

MARYBOROUGH

SWIMMING

CLUB INC.

STRATEGIC PLAN

2006 - 2011

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MARYBOROUGH SWIMMING CLUB STRATEGIC PLAN 2006 - 2011

The Maryborough Swimming Club's Strategic Plan 2006-2011 sets the strategic direction for the club. The outputs within this document identify the key priority areas that the Maryborough Swimming Club will use to achieve its mission. The strategic plan also contains the performance indicators against which performance will be measured.

RATIONALE FOR 5 YEAR PLAN

The Maryborough Swimming Club is a community based volunteer organisation that has a commitment to excellence and professionalism.

A 5 year plan provides the necessary timeframes for a volunteer organization which only operates on a part time basis, to implement the strategies necessary to achieve the organisations goals. Any shorter timeframe unnecessarily creates pressure on those members who do have the commitment and desire to achieve the clubs mission and goals. This in turn leads to frustration, disenchantment and ultimately the inability of the club to meet these goals. Conversely any longer timeframe inhibits the ability of members to envisage a realistic end date by which strategies and actions can be achieved

The Maryborough Swimming Club development strategy means that a policy for action planning should incorporate the following:

YEAR	PRIORITY	EXAMPLE
2007 to 2008	Action plans should be targeted at building fundamentals for strategies outlined	<u>Within Priority 1</u> :- The development of the High Performance Squad
2009 to 2010	Further development of action plans of ongoing development and further implementation of identified targeted strategies	<u>Within Priority 1</u> :- The identification of elite swimmers from the High Performance Squad and introduction of new swimmers to the High Performance Squad.
2011	The action plan should be targeted at the assessment and future development.	<u>Within Priority 1</u> :- Advancement and progression of swimmers through each squad.

Thus a 5 year plan gives the available time to reach the necessary achievable dead lines that is envisaged by most members within the organization, and also this 5 year period allows for sufficient time for the strategies and action plans to be implemented given realistic pressures of volunteer members.

OPERATIONAL PERFORMANCE REVIEW

Included in the specific performance indicators there will also be included an overarching operational performance review, targeted at ensuring specific indicators are met and that the strategic plan is achieving the desired objectives. These reviews will take place at the end of each season and will involve the whole committee.

The focus of the operational performance review is flexible and will evolve as the milestones within the plan progress. It will also assist in addressing local and emerging issues and be a focus for ensuring strategies remain the target for the vision that the club has expressed for itself.

STRATEGIC PRIORITIES

In order for the Club to meet the stated mission and realise the vision for the club the Strategic Plan must focus the Club's attention on those key priorities as well as maintaining effective day to day business that will achieve this result. To do this a number of key priorities have been identified which summarise the strategic focus of the Club. Within each Priority area are a number of key strategies that provide direction for action to be taken. For each of these strategies there will be performance indicators that will measure the effectiveness of the strategies over the given period.

BUDGETS AND ACTION PLANS

For each strategic priority and their associated strategies, action plans will be required which will indicate the detailed specifics of how each strategy will be implemented and each action plan will have an attached budget to ensure financial accountability and viability. Each action plan will encompass the necessary measurement indicators for that specific action. For each action plan there must be a nominated controller. The responsibility of the controller is to ensure the action plan is carried through.

PROJECT TIMELINES

If a proposed action for a strategy was so long as to carry over more than one review cycle then it will be termed a project and as such will need to have, if encompassing more than one action plan a project timeline with key milestones and indicators marked. For each project there must be a project manager. The responsibility of the project manager is to ensure all actions are completed and that the project is kept on track.

VISION STATEMENT

Maryborough Swimming Club is determined to provide the best swimming experience in the Wide Bay region through increased participation, inclusiveness, excellence in performance, best practice, commercial development and safe operations.

MISSION STATEMENT

The development of a safe environment for the enjoyment of water sports and the achievement of excellence in sporting performance underpinned by strong and sustained growth with supportive leadership at all levels.

STRATEGIES

- ✚ Provide Athletes with Program designed to promote best performance
- ✚ Development of Coaches to National Standard Accreditation
- ✚ Benchmark Athlete and Club performance
- ✚ Talented athlete identification program
- ✚ Fund Athlete development Programs
- ✚ Development and emphasis on team success

PERFORMANCE INDICATORS

- Number of programs that utilize best practice initiatives
- Number of swimmers in the programs
- Annual increase in the number of club swimmers who have reached State and National representation
- Number of coaches that hold Silver Level Qualifications
- Number of coaches that are appointed to representative teams
- Number and types of courses undertaken by coaching staff
- Amount of money/ occurrences spent to support athlete development
- Number of successful relay teams relative to number of relay events offered per carnival
- Number of athletes attending State Titles for the whole week

STRATEGIES

- ✚ Market swimming and aquatic sport participation
- ✚ Development of Integrated Athlete Progression Program
- ✚ Strengthen resources available
- ✚ Provide access to safe, well maintained wet and dry land training facilities
- ✚ Foster co-operation with Intra-regional, State and national Clubs
- ✚ Increase participation in aquatic sports

PERFORMANCE INDICATORS

- Number and varieties of marketing campaigns
- Percentage increase of active swimmers
- Club awareness survey
- Number of hits to website
- Increase in percentage of the number of swimmers progressing from learn to swim
- Length of time swimmers spend in each development program
- Amounts of money as percentage of budget spent on community development projects
- Amounts of money spent on sports development projects
- Variety and money spent on access to aquatic activities
- Number of participation in aquatic activities other than swimming
- Types of new aquatic activities commenced in the aquatic centre
- Amount of money spent as a percentage of budget on community access resources

- Numbers of club members using the gymnasium
- Number of days pool is opened for access by club members
- Amount of money as a percentage of the budget spent on dry land training Equipment
- Amount of money as a percentage of the budget spent on swimming accessories and training equipment
- Amount of money spent on maintenance
- Number and type of accidents and injuries sustained
- Number of carnivals attended
- Number of interstate visits to other clubs
- Number of clubs visiting our carnivals

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STRATEGIES

- + Enhance visibility of Maryborough Swimming and the Aquatic Centre in the Market place to increase commercial opportunities
- + Develop and implement a financial self-sufficiency program
- + Develop effective relationships with government and corporate bodies
- + Develop and implement risk management strategies across the organisation
- + Develop permanent corporate sponsorship arrangements
- + Identify and fund asset replacement program
- + Identify and implement new business and revenue producing enterprises

PERFORMANCE INDICATORS

- Number of advertisements and brochures distributed
- Hits to website
- Number of articles in regional and local newspapers
- Amount of money spent on marketing
- Amount of funds under management and amount of income derived from these managed funds
- Number of permanent sponsors and amount of income derived from permanent sponsors
- Amount of grants received from state and local government departments
- Number of business relationships developed with corporate bodies
- Number of reportable incidents that have occurred at the center
- Money spent on asset replacement
- Number and type of assets on the asset register

- Number of action plans developed for business and revenue producing enterprises
- Amount of new revenue produced from new business
- Number of festivals, community events attended promoting swimming club
- Number of festivals and community events attended fundraising
- Amount of money raised from fundraising at festivals and community events

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STRATEGIES

- + Provide club administrators with development activities and management tools to enhance the performance of the club
- + Support parents of swimmers with relevant information and resources
- + Review and establish efficient streamlined administration policies
- + Promote and assist in the education and training of technical officials
- + Promote and provide relevant facility management qualification training to staff both within and external to the organization
- + Identify and establish key industry and commercial partnerships
- + Provide equity access to facilities for all

PERFORMANCE INDICATORS

- Amount Number of trained officials in the club
- Type and number of administration courses attended
- Number of handbooks distributed
- Number of newsletters produced
- Number website
- Survey responses and number of suggestions in the suggestion box
- Number of documents of recorded minutes
- Number of actions reappearing on agenda
- Amount of errors detected in documents by Random audit
- The number and type of technical officials
- The amount of money on technical official training
- The number of club members that hold specific facility management qualifications

- Number of complaints for difficulties accessing center
- Number of disabled swimmers within the program
- Number of references to disability access in club documents

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STRATEGIES

- ✚ Development and implementation of a Code of Conduct and Member Protection Policy
- ✚ Promotion of Swimming as a drug free sport
- ✚ Conduct regular risk assessment of facilities and sports environment and implement corrective procedures where necessary
- ✚ Undertake Industry Standard safe practices
- ✚ Educate all swimmers in safe swimming practices and implement and endorse Swimming Queensland water safety initiatives
- ✚ Market Aquatic Centre as a safe facility

PERFORMANCE INDICATORS

- Number Amount of acknowledgement forms returned from club members
- The amount of member protection personal in the organization
- Number of blue cardholders
- Number of pamphlets distributed indicating we are a drug free sport
- Number of swimmers detected and reported to appropriate industry sporting body
- Number of people trained within the organization on maintaining drug free sport
- Number of completed risk assessment documents
- Number of audits undertaken to ensure safe practice
- Number of pool logs and maintenance reports completed
- Number of persons attending training sessions of safe practice in swimming

- Number of members holding water safety qualifications
- Number of audits from Work Place Health and Safety Queensland

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