

**Fun, Participation,
Encouragement,
Performance &
Improvement**



The Queensland Government provided \$3000 to Maryborough Swimming Club Inc for the development of a Development Plan to get more Queenslanders active through sport and recreation



MARYBOROUGH SWIMMING CLUB INC

2004 - 2006

Development Plan Version 1.

Facilitated by Holt Innovative Services
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Purpose

This development plan constitutes a range of management strategies which will:

- develop and promote the sport of swimming in the Maryborough area and encourage participation at all levels and age groups
- provide effective management and administration practices within the club
- develop the athletes
- develop the technical and coaching personnel

This document remains a living document and as such will be reviewed and updated on an annual basis so as to respond to the ever changing priorities and developments of the sport and the club itself. The Development Plan should be read in conjunction with the annual Action Plan.

History

Maryborough Swimming Club Inc. was founded in 1938. It is affiliated with the Queensland Swimming Association (QSA) which controls and administers the sport of swimming in Queensland. QSA acts in accordance with the rules and regulations of Australian Swimming Inc. (ASI) which in turn functions under the International Swimming body called FINA.

The Maryborough Swimming Club conducts:

- Regular time trials, open swimming carnivals, open relay carnivals, friendly swim meets against other Clubs and social activities for both swimmers and parents.

The QSA conducts:

- Summer and Winter State Championships, and other Meets for individuals and teams.

Maryborough Swimming Club is operated by a Management Committee, which is elected at the Annual General Meeting held in March/April each year.

The Maryborough Swimming Club colours are maroon, blue and white.

The Club prides itself on high standards of sportsmanship, teamwork and encouragement. We encourage swimmers and their parents to maximise their benefit from the sport of swimming through enjoyment, participation and commitment. As a Club we want to continue to build an environment where swimming at Maryborough is about fun, participation, encouragement, performance and improvement.

Management Committee

This development plan was initiated by the 2003-2004 Management Committee.

MANAGEMENT COMMITTEE 2003 – 2004

| Position | Name |
|---------------------------------------|-----------------------------------|
| President | Brian Feldman |
| Secretary | Andrea Wheeler |
| Treasurer | Mick Manski |
| Senior Vice President | Glyn Peatey |
| Junior Vice President | John Gillard |
| Records Clerk | Connie Cross |
| Race Secretary | Gloria Byrne |
| Registrar | Deleese Warner |
| Wide Bay Delegate | Brian Feldman |
| Carnival Director | Glyn Peatey |
| Club Night Nominations Officer | Colin Mathews |
| Coach | Jason Stephenson |
| Equipment Officer | Doug Walker |
| Club Referee | John Gillard |
| Publicity Officer | Richard Axelsen |
| Catering | Bernadine McCawley & Sue O'Hanlon |
| Fundraising | Deborah Mathews |
| Medical Officer | Dr Jim McCawley |
| Starter | Steve Bates |
| Announcer | Anita Bates |
| Chief Timekeeper | Brad Faint |

Key Result Area 1: SPORT DEVELOPMENT

Goal: To improve and rejuvenate the existing framework of activities and develop new products, thus enhancing growth and lifelong participation in the sport of swimming.

| OUTCOME | PERFORMANCE INDICATORS | STRATEGIES | SCORECARD | RESPONSIBILITY |
|--|---|--|-----------|---|
| 1.1 Increase participation by providing a range of activities for the community. | <ul style="list-style-type: none"> December 2004 - Survey conducted and analysed. June 2005 - Feasible new products included in the development plan. | <ul style="list-style-type: none"> Conduct a survey of members to determine their needs and provide valuable suggestions to the management committee for inclusion in the development plan. | | Management Committee |
| | <ul style="list-style-type: none"> 2004-2005 season – implement new activities | <ul style="list-style-type: none"> Create a range of social activities and competitions including: <ul style="list-style-type: none"> — Kickboard group — Basketball in 25m pool | | Management Committee & Resident Coach/Manager |
| | <ul style="list-style-type: none"> March 2005 – Complete research and negotiations with satellite clubs. | <ul style="list-style-type: none"> Identify new target markets and provide a development program or support structure to these markets (e.g. satellite clubs) | | Management Committee |
| | <ul style="list-style-type: none"> Meet the Performance Indicators of the Individual Programs | <ul style="list-style-type: none"> Implement appropriate State & National initiatives which increase participation in swimming. | | Management Committee |

Key Result Area 2: PEOPLE DEVELOPMENT – VOLUNTEERS & COACHES

Goal: To provide the swimming participants with high quality and knowledgeable personnel to administer and conduct the sport of swimming throughout the Maryborough area.

| OUTCOME | PERFORMANCE INDICATORS | STRATEGIES | SCORECARD | RESPONSIBILITY |
|--|---|---|-----------|---|
| 2.1 To increase the number of qualified / educated volunteer personnel within the swimming community of Maryborough. | <ul style="list-style-type: none"> 2005 - 3 of Management Committee and other persons as interested for future development undertake the Active Australia Provider Program or similar program per year. | <ul style="list-style-type: none"> Provide education and accreditation courses for the volunteers within the club <ul style="list-style-type: none"> E.g. Implement the Active Australia Provider Program. | | Management Committee |
| | <ul style="list-style-type: none"> May 2005 -Development of Introductory Courses completed. Start of each season – Introductory Courses promoted and delivered. | <ul style="list-style-type: none"> Develop and actively promote and provide introductory courses to prospective volunteers including parents, teachers and other interested personnel to assist with ongoing implementation of activities and the development of the young athletes. | | Carnival Director & Technical Officials |
| | <ul style="list-style-type: none"> By start of 2004 - 2005 season: <ul style="list-style-type: none"> Development of Performance Plan complete. Develop responsibility outline and task expectation for temporary replacement 2004 -2005 budget includes coach development & temporary replacement allocation. | <ul style="list-style-type: none"> Develop Coaching personnel through provision of: <ul style="list-style-type: none"> Technical information Contacts Performance planning Attendance at seminars/conferences e.g. ASCTA Formalisation of the process to authorise coach assistant and replacement. Participation of parents at coaching sessions | | Management Committee & Resident Coach/Manager |

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| <p>2.2 To improve the effectiveness of volunteer personnel within the swimming community of Maryborough.</p> | <ul style="list-style-type: none"> • End 2004 – Develop Newsletter with standing items including: <ul style="list-style-type: none"> — Local Information — Technical — Management /Administration — Safety — Athlete Development — Qualifying Times — State Titles Information • Ongoing - Distribute other publications as available. • Distribute State & National information on notice board • Distribute carnival information via the notice board and announcement at club nights. | <ul style="list-style-type: none"> • Provide resources and circulate technical developments & newsletters to increase knowledge, improve skill development, assist novice officials/administrators and increase awareness on the risk management issues relating to participation in swimming. | | <p>Management Committee</p> |
| | <ul style="list-style-type: none"> • 2004-2005 season – Current position holders document tasks. OR application submitted for Club Development for consultant to formulate required documents in consultation with current personnel. • End 2005 – Review document for approval by Management committee for implementation. | <ul style="list-style-type: none"> • Develop a range of documentation to assist persons in their roles. <ul style="list-style-type: none"> — Job Descriptions — Task Sheets — Work Instructions | | <p>Carnival Director</p> |

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| | <ul style="list-style-type: none"> • Commencement of 2004-2005 season – Implement volunteer system. | <ul style="list-style-type: none"> • Design and develop a system for volunteer participation. | | Management Committee |
| 2.3 To recognise the commitment and service provided by the volunteers (administrators, officials and workers) involved in Maryborough swimming. | <ul style="list-style-type: none"> • End 2004 – Implement an Awards Panel to provide the management committee with suggestions for a structured awards system... • End 2004-2005 season – implement adopted awards system. | <ul style="list-style-type: none"> • Actively promote and initiate awards schemes that recognise the contribution made by the people within Maryborough swimming and encourage members to submit nominations & recommendations. | | Management Committee |

Key Result Area 3: PEOPLE DEVELOPMENT - ATHLETES

Goal: To provide effective development and talent identification programs and pathways to assist swimming participants to achieve their goals.

| OUTCOME | PERFORMANCE INDICATORS | STRATEGIES | SCORECARD | RESPONSIBILITY |
|---|---|---|-----------|---|
| 3.1 To provide an effective development program and a talent identification program. | <ul style="list-style-type: none"> • Club Junior Player Development Programs conducted. • Gain and maintain representation at state and national level. | <ul style="list-style-type: none"> • Conduct advance squad training sessions. <ul style="list-style-type: none"> — Local sessions — Regional Development Camps — District Skills Development Program squads | | Management Committee & Resident Coach |
| | <ul style="list-style-type: none"> • Increase number of participants from previous years: <ul style="list-style-type: none"> — 2004 -2005 by 5% — 2005-2006 by 5% | <ul style="list-style-type: none"> • Encourage more junior swimmers to compete at: <ul style="list-style-type: none"> — Club Time trials — Novice carnivals — Wide Bay & Burnett Fraser Championship Carnivals | | Management Committee Club Coaches & Learn to Swim Teachers |
| 3.2 To recognise the commitment and achievement of athletes involved in Maryborough swimming. | <ul style="list-style-type: none"> • End 2004 – Implement a scheme to provide the management committee with suggestions for a structured awards system. • End 2004-2005 season – implement adopted awards system. | <ul style="list-style-type: none"> • Actively promote and initiate awards schemes that recognise the achievements of the swimmers. (E.g. Personal Best times etc.) | | Management Committee |

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| 3.3 Provide additional services to athletes | <ul style="list-style-type: none"> • Start 2004-2005 season – arrange for masseur/physiotherapy services to be secured | <ul style="list-style-type: none"> • Arrange for masseur/physiotherapy services to assist athlete strengthening and injuries recovery. | | Management Committee |
| | <ul style="list-style-type: none"> • Start of each season calendar – club carnivals designated for the year | <ul style="list-style-type: none"> • Designation of Club Carnivals | | Management Committee & Club Coach |
| 3.4 Maintain Representative Standards | <ul style="list-style-type: none"> • By the commencement of the 2004-2005 season the standards developed | <ul style="list-style-type: none"> • Develop Representative Standards | | Management Committee |

Key Result Area 4: FACILITY DEVELOPMENT

Goal: To develop the best possible swimming facilities throughout Maryborough area to conduct local, regional, state, national and international standard activities and competitions.

| OUTCOME | PERFORMANCE INDICATORS | STRATEGIES | SCORECARD | RESPONSIBILITY |
|--|--|---|-----------|--|
| 4.1 To have international standard training facilities | <ul style="list-style-type: none"> • May 2004 – Facility Development Operational Committee formalised. • By end 2004 – Specifications developed. • By end 2005 – Financial plan developed and implemented. • end 2006 -Facilities to be fully operational including gym and clubroom | <ul style="list-style-type: none"> • Develop specifications for a new complex. • Secure government funding and other financial assistance to develop the facilities to international standard. | | Facility Development Operational Committee |
| 4.2 To improve current facilities to a standard allowing activities at each level of the sport to be conducted in a functional and pleasant environment. | <ul style="list-style-type: none"> • By start 2005 - a plan is developed to attract funding/corporate sponsorship for facilities as listed. • By June 2005 - funding applications have been submitted and corporate sponsorship sought. • January 2006 – 50% of listed improvements completed • June 2006 – 100% of listed improvements completed. | <ul style="list-style-type: none"> • Include minor projects to the current facilities including: <ul style="list-style-type: none"> — Landscaping & relaxation areas — Pergola area — Notice Board — Bar-be-cue area — Revitalised painting • Secure resources/government funding and/or other financial assistance for the development of facilities | | Facility Development Operational Committee |

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| | <ul style="list-style-type: none"> • By start 2005 - a plan is developed to attract funding/corporate sponsorship for facilities as listed. • By June 2005 - funding applications have been submitted and corporate sponsorship sought. • January 2006 – 50% of listed improvements completed • June 2006 – 100% of listed improvements completed | <ul style="list-style-type: none"> • Improve major physical infrastructure of facilities current facilities including: <ul style="list-style-type: none"> — New concrete — Enclosure over 25m pool — Fencing to allow airflow from bowling green — Public Locker area — Bar — Babysitting facilities • Secure resources/government funding and/or other financial assistance for the development of facilities | | Facility Development Operational Committee |
| | <ul style="list-style-type: none"> • On-going - Formalised agreements are in place. • On-going – use and management of facilities. | <ul style="list-style-type: none"> • Maintain working partnerships and formalised agreements with local government and the local community in securing, developing and utilising facilities. | | Management Committee & Resident Coach/Manager |
| 4.3 To identify and purchase new or replacement equipment necessary to conduct swimming activities and carnivals. | <ul style="list-style-type: none"> • By start 2005 - a needs analysis is conducted and an equipment list developed. • By March 2005 – develop a purchasing plan to attract funding/corporate sponsorship for equipment as listed. • By June 2005 – purchasing plan implemented. | <ul style="list-style-type: none"> • Purchase new and upgrade equipment necessary for conducting swimming activities, events and carnivals by securing funding through a range of channels. | | Equipment Acquisition Committee |

Key Result Area 5: ADMINISTRATION AND FINANCIAL MANAGEMENT

Goal: To provide strong, positive leadership at all levels and to improve the financial viability of the sport in Maryborough areas.

| OUTCOME | PERFORMANCE INDICATORS | STRATEGIES | SCORECARD | RESPONSIBILITY |
|---|---|--|-----------|----------------------|
| 5.1 Strategic Plan, Constitution and operating structure reviewed annually. | <ul style="list-style-type: none"> • Management review and planning session conducted annually. • Develop an annual Action Plan with from this Development plan with appropriate, realistic and achievable actions. • 90% of planned outcomes are met • Outcomes of reviews and amendment of plans, structure and Constitution as required. | <ul style="list-style-type: none"> • Conduct an annual Management planning and organisational review. • Review structure and Constitution as need is identified • Promote the structure and functions to the members/stakeholders | | Management Committee |

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|--|---|---|--|-----------------------------|
| <p>5.2 Increase revenue through</p> <p>a) Registration Fees</p> <p>b) Corporate Sponsorship</p> <p>c) Government Sponsorship and grant programs</p> <p>d) Event Income</p> | <ul style="list-style-type: none"> • Registration fees: 2003/04: increase by 5% to \$ 2004/05: increase by 5% to \$ 2005/06: increase by 5% to \$ <ul style="list-style-type: none"> • Corporate sponsorship: 2003/04: maintained \$ 2004/05: increase by 2% to \$ 2005/06: increase by 2% to \$ <ul style="list-style-type: none"> • Government Sponsorship: 2003/04: maintained at \$ 2004/05: increase to \$ 2005/06: maintained at \$ <ul style="list-style-type: none"> • Event Income: 2003/04: increase to \$ 2004/05: increase to \$ 2005/06: increased to \$ | <ul style="list-style-type: none"> • Develop and effective implementation of the 'Participation Growth Strategy' • Quality servicing of existing sponsors and securing new sponsors. • Meet all requirements of resource agreement and performance targets • Provide quality events that meet the needs of the participants and spectators. | | <p>Management Committee</p> |
| <p>5.3 Improve the financial management of the Association.</p> | <ul style="list-style-type: none"> • Budgets Met • Monthly reports and annual audit are completed within required time and with a clean bill of health. | <ul style="list-style-type: none"> • Produce financial management reports including budgets, forecasts and cash flows in line with best business practices. • Implement financial management and accountability procedures working within approved program budgets. | | <p>Management Committee</p> |

| OUTCOME | PERFORMANCE INDICATORS | STRATEGIES | SCORECARD | RESPONSIBILITY |
|---|--|---|-----------|---|
| 5.4 Appoint qualified personnel to positions on staff and Operational Committees. | <ul style="list-style-type: none"> • 100% Objectives of workgroups met. • Retention of volunteers & coaches • Satisfactory outcomes of staff reviews • Staff performance objectives met | <ul style="list-style-type: none"> • Source appropriate personnel for the various volunteer positions including those on specific advisory and taskforce groups. • Engage quality and appropriate personnel and provide a detailed description for each position (Paid and Voluntary) within the club. • Conduct annual review of personnel and their performance against required outcomes. | | Management Committee |
| 5.5 Provision of effective communication system and quality service to all levels of membership and stakeholders. | <ul style="list-style-type: none"> • 2005 - System to be fully operational • 50% of members are utilising internet communication system by 2006. • 65% of feedback responses indicate level of satisfaction to be 7 out of 10 | <ul style="list-style-type: none"> • Utilise communication system via the internet that encompasses a website, competition component and linkages to other stakeholders. • Document internal procedures and processes • Provide quality service to our stakeholders | | IT Advisor |
| 5.6 Develop long term records management system | <ul style="list-style-type: none"> • 2005 – System to be operational | <ul style="list-style-type: none"> • Utilise electronic system to maintain a registration database and records maintenance system. • Document internal procedures and processes | | IT Advisor, Registrar, Race Secretary & Records Clerk |

Key Result Area 6: RISK MANAGEMENT

Goal: To ensure swimming activity is conducted in a safe and controlled environment and that as far as possible, assets are protected and operational risks minimised.

| OUTCOME | PERFORMANCE INDICATORS | STRATEGIES | SCORECARD | RESPONSIBILITY |
|---|--|--|-----------|----------------------|
| 6.1 Minimise risk in all operational areas of swimming activity conducted by the club in Maryborough. | <ul style="list-style-type: none"> • 1% of sport injury insurance claims annually. • 0-1 only liability claims between 2004 and 2006 | <ul style="list-style-type: none"> • Provide appropriate policies covering areas of the sport where risks have been identified. • Apply best practice risk management processes to the business management and administration of the sport. • Provide a comprehensive insurance package for all aspects of swimming including: <ol style="list-style-type: none"> 1. Sports Injury/Personal Accident 2. Public & Product Liability 3. Errors & Omissions 4. Association Liability (D&O) • Attention to Occupational Health & Safety standards and reports (if any). | | Management Committee |

Key Result Area 7: **MARKETING AND SPONSORSHIP**

Goal: To raise the profile of swimming throughout the Maryborough and surrounding areas through innovative marketing initiatives and to attract corporate sponsorship.

| OUTCOME | PERFORMANCE INDICATORS | STRATEGIES | SCORECARD | RESPONSIBILITY |
|---|--|---|-----------|---|
| 7.1 To raise the profile of swimming & implement innovative marketing initiatives | 2005 - Implementation of marketing plan. <ul style="list-style-type: none"> • Print media articles in local papers: 2004: 5 articles 2005: increase by 20% to 6 2006: increase by 33% to 8 • The number of hits recorded on website. | <ul style="list-style-type: none"> • Analyse market trends, devise, develop & Implement Marketing Plan • To increase media exposure at all levels throughout Maryborough through the maintaining the appointment of media/publicity officer. • Implement Maryborough Swimming Club Website with linkages to each member association • Research and Identify a range of clothing and merchandise items for potential appeal to a variety of age groups and lifestyles. | | Marketing and Sponsorship Operational Committee |
| 7.2 To increase the level of corporate support and sponsorship. | <ul style="list-style-type: none"> • By 2005 – Develop a potential range of 2 new major sponsors therefore increasing the number from 0 to 2. • 90% of current sponsors retained | <ul style="list-style-type: none"> • Develop a sponsorship policy with as broad a base as possible. • Gain and effectively service a group of major and minor sponsors. • Build effective relationships with a variety of corporations. | | Marketing and Sponsorship Operational Committee |