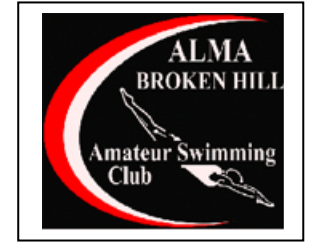




# ALMA BROKEN HILL AMATEUR SWIMMING CLUB

## STRATEGIC PLAN 2013 – 2016



*" S w i m m i n g   f o r   a l l   a t   A l m a "*

**VISION:** *At Alma we believe swimming should be an enjoyable, friendly and rewarding experience*

**MISSION:** *Our aim is to promote the sport of swimming, and encourage swimmers to achieve their personal best in a healthy, safe and supportive environment*

**AIMS:** *To achieve this aim: -*

- *We provide the opportunity for all levels of ability to develop their skills and promote swimming*
- *We promote friendship among club members, encourage team work within the club and provide a respectful environment for all members*
- *We provide competitive swimmers opportunities for swimming with this as their goal and we encourage swimmers to strive to achieve their full potential*
- *We encourage self-discipline and self-motivation as a means of excelling and achieving personal goals*
- *We encourage all members and their parents/caregivers to become involved in the running of their club*

**VALUES:** *Teamwork – working together to achieve both individual and club goals*

*Sportsmanship – Sportsmanship is demonstrated through respect, empathy and integrity to ourselves, our peers and competitors*

*Excellence – Striving to reach maximum potential as an individual, a team and a club*



# ALMA BROKEN HILL AMATEUR SWIMMING CLUB STRATEGIC PLAN 2013 – 2016



*" Swimming for all at Alma "*

Priority Areas	Objectives	Target Areas	Outcomes
1. Membership	To increase active participation in all areas of swimming and club activities by members and non-members including swimmers, coaches, officials, volunteers and parents/ caregivers.	<ul style="list-style-type: none"><li>a) Recruitment</li><li>b) Retention</li><li>c) Recognition</li></ul>	<ul style="list-style-type: none"><li>1. Recruitment strategies are developed to attract new members in all areas to the club.</li><li>2. Retention strategies are developed that contribute to on-going participation by current members.</li><li>3. Recognition strategies developed that acknowledge and reward member's participation, achievements and efforts.</li><li>4. Provide opportunities for prospective members to be actively involved in club activities.</li></ul>
2. Administration	To provide effective leadership and best practice administration to ensure the club's long term sustainability.	<ul style="list-style-type: none"><li>a) Governance</li><li>b) Planning</li><li>c) Policies</li><li>d) Risk Management</li><li>e) Financial Management</li><li>f) Communication</li><li>g) Partnerships</li></ul>	<ul style="list-style-type: none"><li>1. An effective and accountable management structure and best practice administration systems are developed and implemented.</li><li>2. Short and long term goals/plans with on-going monitoring and reporting processes are developed.</li><li>3. Club policies are identified, developed and maintained in line with current legislation.</li><li>4. Risk Management processes to assess, identify and manage potential risks are developed.</li><li>5. Financial budgets and processes to control and monitor assets and expenditure are developed.</li><li>6. Members and stakeholders are regularly informed of club policies, decisions and information through effective communication strategies.</li><li>7. Effective partnerships are developed to assist club operations and member services.</li></ul>

3. Activities	To increase the opportunities for club members to engage in social and team building activities.	<ul style="list-style-type: none"> <li>a) Social Activities</li> <li>b) Team Building Activities</li> <li>c) Non-swimming development</li> </ul>	<ul style="list-style-type: none"> <li>1. A positive club culture exists with a strong team spirit and a family friendly environment is developed.</li> <li>2. Regular social events are organised and all members and stakeholders are informed and welcomed at these events.</li> <li>3. Effective communication is maintained to keep all members informed of scheduled events.</li> <li>4. Upgrade the clubrooms for use by the club for social events.</li> </ul>
4. Swimmer Development	To increase the percentage of competitive members eligible to compete in Country, State and National development squads and representative teams.	<ul style="list-style-type: none"> <li>a) Junior Swimmer development</li> <li>b) Age &amp; Open swimmer development</li> <li>c) Competitive Activities</li> </ul>	<ul style="list-style-type: none"> <li>1. Appropriate development opportunities are provided to prepare learn to swim members to make the transition from Learn to swim to club swimming.</li> <li>2. Clear development pathways for swimmers are available to transition through different levels of skills development, to achieve personal goals within the club structure.</li> <li>3. Appropriate development opportunities are provided to prepare swimmers to make the transition from country to state and then state to national age competitions.</li> <li>4. Provision of personal development opportunities in the areas of leadership and team work exist.</li> </ul>
5. Coaching, Officiating and Club Development	To provide quality services in the areas of coaching, officiating and club development.	<ul style="list-style-type: none"> <li>a) Coaches</li> <li>b) Technical Officials</li> <li>c) Volunteers</li> <li>d) Parents/Caregivers</li> </ul>	<ul style="list-style-type: none"> <li>1. Coaches are provided support to access education, training and/ or professional development opportunities to improve their skills, knowledge and experience.</li> <li>2. Club Officials are provided support to access education, training and professional development opportunities to improve their skills, knowledge and experience.</li> <li>3. Volunteers are provided support to access education, training and professional development opportunities to improve their skills, knowledge and experience.</li> <li>4. Parents are informed of planned club and coaching opportunities/ sessions, goals and other relevant information.</li> </ul>
6. Marketing and Promotion	To increase the club's profile in the community and to grow its' financial resources to enable investment in future operations.	<ul style="list-style-type: none"> <li>a) Marketing</li> <li>b) Promotion</li> <li>c) Publicity</li> <li>d) Sponsorship</li> <li>e) Fundraising</li> </ul>	<ul style="list-style-type: none"> <li>1. Innovative strategies utilising information technology are developed and implemented.</li> <li>2. Partnerships are developed with organisations, schools, swim schools and YMCA to raise awareness of the club in the community.</li> <li>3. A strong relationship with local media is developed to ensure regular promotion of the club in the community.</li> <li>4. Targeted effective partnerships are developed to increase the sustainability of the club.</li> <li>5. Innovative fundraising activities are conducted to generate revenue for the club operations.</li> </ul>



# ALMA BROKEN HILL AMATEUR SWIMMING CLUB

## STRATEGIC PLAN 2013 – 2016



*" Swimming for all at Alma "*

### ***Executive Summary***

The Alma Broken Hill Amateur Swimming Club Strategic plan 2013-2016 is the culmination of the efforts of the Alma Swimming Club Committee and club members to ensure both the on-going viability and sustainability of the club. To ensure the club maintains a friendly atmosphere where members profit from the planning in ways such as social events, training and equipment and success through healthy competition.

This strategic plan aims to consolidate and increase the clubs current membership, develop further opportunities for existing and new club programs. It also aims to increase the participation of swimmers in interclub competitions, increase the number of swimmers competing at country and state level competitions. Provide training and development for club coaches and technical officials and increasing the number of social events held by the club to build team and club spirit.

The outcomes of the effectiveness of this strategic plan are measured in how the Key Performance Indicators (KPI) is met during the life of this plan. These KPI's are derived from the Priority Areas and are intended to detail measurable outcomes.

## Priority Areas

1. Membership
2. Administration
3. Activities
4. Swimmer Development
5. Coaching, Official and Club Development
6. Marketing and Promotion



# ALMA BROKEN HILL AMATEUR SWIMMING CLUB

## STRATEGIC PLAN 2013 – 2016



" S w i m m i n g   f o r   a l l   a t   A l m a "

Priority Areas	Organisational Goal	Timeframe
1. Membership	<p>Alma Broken Hill Amateur Swimming Club actively seek to increase participation in the sport of swimming and Learn to Swim programs. For us these underpin the healthy activity of swimming for our members and aim to build greater membership numbers in the club.</p> <p><b>Goal 1 - Improve participation and performance</b></p> <ul style="list-style-type: none"> <li>• Expansion of club membership each year over the previous year:- <ul style="list-style-type: none"> <li>- Club membership drive in October.</li> <li>- Participation in the Swim Australia Go Swim Month in October 2013 – go swim day Sunday October 13<sup>th</sup> 2013</li> <li>- Parent Information session</li> <li>- Meet and greet with Coaches</li> <li>- Come and try sessions</li> <li>- Club BBQ, with activities e.g. novelty races, social activity</li> </ul> </li> <li>• Investigate the development of additional training opportunities <ul style="list-style-type: none"> <li>- development of a club development squad for swimmers wishing to develop skills for competition levels</li> </ul> </li> </ul>	<p><i>Continual from now for the life of this strategic plan.</i></p> <p><i>Go Swim Day – Sunday 13<sup>th</sup> October 2013, 11am to 2pm (Club Registration Day)</i></p> <p><i>Dates for 2014/15/16 to be set each year</i></p>

	<ul style="list-style-type: none"> <li>- Club Development opportunities with Swimming SA coach</li> <li>• Retention of current club members</li> <li>- Start of season Club social event/evening</li> <li>- Regular Social Events during point score season</li> </ul>	
2. Administration	<p>Alma Broken Hill Amateur Swimming Club acknowledges the need for improvement in areas of administration, documentation and improved communication systems to all stakeholders. The club is committed to a number of actions, strategies and review processes to improve the administration needs of the club to met current legislation requirements.</p> <p><b>Goal 1 – Update governance, planning and policy documents</b></p> <ul style="list-style-type: none"> <li>• Develop a current club Constitution and By Laws</li> <li>• Develop effective and accountable management structures for the administration systems of the club</li> <li>• Develop current club policy documents that are maintained in line with legislative needs <ul style="list-style-type: none"> <li>- Club Privacy Policy</li> <li>- Member Welfare Policy</li> <li>- Child Welfare Policy</li> <li>- Hot Weather Policy</li> <li>- Inclusion Policy</li> <li>- Discipline Policy</li> <li>- Club Register of Injuries</li> <li>- Privacy Register</li> <li>- Register of Training and Qualifications</li> <li>- Register of Coaches/Officials/Volunteers working with children's police check</li> <li>- Volunteer Head Coach, Coaches and Volunteers Annual Agreements</li> </ul> </li> <li>• Ensure club Risk Assessment processes are up to date and maintained</li> </ul> <p><b>Goal 2 – Improve Communication to members and stakeholders</b></p> <ul style="list-style-type: none"> <li>• Develop appropriate and respectful communications systems for the dissemination of information to members <ul style="list-style-type: none"> <li>- Monthly newsletters</li> <li>- Club Website – development and on-going maintenance</li> <li>- Text messages and emails</li> <li>- Season Calendar of events – social, point score and club championships</li> </ul> </li> <li>• Appropriate systems in place to ensure the integrity and security of member information</li> </ul>	<p><i>By the next Annual General Meeting being held on Sunday 11<sup>th</sup> August 2013.</i></p> <p><i>Be developed and implemented for the 2013-14 swimming season and there on.</i></p>

	<ul style="list-style-type: none"> <li>- Member only section on club website</li> <li>- Member awareness of club Privacy Policy and club privacy register</li> <li>• Develop appropriate communication systems for the dissemination of information to external stakeholders</li> <li>- Swimming SA &amp; NSW Fair Trading</li> </ul>	
3. Activities	<p>Alma Broken Hill Amateur Swimming Club recognises the importance of social activities to develop a strong club and team spirit. The development of a strong club culture is an integral part of the clubs growth.</p> <p><b>Goal 1 – Increase the number of social events held by the club</b></p> <ul style="list-style-type: none"> <li>• Including both Learn to swim and club swimmers in social events <ul style="list-style-type: none"> <li>- Annual Club Christmas Party</li> <li>- Fundraising Activities</li> <li>- Family Nights</li> </ul> </li> <li>• Development of increased social events for competitive swimmers <ul style="list-style-type: none"> <li>- Annual Swimming Club Trip sponsored by the Club</li> <li>- Annual Point Score Presentation Evening</li> <li>- Point Score – meal nights, breakfasts after competition</li> <li>- Social Events incorporated in Club Championship Nights – meals after club championships, special events e.g. coaches/officials race, sporting club relay night</li> <li>- Club Championship Medal Presentations</li> </ul> </li> </ul>	<p><i>Ongoing for the life of this strategic plan and there on.</i></p> <p><i>Formal review being evaluated annually.</i></p>
4. Swimmer Development	<p>Alma Broken Hill Amateur Swimming Club acknowledges that its existence relies on a strong relationship with facilities available, and appropriate training and competition opportunities.</p> <p><b>Goal 1 – Improved club swimmer performance</b></p> <ul style="list-style-type: none"> <li>• Develop systems to improve swimming club members participation and performance in school and interclub competitions</li> <li>• Increase the number of swimming club members making JX and YPS times each year over the previous year.</li> <li>• Increase the number of swimming club members participating and excelling in SA country meets each year over the previous year.</li> <li>• Increase the number of swimming club members participating and excelling at state level championships each year over the previous year.</li> <li>• Increase the number of swimming club members competing at a national age or National Championships over the life of this strategic plan.</li> </ul> <p><b>Goal 2 – Continue to develop the clubs Learn to Swim Program</b></p> <ul style="list-style-type: none"> <li>• Develop a strong promotional program in the community</li> </ul>	<p><i>On going for the life of this strategic plan and there on.</i></p> <p><i>Formal review being evaluated annually.</i></p>

<p>5. Coaching, Officiating and Club Development</p>	<ul style="list-style-type: none"> <li>• <i>Retain current and recruit new Learn to Swim Instructors</i></li> </ul> <p>There is a clear understanding that the services and programs that are delivered are only as good as the people delivering them. It also acknowledges that our volunteers are a valuable resource and critical to the success of the club in both the short and long term.</p> <p><b>Goal 1 – To develop available Human Resources</b></p> <ul style="list-style-type: none"> <li>• <i>Develop and grow volunteers supporting the Alma Broken Hill Amateur Swimming Club.</i></li> <li>• <i>Establish a sub-committee for the clubs point score and club championships to teach new volunteers</i></li> <li>• <i>Point Score and Club Championship Sub-Committee to develop a clear and precise set of procedures for these events that is regularly shared with members</i></li> <li>• <i>Develop training opportunities for club coaches and club officials</i> <ul style="list-style-type: none"> <li>- <i>Coaches Meetings – coaches assisting coaches</i></li> <li>- <i>Swimming SA coaching accreditation visits</i></li> <li>- <i>Attendance and participation at coaching clinics</i></li> </ul> </li> <li>• <i>Develop a training regime for volunteers including Official and non-Official technical training</i> <ul style="list-style-type: none"> <li>- <i>Swimming SA</i></li> <li>- <i>Club training sessions</i></li> <li>- <i>First Aid Qualifications for volunteers including coaching and official</i></li> </ul> </li> </ul> <p><b>Goal 2 – Financial Stability</b></p> <ul style="list-style-type: none"> <li>• <i>Ensure the financial viability of the club is maintained</i></li> <li>• <i>Ensure club members profit from any fundraising</i></li> </ul>	<p><i>Ongoing for the life of this strategic plan.</i></p> <p><i>Formal review being evaluated annually.</i></p> <p><i>Swimming SA – State Coach – Bronze level Accreditation</i>  <i>St John’s Ambulance -First Aid</i></p>
<p>6. Marketing and Promotion</p>	<p>Alma Broken Hill Amateur Swimming Club acknowledges that its existence relies on a strong and healthy relationship with the membership and the community</p> <p><b>Goal 1 – Build strong relationships with the Media</b></p> <ul style="list-style-type: none"> <li>• <i>Local Television Station</i></li> <li>• <i>Local BDT newspaper – regular club stories and promotion of successful swimmers and events</i></li> <li>• <i>Local Radio stations – participation in local radio sports shows</i></li> </ul> <p><b>Goal 2 – Development of Club Website</b></p> <ul style="list-style-type: none"> <li>• <i>Development of web site by local volunteers</i></li> <li>• <i>Participation in Swimming SA affiliated website providers IMG Sports</i></li> <li>• <i>Maintain website so it is current and up to date</i></li> </ul>	<p><i>Ongoing for the life of this strategic plan.</i></p> <p><i>Developed and implemented by the start of the 2013-14 swimming season.</i></p>



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## Key Performance Indicators

### **Key Performance Indicators – Priority Area 1 Membership**

- *Increase club membership each year over the previous year*
- *Increase Learn to swim membership each year over the previous year*
- *Develop ties with local schools and community groups*
- *Trial new development squad to prepare interested swimmers for competitions*

### **Key Performance Indicators – Priority Area 2 Administration**

- *Monthly newsletter about club information sent out in the week following the clubs monthly general meeting*
- *Minutes of General Meetings will be disseminated to all members within one week of meeting to ensure members are kept informed*
- *Regular emails regarding club news and external events*
- *Increase fundraising income each year over the previous year.*
- *Actively pursue available grants each year.*
- *Develop an appropriate and realistic budget each swim year*
- *Club governance documents are developed and updated with copies provided to Swimming SA and NSW Fair Trading*
- *Club policy documents and registrations are maintained, updated and reviewed monthly*
- *Privacy Policy and procedures to protect member information register is developed, this includes use of photographs for promotional purposes*

- *Ensure executive are familiar with policies and related forms to meet annual legislative requirements with Swimming SA and NSW Fair Trading*

### **Key Performance Indicators – Priority Area 3 Activities**

- *Invite to local sporting clubs to participate in club relay night*
- *Subsidies for swimmers to participate in one club trip each year*
- *Club presentation night to recognise club swimmers achievement during point score season*
- *Learn to swim certificates of achievement presented at clubs annual presentation night*
- *Increase the number of social activities held by the club through a club events calendar – incorporating point score and club championships*

### **Key Performance Indicators – Priority Area 4 Swimmer Development**

- *Develop new club strategies to improve club swimmers to compete in competitions*
- *Develop a wish list for club training equipment and develop a plan to purchase this equipment*
- *Increase the number of swimming club members making JX and YPS times each year over the previous year.*
- *Increase the number of swimming club members competing and excelling at the SA Country Championships each year over the previous year.*
- *Increase the number of swimming club members competing and excelling at State Championships each year over the previous year.*
- *Increase the number of swimming club members competing at a National age or National Championships over the life of this strategic plan.*

### ***Key Performance Indicators – Priority Area 5 Coaching, Officiating and Club Development***

- *Supply funding to provide training to at least one coach or official each year*
- *Develop clearly defined rolls for club head coach, coaches and officials in the form of a signed agreement*
- *Offer training opportunities for volunteers within the club to develop knowledge of point score and club championship programs*
- *Develop a training schedule for coaches within club and with Swimming SA each year*
- *Investigate technical officer training for club volunteers*

### ***Key Performance Indicators – Priority Area 6 Marketing and Promotion***

- *Members only area in website*
- *Sponsors kept up to date with club information at least twice a year*
- *YMCA centre to be kept up to date with club activities at the centre*
- *Develop and implement at least one advertising campaign per year to promote the club*