



## WEST COAST SWIMMING CLUB STRATEGIC PLAN 2009 – 2013



**VISION:** West Coast Swimming Club is Australia's leading swimming club that provides each swimmer with the opportunity to reach his or her full potential.

**MISSION:** To create a safe and healthy environment that provides a professional level of coaching and support for junior to elite swimmers through commitment to teamwork, sportsmanship and excellence.

**VALUES:** Teamwork - Working together to achieve both individual and club goals; Sportsmanship – Our sportsmanship is demonstrated through respect, empathy and integrity to ourselves, our peers and our competitors and Excellence - Striving to reach maximum potential as an individual, a team and a club.

Strategic Priority Areas	Objective	Target Areas	Outcomes
<b>1. Membership</b>	To increase active participation in all areas of swimming including swimmers, coaches, officials, volunteers and parents.	<ul style="list-style-type: none"> <li>a. Recruitment</li> <li>b. Retention</li> <li>c. Recognition</li> </ul>	<ul style="list-style-type: none"> <li>a. Recruitment strategies are developed to attract new members in all areas to the club.</li> <li>b. Retention strategies are developed to ensure ongoing participation of current members.</li> <li>c. Recognition strategies are developed to acknowledge and reward members' achievements and efforts.</li> </ul>
<b>2. Club Administration</b>	To provide effective leadership and best practice administration to ensure the club's long term sustainability.	<ul style="list-style-type: none"> <li>a. Governance</li> <li>b. Planning</li> <li>c. Policies</li> <li>d. Risk Management</li> <li>e. Financial Management</li> <li>f. Communication</li> <li>g. Partnerships</li> </ul>	<ul style="list-style-type: none"> <li>a. An effective and accountable management structure and best practice administration systems are developed and implemented.</li> <li>b. Short and long term plans with ongoing monitoring and reporting are developed.</li> <li>c. Club policies are identified and developed in line with current legislation.</li> <li>d. Risk management processes to assess, identify and manage potential risks are developed.</li> <li>e. Financial budgets and processes to control and monitor assets and expenditure are developed.</li> <li>f. Members and stakeholders are regularly informed of club policies, decisions and information through effective communication strategies.</li> <li>g. Effective partnerships are developed to assist club operations and member services.</li> </ul>
<b>3. Activities</b>	To increase selection of West Coast swimmers on state and national development squads and representative teams.	<ul style="list-style-type: none"> <li>a. Junior swimmer development</li> <li>b. Age &amp; Open swimmer development</li> <li>c. Competitive activities</li> <li>d. Social activities</li> </ul>	<ul style="list-style-type: none"> <li>a. Appropriate development opportunities are provided to prepare junior swimmers to make a transition from club to state and then from state to national age competition.</li> <li>b. Appropriate development opportunities are provided to assist age and open swimmers achieve their performance goals at national and international competitions.</li> <li>c. Swimmers are provided access to all levels of competition from club to international.</li> <li>d. A positive club culture with team spirit and a family environment is developed.</li> </ul>
<b>4. Coaching, Officiating and Club Development</b>	To provide quality services in the areas of coaching, officiating and club development.	<ul style="list-style-type: none"> <li>a. Coaches</li> <li>b. Officials</li> <li>c. Volunteers</li> <li>d. Parents</li> </ul>	<ul style="list-style-type: none"> <li>a. Coaches are provided support to access education, training and/ or professional development opportunities to improve their skills, knowledge and experience.</li> <li>b. Officials are provided support to access education, training and professional development opportunities to improve their skills, knowledge and experience.</li> <li>c. Volunteers are provided support to access education, training and professional development opportunities to improve their skills, knowledge and experience.</li> <li>d. Parents are informed of club and coaching season plans, goals and other relevant information.</li> </ul>
<b>5. Marketing and Promotion</b>	To increase the club's profile in the community and to grow its financial resources to invest in its future operations.	<ul style="list-style-type: none"> <li>a. Marketing</li> <li>b. Promotion</li> <li>c. Publicity</li> <li>d. Sponsorship</li> <li>e. Fundraising</li> </ul>	<ul style="list-style-type: none"> <li>a. Innovative strategies utilizing information technology are developed and implemented.</li> <li>b. Partnerships are developed with schools and swim schools to raise awareness of the club in the community.</li> <li>c. A strong relationship with local media is developed to ensure regular promotion of the club in the community.</li> <li>d. Targeted effective partnerships are developed to increase the sustainability of the club.</li> <li>e. Innovative fundraising activities are conducted to generate revenue for club operations.</li> </ul>