

Marion Marlins Masters Swimming Club 2018-2021 Strategic Plan

July, 2018





This strategic business plan has been developed, agreed to and signed off by the following Committee Members of the Marion Marlins Masters Swimming Club

| THE COMMITTEE | POSITION | SIGNED |
|--------------------|------------------|--------|
| Ian Young | President | |
| Garth Hayter | Vice- President | |
| Brenda Mangelsdorf | Treasurer | |
| | Secretary | |
| Robyn Brown | Committee Member | |
| Heather Carbone | Committee Member | |
| Robyn Falster | Committee Member | |
| Maryanne Heffernan | Committee Member | |
| Claire McCaffrey | Committee Member | |
| Mike Perkins | Committee Member | |
| Jane Sutton | Committee Member | |
| Nola Sutton | Committee Member | |
| Deb Wareing | Committee Member | |



INTRODUCTION

Marion Marlins Masters Swimming Club (MMMSC), is affiliated with Masters Swimming Australia (MSA) and was founded in 1980. It is one of the largest clubs in Australia having maintained an annual membership in excess of 100 members. The club caters for swimmers of all abilities with training sessions held at the Marion Outdoor Swimming Centre and the Westminster School. Although the majority of club members do not compete those who do have excelled in pool and open water competitions. The club is well managed by a dedicated Committee and is in a reasonably strong position financially.

BACKDROP

The Committee have identified the need for a formal document outlining the strategies required to manage the club and ensure it has a strong and sustainable future. This strategic plan will identify opportunities for growth and also identify weaknesses and threats so that they can be effectively addressed.

OUR FUTURE

Vision:

To promote fitness, friendship and fun for life, through participation in the training, competition and social opportunities provided by the Marion Marlins Masters Swimming Club.

Mission:

To provide an inclusive environment that encourages adults, regardless of ability, to swim regularly to improve their general wellbeing. To provide opportunities for those of limited swimming capability to develop to the point where they can participate in club activities including pool and open water swim competitions.

Values:

The Club is committed to the provision of a safe, inclusive environment that supports its members and helps them achieve their goals. It aims to ensure that no member is disadvantaged because of their gender, race, marital status, sexual orientation, religion or intellectual or physical impairment. The club does not tolerate harmful or abusive behaviour.

Programs:

The club provides training programs under the guidance of highly qualified MSA coaches (currently 5 sessions/week) that cater for swimmers of all abilities ranging from beginners to World ranked competitors. The club hosts the SA Masters Open Water Swim Championships in January and a pool event, the 100m x 100m Challenge in November. With State and Local Government funding the club has also hosted a number of free introductory "kick start" programs to attract new members.



Market:

The club is ideally placed to attract and retain swimmers living both locally in the Cities of Marion and Holdfast Bay and elsewhere in the greater Adelaide area. Current membership is slanted more to mature age swimmers so future promotional efforts should be designed so they appeal to a younger age group as well.

Strategic Goals:

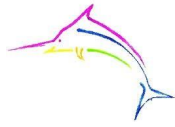
- Develop and maintain an inclusive training and social program to encourage and support member participation and provide a courteous and welcoming environment.
- Maintain a strong coaching resource to ensure a high standard of coaching and swim knowledge is attained and shared.
- Actively encourage and support members to compete, regardless of ability, in pool and open water swim events and in the process help develop strong team spirit.
- Maintain good relationships with other stakeholders including the Branch, other Masters clubs, Aquatic Facilities, Club Marion, StarClub, State and local government and their agencies (Department of Sport & Recreation), sponsors and commercial partners.
- Establish and foster communication and association with Marion Swimming Club with the aim of easing a pathway to Marion Masters
- Subject to availability and financial considerations review the selection of pool venues to ensure they meet the requirements and wishes of club members
- Increase participation in events organised by the club and seek additional sponsorship opportunities.
- Improve financial position by limiting losses associated with pool training sessions and increase revenue sources

Participation

To offer well organised social, recreational and competitive swimming opportunities for members of all ages.

Membership:

To maintain the annual club membership at about 100 members and attempt to build back up to 120 members.



Business Management

To manage the Club, including managing the risks of conducting Clubs activities, in a competent, transparent and accountable manner.

To develop club policies and procedures that reflect sound management, are inclusive and minimise risk.

Maintain Financial Viability

To competently maintain a record of the Club's finances to ensure the long-term financial viability of the Club. To seek further opportunities for sponsorship, fundraising and grants.

People Management

To effectively recruit, train, retain and recognise club members who take on Committee roles with the club. To encourage members to take on Executive or Committee roles at the Branch level or volunteer as technical officials.

Facility Management

To take an active position in the development and maintenance of the swimming facilities the Club uses. Where possible to seek to have input into new swimming facilities in the region.

Marketing/Promotion

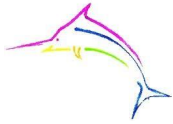
To create a positive awareness in the local community of the Club's activities through marketing, promotion and other initiatives.

Fund Raising

To generate income to support the clubs training and social programs and ensure that swimming is available to members at an affordable cost.

Education and Training

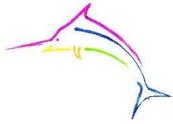
To provide opportunities for members to participate in programs that enhance their swimming ability. To provide assistance to members wishing to undertake training and certification as coaches and technical officers.



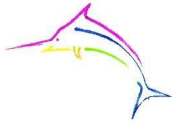
WAY FORWARD

The table below summarises the key performance areas for implementation of the Club's Strategic Plan to ensure that the club maintains and enhances its stature and meets community and statutory requirements.

| KPA | Goal | Objective | Strategy | Date | Responsibility | Progress Report |
|----------------|---|---|--|------|-----------------------|-----------------|
| Administration | Prepare a complete range of club policies and procedures | Compliance with MSA, MSSA and Star Club | | | President | |
| Administration | Prepare position descriptions for all Committee positions. | Enable all members to understand duties associated with each Committee position. | Ensure that position descriptions are reviewed and updated regularly | | Executive & Committee | |
| Administration | Prepare a Disability Active Discrimination Action Plan | Compliance with the Disability Discrimination Act 1992 | Encourage development of a suitable plan by MSA which could be adopted by the club | | President | |
| Administration | Develop Member Protection Policy | Ensure that the club has member protection as a primary goal | Adopt the MSA Member Protection Policy; Liaise with the Branch's Member Protection Officer as required | | President | |
| Administration | Develop Risk Management Policies and Procedures | Compliance with AS 4361. | Adopt the MSA Risk Management Policy & Procedures | | President | |
| Administration | Develop conflict resolution and complaint handling procedures | Have comprehensive plan to ensure that processes are in place to deal with conflict and complaints. | | | President | |



| | | | | | | |
|---------------------------|---|--|--|--|---|--|
| Training | Develop Policy & procedures for the safe conduct of training sessions | Limit risk of accident or injury and be familiar with response plan | Adopt MSA Safety Policy & Procedures and follow MSSA Safe Work Methods (Poolside Coaching) | | Head Coach, Coaches, | |
| Administration & Training | Develop personnel induction process and documentation | Ensure that new members are aware of the club's programs and policies. | | | Secretary, Coaches, Club Captain | |
| Membership | Develop an association with Marion Swimming Club to provide a pathway to Masters Swimming at our club | Increase membership base to include more young swimmers | Liaise with Branch Administrator and meet with Marion Swimming Club Officials to discuss way forward | | President | |
| Marketing | Increase revenue from Club Open Water Swim & 100x100 Challenge | Increase revenue from club events by 20% | Secure event sponsor(s). Review event pricing | | Event Organisers | |
| Participation | Encourage members to attend training sessions on a regular basis to improve their health and well being | Increase attendance at training sessions | Forward articles on the benefits of regular exercise to members | | Head Coach & Coaches, Club Captain, Secretary | |
| Participation | Encourage members to challenge themselves by participating in the MSA Vorgee Million Meters Challenge | Increase attendance at training sessions | Continue to remind members about the program and assist with application procedure if required | | Head Coach, Coaches, Club Captain | |
| Participation | Provide opportunities for members to complete swims in the annual Vorgee | Increase attendance generally and at nominated Vorgee session(s) | Promote the program and allocate a session(s) and lane(s) for members to | | Head Coach, Coaches, Club Captain | |



| | | | | | | |
|---------------|---|---|---|--|------------------------------------|--|
| | Endurance 1000 program | | complete swims | | | |
| Participation | Increase participation in MSSA Interclub and State Cup meets | Target 25 swimmers /meet and an average of 20 swimmers/meet over the season | Encouragement from Coaches, Club Captain; incentives for first timers (eg. entry paid for 1 st meet) | | Club Captain, Head Coach & Coaches | |
| Participation | Continue high level of member participation in the State OWS Champs organised by the club | Maintain participation level of 40 swimmers or more | Encouragement from Coaches, Club Captain; incentives for first timers | | Club Captain, Head Coach & Coaches | |
| Finance | Prepare Annual Budgets | Better financial planning | Prepare Budget for the second 6 months of the 2018-19 Year | | Treasurer | |
| Finance | Prepare and Maintain a Monthly cash flow forecast. | Ensure current and projected expenditures can be met | To be adopted immediately to better manage the club's Finances | | Treasurer | |



SWOT ANALYSIS

| | Strengths | Weaknesses |
|-----------------|---|---|
| Internal | <p><i>Our STRENGTHS in the internal environment:</i></p> <ul style="list-style-type: none"> • Strong Social Structure; long history • Dedicated Committee and volunteers • Skilled Coaches • Good Training Venue-Marion Outdoor • Inclusive and accepting club ethos • Good communication with members through website and social media | <p><i>Our WEAKNESSES in the internal environment:</i></p> <ul style="list-style-type: none"> • Weaknesses in governance and management practices • Poor strategic direction, planning and review • No permanent base • Few whole of club activities • Winter training venue problematic for some members |
| | Opportunities | Threats |
| External | <p><i>Our OPPORTUNITIES in the external environment:</i></p> <ul style="list-style-type: none"> • Large area from which to draw new members • Marketing and promotion opportunities through local businesses • Alliances with other sporting organisations (Marion Amateurs, Tri club, etc.) • Other options (pool) may be available for winter training • Increased funding support from government | <p><i>THREATS in the external environment:</i></p> <ul style="list-style-type: none"> • Lack of revenue • Member retention rate (decreasing) • No corporate support (sponsor) • Rising costs (lane hire & coaching) • Superior training opportunities (venues) provided by other MSSA clubs. |