

# Northam Swimming Club

## Strategic Plan 2018-2023

Reviewed – June 2020 – Season Priorities

**5 Year Goal:** To be a larger, professional club, that enables its members to achieve personal goals through swimming.

**How:** By providing training, competition and opportunities  
(in a friendly, encouraging, enjoyable inclusive environment).

Through Our Programs, Our Resources and Our Club support functions.

<b>STRATEGY 1: PROGRAMS</b> <i>the things we 'do' with our swimming members</i>				
<i>Consequence: What happens because of it</i>	<i>Key success measures: How do we know we achieved it</i>	<i>Actions</i>	<i>Who Responsible</i>	<i>When</i>
Great swimming programs More members Members achieve their goals	Annual season program/s in place (published to Club) by beginning of season  2021 Mechanisms to recognised swimmer goals  2023 Mechanisms to recognise member goals.	<p><b>Development Program (Learn to swim 5-8yos)</b></p> <ul style="list-style-type: none"> <li>• Scope Program                             <ul style="list-style-type: none"> <li>○ what it is,</li> <li>○ what will be done,</li> <li>○ coaching skills needed, identified people to run program,</li> <li>○ relevant risk management</li> </ul> </li> <li>• Train up coach/trainers</li> <li>• Potentially negotiate program with Shire regarding pool access/support</li> <li>• Advertise and target key audiences</li> <li>• Involve program in time trials</li> </ul> <p><b>OUTPUT: Increased number of 5-8yo in club.</b></p>	President (JS)	Program active in 2019/20 Season  Will be dependent on New Pool opening dates.

	<p><b>2020 update: Development Program</b></p> <ul style="list-style-type: none"> <li>•Currently 18-20 children in 5-8 age bracket / Squids</li> <li>•Coaching – need additional support – possibly older swimmers, others?</li> </ul>	<p><b>2020 Actions</b></p> <p>Coaching support needs to be sorted</p>	Jo	BEFORE 20/21 season
		<p><b>Competition Program</b></p> <p>1. Program</p> <p>Program developed to target up to six seasonal competitions, including one in Perth</p> <p>Planned training programs developed</p> <p><b>Output: Swimmers wanting to compete have appropriate training to enable them to do so.</b></p>	Head Coach	1. Annually
	<p><b>2020 update: Competition Program</b></p> <ul style="list-style-type: none"> <li>•Improve calendar</li> </ul>	<ul style="list-style-type: none"> <li>•Identify our meets EARLY and get in calendar</li> <li>•Targeted meets might use a bus; costs need to be determined ACTION</li> <li>•Push identified meets from start of season</li> <li>•Children without parents: Need to determine policy ACTION</li> <li>•Check time trials and option for these to occur THURSDAY Nights ACTION</li> </ul>	<p>Coaches Comp Coord</p> <p>Coaches Committee</p> <p>Coaches /Committee</p>	AUG/SEPT
		<p>2. Coaching</p> <p>Coaches to be trained annually in technique changes/updates</p> <p>Achieve at least one Bronze level Coach in Club</p> <p><b>Output: Well-trained coaches &amp; 1 bronze level coach.</b></p>		<p>2. Annually for training</p> <p>3. In place for 2019/20 Season</p>
	<p><b>2020 update: Coaching</b></p> <ul style="list-style-type: none"> <li>•Achieving various qualifications - ongoing</li> <li>•Felt that coaching was improved this year – and we were more competitive</li> <li>•Ideally, we want more coaches and some succession planning –</li> <li>•? if parents and/or older kids could be more involved with coaching</li> </ul>	<p>Workbook (Chadd) needs to be completed before start of season 20/21</p> <p>Reassess Coach succession planning</p>	<p>CHADD</p> <p>Coaches/ Committees</p>	<p>Start of 20/21 season</p> <p>Mid-season</p>

		<p><b>Fitness Program</b>  Aimed to support those seeking fitness rather than competition.</p> <p>Scope program to Include technique training (swim technique, drills, distance, times).</p> <p>Target audience to be determined</p> <p>Identify resources required (coaching and any other)</p> <p>Planned training program developed annually.</p> <p><b>Output: Fitness program has sufficient members to be ongoing.</b></p>	Masters Coach	<p>Aim to be in place for Season 2019/20</p> <p>Annual program delivered 2020 - 23</p>
	<p><b>2020 update: Fitness Program</b></p> <ul style="list-style-type: none"> <li>•New fee structure will assist this</li> <li>•Need additional coach time</li> <li>•Concurrent training sessions?</li> <li>•Revisit 2021/22</li> </ul>			REVISIT 21/22

**STRATEGY 2: RESOURCES** *the things (people, money and equipment) we need to support the club and enable us to offer various programs*

<i>Consequence: What happens because of it</i>	<i>Key success measures: How do we know we achieved it</i>	<i>Actions</i>	<i>Who Responsible</i>	<i>When</i>
<p>The Club has the resources to run the programs and activities that it wants to</p>	<p>2019: We have financial targets identified and actioned.            2021: financial targets on track            2021 People needs on track (Coach numbers, active volunteers).            2023: 5 yr Financial and People resources achieved</p>	<p><b>Reassess involvement in Country Pennants</b></p> <p>Scenarios to review:            Cost cycles reflecting moving distance (hence cost) to attend            When we host, what financial benefits            What benefit to cost for us  <b>Output: Agreed approach to Country Pennants for the next five years.</b></p>	<p>President</p>	<p>ASAP</p>
	<p><b>2020 Update: CP</b></p> <ul style="list-style-type: none"> <li>•Costing was reasonable for 19/20</li> <li>•Need to continue annual costing discussion (at end of each season)</li> <li>•Team selection –               <ul style="list-style-type: none"> <li>o Preseason needs to be a discussion</li> </ul> </li> </ul> <p><b>ACTION</b></p> <ul style="list-style-type: none"> <li>o EOI was confusing this year – possibly implied that you were in the team if you responded</li> <li>o Consistency of selection process unclear / coaches’ choice</li> <li>o Minimise backlash</li> <li>o Needs to be a consistent info/message for committee</li> <li>o Handbook? – on website</li> </ul>	<p>Continue annual cost discussion</p> <p>Team selection – continue to improve process and communication of process</p>	<p>Committee</p>	<p>End of season</p> <p>Pre-season</p>

		<p><b>Identify Finance needs for next five years.</b> Identify Financial scenarios for Club to determine the level of additional financial resources needed (if any). Include:</p> <ul style="list-style-type: none"> <li>• Impact of new pool on costs</li> <li>• Need for new equipment</li> <li>• Need for additional coaches and/or training</li> <li>• Increasing SWA fees</li> <li>• Loss of revenue, e.g. Bingo stopped or cut back</li> <li>• Country pennants costs.</li> </ul> <p><b>Output: Identify core financial risk areas and actions needed to address.</b></p>	Treasurer	2019/20
	<p><b>2020 update: Finance</b></p> <ul style="list-style-type: none"> <li>•Need New Treasurer ASAP</li> <li>•Next Committee meeting – identify possible targets and/or other methods to track down someone for the role</li> </ul> <p>•Loss Bingo Revenue for 2021 •Where can costs become full cost? - e.g. possibly Country Pennants are no longer subsidized by the club</p>	<p><b>Find a new treasurer</b></p> <p><b>Discuss with shire access, fees, MOU</b></p> <ul style="list-style-type: none"> <li>• <b>Determine # lanes, times and nights</b></li> </ul> <p><b>Review impact of loss of Bingo income</b></p>	<p>All to identify</p> <p>Jo</p> <p>Committee</p>	<p>ASAP</p> <p>Monthly until achieved</p> <p>BEFORE XMAS 2020</p>
		<p><b>Access to Lane Space in New Pool</b></p> <p>Negotiate lane access with SoN</p> <ul style="list-style-type: none"> <li>• Looking at alternative times</li> <li>• Incorporating dryland training</li> <li>• Costs with new pool</li> </ul> <p><b>Output: Access to lanes secured</b></p>	President / Vice President	<p>In place prior to new pool opening</p> <p>Aim March 2019</p>
	<p>2020 update: Lane access</p> <ul style="list-style-type: none"> <li>•Need to determine number of lanes needed, times and nights</li> <li>•Monthly check in with Shire - Jo</li> </ul>	<b>Actions as above</b>		

## STRATEGY 3: CLUB SUPPORT FUNCTIONS *the underpinning governance and operating structures that keep us functioning*

<i>Consequence: What happens because of it</i>	<i>Key success measures: How do we know we achieved it</i>	<i>Actions</i>	<i>Who Responsible</i>	<i>When</i>
The club functions professionally	<p>We continue to meet our requirements under the Incorporations Act and SWA.</p> <p>Annual operating plan established before commencement of each season.</p>	<p><b>Active Committee and Sub Committees</b> (prevent burn out and share the load)</p> <p>Develop structures to support Club Committee and spread workload.</p> <ul style="list-style-type: none"> <li>• Develop 'Expectations/Rules' for parent participation</li> <li>• Set up a sign-up Roster before start of season for all parents</li> <li>• Make tasks do-able</li> <li>• Explore other ways of doing things</li> <li>• Parent attendance at time trials</li> </ul> <p>Look at Processes needed to Improve our social environment – what do parents want.</p> <p><b>Output: Energetic Club supported by active parents.</b></p>	Volunteer Coordinator	<p>During 2018/19</p> <p>Revisit after moving to New Pool.</p>
	<p><b>2020 update: Committee</b></p> <ul style="list-style-type: none"> <li>•Parent involvement didn't change – i.e. the same ones are doing all the jobs</li> <li>•Committee Members continued to take all the load of operations</li> </ul>	<p><b>As for 19/20, CONTINUE</b></p> <p><b>Look at Processes needed to Improve our social environment – what do parents want.</b></p>	Committee	
		<p><b>Communications</b></p> <p>Identify what we want to communicate, to whom and frequency, (core info, weekly updates, emergencies, late changes to schedules etc)</p> <p>Look at the technology available (e.g. website, Facebook, other) and choose the tools best suited to our purpose</p> <p>Develop some processes and protocols for our use of technology (e.g. who is authorised to post, and when, how to deal with imminent issues: e.g. pool closed due to lighting, etc)</p> <p><b>Output: Everyone knows what's going on at the right time.</b></p>	Comms Person  TO BE IDENTIFIED	Staged run out 2018-2020

	<p><b>2020 update: Communications</b></p> <ul style="list-style-type: none"> <li>o These increased massively this year with website and Facebook</li> <li>o Good to link web &amp; fb so that the posts are both the same and simultaneous. This year we at times had three different versions of a particular item:</li> <li>o ? Is there an App that we could use for this?</li> <li>o Communication – too many sources</li> </ul>	<p>Approach Jodie Longmire to look at feasibility of linking FB posts to Web and/or other app that might work.</p> <p>Identify a dedicated Comms person</p> <p>20/21 communication aim: one message</p>	<p>JO</p> <p>COMMITTEE</p>	<p>ASAP</p> <p>ASAP</p>
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# 2019/20 Achievements and improvements

## 2019/20 - ACHIEVEMENTS

- Great Job transitioning to new pool
- Increased the number of juniors. Total numbers increased from 65 to 87.
- Information now available on web and Facebook
- The club is more competitive
- Coach development had a greater focus and resulted in improved quality of coaching
- Organisation for the Northam Open resulted in a well-run event
- Country Pennants: The preplanning made a massive difference. Ability to change as we went also contributed to a smooth process
- Could improve our team selection process and/or knowledge of how this occurs
- Increased community presence as a club

## 2019/20 - IMPROVEMENTS

- Time trials – we are still not seeing PBs regularly – so what do we change to improve the focus on using these to push times
  - ? ‘live’ points update
  - ? extra options for kids to nominate events
- Communications
  - These increased massively this year with website and Facebook
  - Good to link web & fb so that the posts are both the same and simultaneous. This year we at times had three different versions of a particular item. ?? is there an App that we could use for this  
Communication – too many sources 20/21 season aim to have ONE message
- How to increase our numbers of seniors
- How to retain older swimmers
- The information that goes into the calendar could be improved
- Country Pennants selection process – we can still improve this process further. EOI this year set some unfulfilled expectations
- Parent involvement didn’t change – i.e. the same ones are doing all the jobs
- Committee Members continued to take all the load of operations
- Club Cohesiveness – need to look at how we involved the newer members at the pool. Present as a more united club.
- Increase our presence as a club to the community at the pool