

Marion Marlins Masters Swimming Club 2022-2025 Strategic Plan

June, 2022





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 DATE
Ian Young	President	
Mark Trenwith	Vice- President	
Ace Lewis	Treasurer	
Meredith Ryan	Social Coordinator	M. Ryan
	Secretary	
Tony Fowler	Safety and COVID Officer	
Heather Carbone	Coaching Coordinator / Registrar Recorder	
Deb Wareing	Co-Club Captain	
Gavin Rowell	Co-Club Captain	
Ben Warr	OWS Coordinator	
Robyn Brown	Committee Member	RNBrown



INTRODUCTION

Marion Marlins Masters Swimming Club (MMMSC), is affiliated with Masters Swimming Australia (MSA) and was founded in 1981. It is one of the largest clubs in Australia with an annual membership of approximately 100 members. The club caters for swimmers of all ages and abilities with training sessions held at the Marion Outdoor Swimming Centre, the South Australian Aquatic and Leisure 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 if they choose.

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 discriminated against due to 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 each year. 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 younger age groups 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 SA 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 the 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.
- Maintain a strong 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 aim to increase this number if possible.



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 to provide additional benefits for members.

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 roles as Board members and Technical Officials at the Branch level.

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 the development of new swimming facilities in the region.

Marketing/Promotion

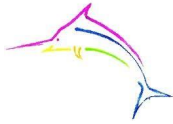
To create a positive awareness in the local community of the Club's activities through marketing, promotion and other initiatives.

Fund Raising

To generate income to support the club's 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 achieve accreditation 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 (June 22)
Governance	Ensure club activities and operations adhere to club constitution	100% compliance	Check to make sure any significant decisions by the Committee are compliant		President	<i>New Constitution adopted March 2022, available on website. Review MSA's Good Governance check list (3/2022)</i>
Administration	Maintain and up-date club policy and procedure documents	Compliance with MSA, MSSA and Star Club	Ensure members are aware of club policies and that they are readily accessible on our website		President, Secretary	<i>Posted on website</i>
Administration	Ensure position descriptions for all Committee positions remain current.	Enable all members to understand duties associated with each Committee position.	Ensure that position descriptions are reviewed and updated regularly		Executive & Committee	<i>Have been reviewed and updated as required</i>
Administration	Ensure that MSA Member Protection Policy, adopted by the club, remains current	Ensure that the club has member protection as a primary goal	Make sure that members have access to and are familiar with the policy		President, Member Protection Officer	<i>Monitor: MSA plans to out source by adopting Sports Integrity Australia's National Integrity Framework. Update website with current policy</i>
Administration	Develop Risk Management Policies and Procedures	Manage identified operational and financial risks	Use MSA Risk Management Policy & Procedures as a guideline		President, Treasurer, Safety Officer,	<i>Refer MSA Guidelines and club Strategic Plan (SWOT Analysis)</i>



Administration	Develop conflict resolution and complaint handling procedures	Have comprehensive plan to ensure that processes are in place to deal with conflicts and complaints.			President	<i>Procedures covered in our new Constitution (Section 6- Discipline & Disputes Resolution)</i>
Training	Maintain/update policies & procedures, as required, for the safe conduct of training sessions	Limit risk of accident or injury and be familiar with response plan	Adopt and regularly review MSA Safety Policy & Procedures and follow MSSA Safe Work Methods (Poolside Coaching)		Safety Officer, Head Coach, Coaches,	<i>Covid-19 management plans prepared, as required, in 2020-21; membership requirement for insurance coverage</i>
Administration & Training	Develop personnel induction process and documentation	Ensure that new members are aware of the club's programs and policies.	Prepare and update documentation for new members		Secretary, Registrar, Coaches, Club Captain(s)	<i>Welcome letter updated, Website Club policies page updated as required</i>
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	<i>Initiated contact with Marion Swimming Club in 2020 to discuss but no progress made. Retry</i>
Marketing	Increase revenue from Club Open Water Swim	Increase revenue from club events by 20%	Secure event sponsor(s). Review event pricing		OWS Coordinator & Team	<i>Ongoing. Except for 2020 profit has been consistently in the range of \$3,500 to \$3,800 the last 5 years</i>
Club Recognition & Promotion	Improve club identity (brand) for members & potential new members	Improve club loyalty	Design and sell club merchandise		Committee	<i>Ongoing. Club beanies, swim caps, T-shirts in the past few years</i>
Participation	Encourage members to attend training sessions on a regular	Increase attendance at training sessions	Forward articles on the benefits of regular exercise to members;		Head Coach & Coaches, Club Captain(s), Secretary	<i>Ongoing. Special ticket offers and use of 1- hour tickets in</i>



	basis to improve their health and well being		video sessions			<i>1.5 hour sessions were effective</i>
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(s)	<i>Limited participation. Continue to promote</i>
Participation	Provide opportunities for members to complete swims in the annual Vorgee Endurance 1000 program	Increase attendance generally and at nominated Vorgee session(s)	Promote the program and allocate a session(s) and lane(s) for members to complete swims		Head Coach, Coaches, Club Captain(s)	<i>Continue to make members aware of the program and if interested provide opportunities to participate at club training sessions</i>
Participation	Increase participation in MSSA Summer & Winter Series pool meets	Target 20 swimmers /meet and an average of 15 swimmers/meet over the season	Encouragement from Coaches, Club Captain(s); incentives for first timers		Club Captain(s), Head Coach & Coaches	<i>Ongoing. Prepared "Introduction to Pool Competition" report, Winter Pool Series competition, etc.</i>
Participation	Continue high level of member participation in the State OWS Champs organised by the club	Maintain participation level of 35 or more swimmers	Encouragement from Coaches, Club Captain; incentives for first timers		Club Captain(s), Head Coach & Coaches	<i>Target participation level has been maintained</i>
Finance	Monitor club finances	Maintain a minimum bank balance of \$25k.	Provide summaries on a monthly basis for the information of the Committee to guide decision making.		Treasurer	<i>Ongoing</i>



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 • Strong financial position 	<p><i>Our WEAKNESSES in the internal environment:</i></p> <ul style="list-style-type: none"> • Inability to fill all Committee positions • No permanent base • Few whole- of- club activities • Winter training venue (Westminster) 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 State Government and MSA 	<p><i>THREATS in the external environment:</i></p> <ul style="list-style-type: none"> • Lack of revenue • Member retention rate (poor) • No corporate support (sponsor) • Rising costs (lane hire & coaching) • Lack of available qualified coaches • Superior training opportunities (venues) provided by other MSSA clubs.