandemic. They have used the following channels:

- Direct email correspondence from club chair.

Outcome

The club can use the continual membership fees to cover the clubs current financial commitments.

Case study four

Membership Freeze

Overview

The Club has two types of membership:

- Annual.
- Monthly DD.

Given the difference in these membership offers the committee had to review both memberships to decide the best way to retain their membership for both offers to ensure the club can re-open when the facility opens and training can be reinstated.

Committee Decision

The committee completed a financial review and decided that after Furloughing coaches, Pool hire fees being frozen and the cancelation of future courses, the club had enough financial reserves to freeze all current membership fees.

Annual Fees

The period of closure will be added onto next year's membership i.e. if closed for April, May, June then subscriptions won't be due until July the following year.

Direct Debit payments

Initially the club was still going to take Direct Debit payments during closure. After completing a financial review and realising the club had sufficient reserves, it was decided that all fees should be frozen until the club re-opens.

Communication to Members

The club has been in regular contact with members since the start of the COVID-19 pandemic. They have used the following channels:

- Direct email correspondence from the club:
 - Weekly updates regarding club closure.
 - Direction to Swim England support.
 - Circulation of government guidance.
 - Links to articles of interest.

Outcome

The club hope to retain their membership by lessening the financial burden for their membership during this time of uncertainty.

Case study five

Membership Tiered offer

Overview

Following the government's decision to close all leisure centres, the committee held an emergency meeting to decide what they could offer to their membership in return for them to continue paying their monthly fees. The fees would ensure that the club could retain their current coaches and continue to pay them a salary until the club re-opens.

Committee Decision

The committee came to the decision that could still offer their membership a service that was of value based by providing an interactive offer for athletes based around a land, wellbeing and mentor programme. This scheme was based on a three tier offering of a daily schedule of activity.

Virtual Program & Team Building		A Package	B Package	C Package
		100% of your Monthly Fees	50% of your Monthly Fees	25% of your Monthly Fees
1	Daily Training workout			
	Available online	✓	✓	✓
	Different every 2 weeks			
2	Group Live Workout (Daily)			
	10:00am Yoga	✓	✗	✗
	4:00pm Dry Land			
3	Group Meeting (60min-90min)			
	Every week	✓	✓	✓
	Workout Follow-up and to stay connected			
4	One on one meeting (45min-60min)			
	1 Meeting every 2 weeks	✓	✗	✗
	Goal setting: Short Term, Mid and Long Term			
5	Conference (60min)			
	Life-Management	✓	✗	✗
	Nutrition			
6	Stroke Clinic (60 min)			
	Once a week	✓	✓	✗
	One Stroke every week			
7	Stroke Analysis (30min-45min)			
	Individual and Group	✓	✗	✗
8	Group Swimming Project			
	Mixed groups from each squad	✓	✓	✗
	Each group will do a research on a specific topic			
9	DolphinsFit Cross Canada Challenge			
	Mixed groups from each squad	✓	✓	✓
	The Goal is to complete 5514km			
10	Members can Walk, Run or Bike			
	Team Online Game night	✓	✓	✗

- Package 1 = 100% fees
- Package 2 = 50% fees
- Package 3 = 25% fees

Communication to Members

An email was sent to all members from the club with the table attached above. The treasurer worked closely with the membership secretary to ensure the members were put on the correct tariff. The coaches then communicated through WhatsApp direct with their athletes to set out a programme of activity for the coming weeks.

Outcome

- The membership is engaged during this time and are continuing to train.
- The committee can also gauge the impact on the overall membership and make preparation for future club activity when the facilities re-open.
- Coaches continued to be paid for delivering the programme and did not have go through the furlough scheme.

Case study six

Seeking Government Support

Overview

Following the closure of facilities, the Club decided that they would put out a communication to advise them that their fees could be stopped for the closure period. They did however, appealing to parents to continue to pay their monthly membership fees if they could.

Committee Decision

After the initial communication to members the club have since decided to freeze all club membership and have asked for donations from members who are still in a position to offer financial support.

The club have furloughed all their coaches except one, who is completing admin tasks. All admin is coordinated through that person as not to compromise the staff furloughed.

Communication to Members

Email correspondence has been sent to all club members with regard to the changes in contacts and fees.

Outcome

The club is now seeking grants from the Government and have stopped all direct debits from members.