

ARMADALE KELMSCOTT SWIMMING CLUB



“Home of the AKWA dragons”

BELONG • CHALLENGE • INSPIRE

ARMADALE KELMSCOTT SWIMMING CLUB (AKSC)

1 YEAR STRATEGIC PLAN: ADOPTED AND EFFECTIVE FROM 15/06/2021 TO 30/06/2022

ARMADALE KELMSCOTT SWIMMING CLUB (AKSC) - STRATEGIC PLAN 2021-2022

Vision

To build a strong swimming club that encourages local community involvement.






Mission

To create a strong community that brings people together by a spirit of belonging, strong coaching that inspires every person's personal best "PB", embracing difference and celebrating goal achievement.

Club Motto

"Home of the AKWA Dragons: Belong – Challenge – Inspire"

Our Values

-  **Support** – Encourage each other to achieve your personal best
-  **Belong** - A family friendly club that welcomes members of the community and encourages all people to be involved and unite as one team
-  **Respect** – Embrace difference and promote social inclusion by interacting positively with each other
-  **Fun** – Foster enjoyment through participation, engagement and mateship
-  **Inspire** – Love the sport of swimming, motivate each other and promote swimming success by celebrating abilities

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Key Strategic Initiatives:

1. **Ensure compliance with government requirements:**

Compliance with governance requirements reduces barriers to grant funding and ensures the club is in a strong position with meeting its commitments to Swimming WA, City of Armadale, members and community groups. Consideration of policies and procedures reduces potential for conflict and ensures meeting insurance and registration standards to protect the interests of the club and its members.

2. **Build the club's reputation in the community:**

The club is in a stage of re-building its profile in the community following the closure of the pool for two years. The club has an engaged committee that requires the support and participation of the community to raise the club's profile and the benefits of swimming to families and individuals. Strategies to accomplish this initiative include providing visual awareness of the club with promotional equipment, advertising achievements of the club and its members, increasing volunteer participation, reaching out to potential financial sponsors and creating events to showcase the values of the club.

3. **Coaching Development and Committee Stability:**

Long term planning must provide strong coaching support and pathways for coaches to develop their skills to ensure continuity to the club's programs. Establishing position descriptions and clear objectives for coaches will promote stability and provide opportunities for the recognition of their achievements. A coaching development plan will ensure staffing levels provide for anticipated increased membership to ensure the right fit for services to members.

4. **Membership Growth:**

A strong club needs a good membership base to meet its financial requirements and increase its competitiveness as a successful swimming club. A target of 100 members has been set for the one-year strategic plan to promote good a competition and teamwork. Maintaining the membership over winter is important to continue the services provided. To maintain memberships, coaches will develop goals with the swimmers to support member motivation. The club will recognise the members achievement of these goals which includes a merit system for swimmer progress/abilities and actions that represent the values of the club. Relationships will be formed with community organisations to develop affiliations and pathways for beginner swimmers to enter the club, along with promotional/competition events and come and try nights.

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FOCUS AREA: GOVERNANCE

OUTCOME: TO REVIEW AND MAINTAIN OPERATIONAL FRAMEWORKS

STRATEGY	KEY PERFORMANCE INDICATORS	DUE DATE	PERSON RESPONSIBLE	IMPORTANCE RANK	BUDGET
Review the current constitution	1. Each committee member to review the current constitution within one month	19/05/2021	All committee (Patty Blackwell)	1	
	2. Compile a list of errors or out of date compliance within one month	12/6/2021	All committee		
	3. Each committee member to identify two areas of improvement for the next committee meeting after one month of reviewing document	12/6/2021	All Committee		
	4. Committee compiles a list of improvements	16/6/2021	Peta /Kelly		
	5. Committee ranks improvement in order of importance/area of need	16/6/2021	Peta/Kelly		
	6. Monthly committee meeting states and documents the requirement of a special general committee meeting to present the constitution changes	15/06/2021	Kelly		
	7. Coordinate a special committee general meeting to present and vote on changes to the constitution	31/07/2021	Kelly		
	8. Payment of fee to change constitution	31/8/2021	Jo		
	9. Implement changes to the constitution	1/08/2021	Patty		
	10. Update all authorities and key parties with a copy of the new constitution	18/5/2021	Kelly		
	11. Create bi-laws as guided by Swimming WA – best examples of constitution and bi-laws	30/9/2021	All Committee – example provided by Peta – 1/7/2021		

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<p>Coordinate and update all of the club's policies and procedures</p>	<ol style="list-style-type: none"> 1. Compile exemplars of policies and procedures from Department of Sport and Recreation as resources as an audit tool 2. Download online resources from club spot 3. Identify an individual responsible for implementing policies and procedures 4. Identify what policies and procedures to be expanded from the hand book 5. Create subcommittee groups to develop policies and procedures 6. Create the development of a policy and procedures register 7. Committee to vote on policy and procedures 8. Implement and maintain policies and procedures 	<p>30/09/2021</p> <p>30/09/2021</p> <p>30/09/2021</p> <p>30/09/2021</p> <p>31/10/2021</p> <p>31/03/2022</p> <p>31/3/2022 and ongoing</p>	<p>Peta</p> <p>Peta</p> <p>All Committee</p> <p>Committee Representatives</p> <p>Committee Representatives</p> <p>Sub Committee</p> <p>Sub Committee</p> <p>Sub Committee</p>	<p>2</p>	
<p>Establish the club's values and vision</p>	<ol style="list-style-type: none"> 1. Finalise the club's values and vision with agreement from committee members 2. State the values and vision into the strategic plan 3. Advertise on the club's values and vision (strategic plan) on the club's website and Facebook 4. Update the Clubs handbook, membership forms and code of conduct to reflect the club's values, vision and expected behaviours 5. Create a club song and encourage swimmers to promote on social media and at club night/competitions. 	<p>15/06/2021</p> <p>15/06/2021</p> <p>31/7/2021</p> <p>31/7/2021</p> <p>31/5/2022</p>	<p>Peta and Committee</p> <p>Peta</p> <p>Matt/Catriona/Jo Amanda/Sam</p> <p>Sam/Matt</p> <p>All members Catriona/Amanda/Sam</p>	<p>3</p>	

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FOCUS AREA: MARKETING AND PROMOTION

OUTCOME: DEVELOP THE CLUB'S IDENTITY AND REPUTATION IN THE LOCAL COMMUNITY

STRATEGY	KEY PERFORMANCE INDICATORS	DUE DATE	PERSON RESPONSIBLE	IMPORTANCE RANK	BUDGET
Raise awareness to the wider community of the values and vision of the club	1. Create a modern logo and profile that reflects the values and raises the profile of the club	30/3/2021	Peta/Cathy/Sarah	4	
	2. Request the City of Armadale showcase the club's memorabilia, culture and achievements in a visible area of the Armadale Aquatic and Fitness Centre	31/5/2021	Matt/Sarah/Patty		
	3. Establish a budget for promotional equipment	23/2/2021	Peta /Patty /Jo		
	4. Acquit grant for promotional equipment to raise awareness to the community of the club and its vision	31/07/2021	Peta		
	5. Purchase promotional equipment and ensure storage and movement guidelines of equipment	31/07/2021	Cathy/Peta/Sarah/Jo		
	6. Display promotional equipment during training, club nights, fundraising, Virtual Rotto swim and competitions	On-going	All members		

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FOCUS AREA: SPONSORSHIP AND GRANTS					
OUTCOME: TO BE PROACTIVE IN SEEKING OUT SPONSORSHIP AND GRANTS					
STRATEGY	KEY PERFORMANCE INDICATORS	DUE DATE	PERSON RESPONSIBLE	IMPORTANCE RANK	BUDGET
Develop template for grants and sponsorship applications for certain purposes	1. Identify key areas of club’s vision and values to incorporate into grants or sponsorship	31/8/2021	Peta	6	
	2. Develop a proforma that refers to strategic plan and objectives	1/10/2021	Peta /Patty/Jo		
	3. Develop and finalise procedures for grant applications and sponsorships	1/10/2021	Peta/Kelly /Patty		
Identify potential grants/sponsorship opportunities for specific purposes	1. Identify what the club requires sponsorship for – list of needs and wants (up to 5)	15/09/2021	Committee/Coaches	7	
	2. Identify type of sponsorship – monetary goods or services required to acquire club needs and wants	15/09/2021	Committee/Coaches		
	3. Identify type of grant required and if club is required to contribute funds or contribute in kind (estimate unpaid contributions)	15/09/2021	Peta/Patty/Jo/Heather		
	4. To identify and compile key factors for applications to be successful	1/10/2021	Peta		
	5. Complete grant acquittal procedures ie.	1/11/2021	Peta		

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	<ul style="list-style-type: none"> i. Identify and allocate committee member to purchase equipment or implement the grants goals ii. Identify further funding required and allocate funds or fundraise for funds iii. Complete required documentation iv. Create acknowledgement plan v. Consent to advertise vi. Acknowledge the sponsor 				
Identify sponsors within the community	1. Each committee member to identify two potential sponsors	20/7/2021	Committee	13	
	2. Compile list of potential sponsorship over (20 target)	31/7/2021	Committee		
	3. Create sponsorship levels/packages	20/7/2021	Committee		

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FOCUS AREA: VOLUNTEERS AND COMMUNITY					
OUTCOME: TO INCREASE PARTICIPATION AND ENGAGEMENT OF VOLUNTEERS FROM THE COMMUNITY TO SUPPORT THE CLUB.					
STRATEGY	KEY PERFORMANCE INDICATORS	DUE DATE	PERSON RESPONSIBLE	IMPORTANCE RANK	BUDGET
Develop a partnership with mutual networks for Community Spirit	1. Identify two community groups to establish a connection with to form a mutually loyal network	31/08/2021	Committee	5	
	2. Contact two community groups and invite them to one club night and reciprocate this to one of their events	31/08/2021	To be decided		
	3. Advertise to the local newspaper/magazine and Facebook the networking connection	30/09/2021	Matt/Sam/Catriona/Jo		
	4. Request Facebook and social media links from other community groups	30/09/2021	Matt/Sam/Catriona/Jo		
Increase engagement of all members in supporting the club for fundraising opportunities	1. Develop a recruitment plan for volunteers/members families for fundraising activities	31/10/2021	Committee	14	
	2. Provide training on child safe framework and ensure all volunteers complete required working with children checks	31/07/2021	Matt		
	3. Request support from volunteers/members families for two fundraising events which includes both participation and provision of equipment/supplies	31/10/2021	Jo		
	4. Create two fun, inclusive and organized fundraising event and communicate strongly	31/03/2022	Committee		

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	<p>the important information to promote future involvement by volunteers/member families</p> <p>5. Advertise to community the support received by volunteers/members families in two media sources</p> <p>6. Advertise members the support received by volunteers/members families in a monthly newsletter</p> <p>7. Create and coordinate a merit award system to acknowledge the support received from volunteer/members</p>	<p>31/03/2022</p> <p>30/06/2021 ongoing</p> <p>31/03/2021</p>	<p>Matt/Catriona/Amanda</p> <p>Matt/Kelly</p> <p>Committee</p>		
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FOCUS AREA: COACH DEVELOPMENT					
OUTCOME: TO DEVELOP AND RETAIN COACHING STAFF					
STRATEGY	KEY PERFORMANCE INDICATORS	DUE DATE	PERSON RESPONSIBLE	IMPORTANCE RANK	BUDGET
Identify coaching requirements	1. Create a subcommittee for coaching development priorities and road map	31/10/2021	Executive Committee/Coach Coordinator	8	
	2. Review current position description for all coaches	31/10/2021	Executive Committee/Coach Coordinator/Heather		
	3. Review current and future coaching expenditure and revenue opportunities	31/10/2021	Executive Committee /Coach Coordinator/ Heather/Jo		
	4. Identify current strengths and weakness for current coaching policies	31/10/2021	Executive Committee/Coach Coordinator/Heather		
	5. Identify and develop a policy and procedure for coaches – using exemplars from other swimming clubs and Swimming WA	31/10/2021	Executive Committee/Coach Coordinator /Heather		
	6. Create pathways for coaching development	31/10/2021	Coach Coordinator/Heather		
	7. Implementing coaching development pathway strategies	31/07/2021	Coach Coordinator/Heather		
	8. Recognition of achievements and prior learning	30/9/2021	Patty –Trophy Presentation		
	9. Implement annual performance review evaluations	31/10/2021	Executive Committee/Coach Coordinator		
	10. Create organizational chart for all coaching staff	31/10/2021	Executive Committee/Coach Coordinator		

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Create 2 additional coaching positions which can include associate coaching positions; one silver and one bronze level coach	1. Budget for additional expenditure	30/6/2021	Jo	12
	2. Identify and apply for grant opportunities	17/8/2021	Peta	
	3. Create and update position descriptions for each level of coach	17/8/2021	Matt/Coaches Coordinator/Heather	
	4. Identify and develop potential coaching staff	30/06/2021	Patty/Kelly/Sam/Matt	
	5. Identify if paid or voluntary positions for coaching staff until qualified	30/06/2021	Patty/Heather/Matt/Sam	
	6. Employ and monitor coaching staff	31/08/2021	Patty/Heather/Jo/Coaches Coordinator	
	7. Coordinate payment of coaching qualification courses	30/06/2021	Patty/Matt/Jo	
	8. Create organizational chart for all coaching staff	31/10/2021 ongoing	Executive Committee	
	9. Implement annual performance review evaluations	31/10/2021	Executive committee/Coaches Coordinator	

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FOCUS AREA: MEMBERSHIP

OUTCOME: TO DEVELOP A STRONG MEMBERSHIP BASE THAT INSPIRES PEOPLE TO WORK TOGETHER TO FORM A COHESIVE LOCAL SWIMMING COMMUNITY.

STRATEGY	KEY PERFORMANCE INDICATORS	DUE DATE	PERSON RESPONSIBLE	IMPORTANCE RANK	BUDGET
Maximise potential of all swimmers	<ol style="list-style-type: none"> 1. Develop individual performance plans for each swimmer 2. Develop a competition schedule which provides variety and skill development for swimmers 3. Recognise all swimmer's achievement with awards and merit system at club nights, website, Facebook, local media and award presentations with focus on sportsmanship and personal bests. 4. Create swimmer profiles and recognition of personal bests that are acknowledged by the club at either club nights or social media. 5. Affiliations with other clubs to participate in competitions <p>Measurable Outcomes:</p> <ul style="list-style-type: none"> • Number of swimmers achieving personal best times per annum • Club performance in regional competitions • Attendance numbers at annual Presentation Night 	<p>31/03/2022</p> <p>30/09/2021</p> <p>31/2/2022</p> <p>30/09/2021</p>	<p>Coaches</p> <p>Coaches, Matt & Patty</p> <p>Sam/Patty/ Amanda</p> <p>Heather, Matt & Patty</p>	9	
Maintain swimmers and members over winter months	<ol style="list-style-type: none"> 1. Develop and complete a survey of all current members to determine motivations to continue being a member 	28/02/2022	Peta & Patty	10	

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	<ol style="list-style-type: none"> 2. Analyze and identify key areas to promote the club's strengths to existing members and address areas of concern for members who do not wish to return 3. Promote to members the health benefits of continuation of swimming through the winter months 4. Introduce dry based exercise and training programs 5. Develop individual goals for each swimmer to reach their goals and promote members that demonstrate the clubs' values 6. Celebrate the personal best within the club and advertise to the larger community via social networking and advertising 	31/03/2021	Committee		
		30/04/2021	Jo/Sam/Heather		
		30/09/2021	Coaches-Heather		
		19/10/2021	Committee		
		31/03/2022	Patty/Matt/ Jo/Amanda/Sam		
To increase membership numbers to 100	<ol style="list-style-type: none"> 1. Establish and maintain links with the City of Armadale, Armadale Aquatic and Sea Dragons swimming school/s, schools in the locality and other sporting clubs on how to become a member and its benefits 2. Advertise and promote the club as a successful, friendly and welcoming club to the community and the benefits of swimming to whole of person health 3. Coordinate a membership raising event i.e., come and try day at start of swimming season and/or beginning of school year/swimming carnivals Request existing members to refer a friend 	31/03/2022	Committee/members, coaches/ City of Armadale	11	
		31/03/2022	Committee/Cathy/ Matt/Patty/Sarah		
		31/03/2022	Committee		
		15/06/2021	Matt/Heather		

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	<p>4. Allow “trials” for new members to occur on application and new swimmers to join throughout the year</p> <p>5. Request existing members to refer a friend which will attract a financial incentive if meets the criteria as agreed by executive committee.</p>	30/09/2021	All Members		
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CONTACT US:

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