

# STRATEGIC PLAN

## 2023 - 2028

### '2028 VISION'



**ROCKINGHAM  
SWIMMING CLUB**

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February 2023





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# ROCKINGHAM SWIMMING CLUB

## STRATEGIC PLAN

### 2023 - 2028

#### VISION 2028

### CLUB DETAILS

Name: Rockingham Swimming Club

Mailing Address: PO Box 8203, Warnbro, WA 6169

Club location: Aqua Jetty, 87 Warnbro Sound Avenue, WA 6169

Web address: [www.rockinghamstingrays.com.au](http://www.rockinghamstingrays.com.au)

### HISTORY & PROFILE

The Rockingham Swimming Club was established in 1946, and is a year-round competitive swimming club, with a clear vision to provide every swimmer, regardless of ability or background, the opportunity to become the best they can through positive encouragement and teamwork, allowing them to connect with swimming across multiple entry points.

We provide pool and open water swimming pathways from juniors up to and including senior Australian representation, all within a family friendly and fun environment. The Club is based out of the indoor and outdoor pools at the fantastic Aqua Jetty facility in Warnbro. As a Club we strive to go above and beyond for our athletes with additional initiatives such as guest speakers, access to specialist programs, all whilst laying the foundations of life skills that set up our swimmers for the wider challenges of life.

The Rockingham Swimming Club, was initially named the Rockingham Districts Amateur Swimming & Life Saving Club. Training was conducted in the ocean at Palm Beach until 1951-52 when the club moved to Rockingham foreshore. In 1974 the club moved to the newly built Rockingham Aquatic Centre to conduct summer training in the outdoor 50m pool, and became the Rockingham Stingrays. After many successful years at the Rockingham Aquatic Centre, the club moved to Aqua Jetty, Warnbro upon its opening in 2003. Aqua Jetty celebrate their 20<sup>th</sup> Anniversary this year.

## ABOUT THIS PLAN

This strategic plan has been developed by the Rockingham Swimming Club (RSC) committee with consultation of our members. It recognises that whilst there are, and always will be, individual needs within the Club there is the need to share common objectives.

These are the common objectives of RSC, outlining our “*Vision 2028*”; which align with Swimming WA’s SPIRIT values (Safety, Passion, Integrity, Respect, Inclusion and Teamwork) and Swimming Australia’s vision.

- Always Supporting our Teammates
- Always Trying our Best
- Always Showing Gratitude

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## VISION

Engage, inspire, guide and develop our swimmers to be the best swimmers in WA.

## MISSION STATEMENT

To be an inclusive ‘A’ Division State and National level Swimming Club. Supporting swimming success, participation and performance across all ages, genders and cultures within the South Metro region. A welcoming and thriving environment for swimming excellence through development, performance, teamwork and perseverance.

## VALUES

Rockingham Swimming Club will operate under the following values;

- financially sustainable
- ethical and fair to all
- consultative and inclusive
- progressive and open to change

## KEY OBJECTIVE AREAS

3 These areas have been identified by the Club as being key areas for future development.

- Participation – Increased membership, inclusiveness and diversity, and improved levels of volunteering
- Development – Provide avenues for swimmer leadership programs, expansion of the Stingrays Performance pathway (junior to senior), coaching PD, officiating development and continued squad development
- Governance – Management and direction in a fair and ethical manner with open and transparent policies, procedures, administration, accreditation and records management
- Finance – Maintain sound financial practices and increase profitability to reinvest back in
- Communications – Promote the Club in a consistent manner, be transparent and keep the membership informed
- Facilities – Fit for purpose Clubrooms, with designated administration, meeting areas, storage and uniform shop (store).



## ENVIRONMENTAL SNAPSHOT

This strategic plan is prepared with the consideration of the environment as it can be perceived at the time of writing. It is vital to highlight the issues in the general environment that Rockingham Swimming Club operates in and the relevant outcomes, resources, competitors and finally the positioning of the Club in the community. A summary of these factors includes:

### General Environment

- Many sporting Clubs exist in the South Metro Region
- Situated near a growing area of the municipality (Karnup, Baldivis, Port Kennedy, Golden Bay)
- Increasing external commitments for participants, including work and study
- There is an increasing cost base associated with participation in our sport
- There is still significant uncertainty around our growth due to the overlooking of the Club in the replacement and redevelopment of Aqua Jetty.

### Outcomes

- New entrants to the sport, current swimmers elsewhere and former swimmers of the club – Junior, Senior and Masters
- Schools (all types of education, Primary & Secondary Public and Private) and school carnivals
- Potential sponsors
- Business community

### Positioning

- Well regarded as a club with good values and reputation
- Proudly an A Division Club
- Friendly and inclusive, family-oriented Club
- Strongly competitive but also catering for a diverse range of abilities and ages

### **Competition**

- Other Swimming Clubs in the vicinity (Mandurah, Peel, Kwinana)
- Work and study commitments of our members

### **Our Resources**

- Over 160 Active Members
- Access to Swimming WA and Swimming Australia resources
- Quality coaches
- A growing bank of technical officials
- Active and experienced committee
- Strong relationship with government including City of Rockingham
- Relationships with Local, State and Federal members of Parliament
- Sound financial management



## SWOT ANALYSIS

### STRENGTHS

- Exclusive training venue
- Excellent Head Coach and coaching staff at all levels
- Motivated swimmers
- Good team ethic within squads
- A good reputation in the Swimming community
- Club provides an enjoyable environment for swimmers and supporters
- Sound financial position and practices
- Caters for a wide range of skill levels

### WEAKNESSES

- Clubrooms are old, tired and requiring rigorous updating
- Social cohesion across all sections of the Club
- Lack of technical officials
- Slowly growing membership base
- Parents on pool deck
- Low socio-economic area
- Inclusion, disability and diversity
- Too few 'whole of club' activities
- Lack of early morning sessions for junior squads (Bronze & Silver)

### OPPORTUNITIES

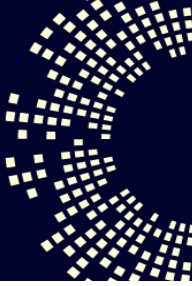
- Create strategic relationships with local schools and City of Rockingham
- Improved transition from juniors to seniors with better coaching networks
- Build a performance pathway for disabilities
- Marketing, sponsorship and promotion opportunities through local businesses
- Continue to exploit social media channels
- Increase social atmosphere and engagement
- Progression towards Club Excellence Gold Status
- Increase National participation numbers

### THREATS

- Other swimming club competition (Kwinana, Mandurah, Peel)
- Financial balance – higher proportion of swimmers
- Increased Cost to swim with high lane hire fees in comparison to other clubs
- Transfers to other clubs
- Retention of Members
- Lack of corporate support

**OBJECTIVE 1 - PARTICIPATION**

<p><b>OBJECTIVES</b></p>	<ul style="list-style-type: none"> <li>• Active Club Membership of 200+</li> <li>• Improved Levels of Volunteering</li> <li>• Widening our pathways to accommodate swimmers of all abilities and cultures</li> <li>• Increased OWS uptake and Stingrays Pathways Expansion</li> </ul>
<p><b>Strategies</b></p>	<ul style="list-style-type: none"> <li>• Develop a School targeted Program for 2024, to be reviewed and distributed annually</li> <li>• Introduce a 'Come and Try' day</li> <li>• Hold an annual event at Aqua Jetty for members and non-members</li> <li>• Engage family, friends and Supporters into Social Membership status</li> <li>• Promote government initiatives to include people of all abilities, cultural diversity and age</li> <li>• Develop a program and promote to invite para-swimmers and MC swimmers</li> <li>• Delivering Education sessions for parents and swimmers (health, wellbeing etc)</li> <li>• Provide appropriate levels of support &amp; recognition for all volunteers.</li> <li>• Multi-level Club Survey with analysed findings</li> </ul>
<p><b>Outcomes</b></p>	<ul style="list-style-type: none"> <li>• Stingray's pathway developed with 3 streams (Fitness/SHSLSC &amp; Performance)</li> <li>• Committee numbers at 12+</li> <li>• Fundraising events fully supported across the Club</li> <li>• 24-hour inclusive relay event at AJ in 2023/24 LC Season</li> <li>• New uniform supplier and uniform with new Logo</li> <li>• Increased number &amp; diversity of volunteers involved in swimming</li> </ul>



**OBJECTIVE 2 - DEVELOPMENT**

<p><b>OBJECTIVES</b></p>	<ul style="list-style-type: none"> <li>Swimmers - Increase progression on performance pathway from Junior to Seniors and High Performance, supporting targeted, State, National &amp; International level meets</li> <li>Coaches - Encourage professional development through coaching team</li> <li>Technical Official's – Achieve 5 Club Night TO Accreditation's, and increase the required TO levels supporting league, state and national meets</li> </ul>
<p><b>Strategies</b></p>	<ul style="list-style-type: none"> <li>Instill 3 A's – Attitude, Attendance and Application across all squads</li> <li>Provide Specialist Coaching Clinics, Camps and Whole Club away meets</li> <li>Promote technical accreditation at Club level through attendance of SWA TO Workshops</li> <li>Align with Swimming WA to ensure all coaches are upskilled through training and PD</li> <li>Maintain a register of accreditations</li> <li>Support Swimmers, Coaches, Volunteers, TO's, Committee and families</li> </ul>
<p><b>Outcomes</b></p>	<ul style="list-style-type: none"> <li>TO's - Completion of General Principals Online Module, attend a Workshop, Upgrade Membership, Gain pool deck practical experience, Get Accredited</li> <li>Coaches working towards Development Coach, Advanced Coach, Performance Coach status</li> <li>Regular paid Coach meetings and coaching/mentoring by Head Coach</li> <li>Head Coach and coaching team, and committee working collaboratively to achieve long term developmental goals</li> </ul>



**OBJECTIVE 3 - GOVERNANCE**

<p><b>OBJECTIVES</b></p>	<ul style="list-style-type: none"> <li>• Manage the Club with Integrity, Leadership and Good Judgement in a transparent and accountable manner</li> <li>• Ensure the Committee acts in the interest of all members</li> <li>• Support the Initiatives and Strategic direction of Rockingham Swimming Club</li> </ul>
<p><b>Strategies</b></p>	<ul style="list-style-type: none"> <li>• Strengthen policies, procedures and records management</li> <li>• Publish all policies on the Club Website</li> <li>• Fully populate New Swim Central for streamlined meet coordination</li> <li>• Maintain register of Working with Children Check holders</li> <li>• Advertise Roles and Responsibilities for Committee Positions</li> <li>• Promote our Club Excellence accreditation and A Division Status</li> <li>• Review Policies Annually along with Strategic Plan</li> <li>• Develop Succession Plans</li> <li>• Implement Swim Central with all relevant documentation to ensure Duty of Care is followed</li> <li>• Centrally store relevant documents/minutes on the new SharePoint drive</li> <li>• Hold monthly committee meetings and monthly whiteboard sessions</li> </ul>
<p><b>Outcomes</b></p>	<ul style="list-style-type: none"> <li>• Compliance with all legal and statutory requirements</li> <li>• By 2024, have one integrated system for Club membership data and governance</li> <li>• Swim Central implemented by August 2023 and fully integrated by March 2024</li> <li>• All accreditation, records, checks recorded and filed</li> </ul>

**OBJECTIVE 4 – FINANCIAL MANAGEMENT**

<p><b>OBJECTIVES</b></p>	<ul style="list-style-type: none"> <li>• Maintain financial sustainability</li> <li>• Ensure the cost of participation is kept to a minimum</li> <li>• Maximise meet income potential</li> </ul>
<p><b>Strategies</b></p>	<ul style="list-style-type: none"> <li>• Review cost control methods</li> <li>• Simplify financial administration processes</li> <li>• Increase sponsorship and fundraising opportunities</li> <li>• Review current IT systems</li> <li>• Review current contracts</li> <li>• Have a dedicated committee member administering lane hire</li> <li>• Continued monthly reporting of Club's Financial (P&amp;L) position by Treasurer</li> </ul>
<p><b>Outcomes</b></p>	<ul style="list-style-type: none"> <li>• Lane hire reduction FY 2023/24 signed off by CoR Council</li> <li>• Budget delivered and signed off beginning and end of each FY</li> <li>• Annual review of strategic plan and operational objectives</li> <li>• Hold annual Club meet at Aqua Jetty prior to works being carried out</li> </ul>

**OBJECTIVE 5 – COMMUNICATIONS**

<p><b>OBJECTIVES</b></p>	<ul style="list-style-type: none"> <li>• Develop effective relationships with local entities to promote Rockingham Swimming Club</li> <li>• Develop effective, consistent and integrated communication channels across the Club</li> <li>• Re-introduce Junior and Senior Club Captains</li> <li>• Continued collaborative partnership between Committee and Coaching team</li> </ul>
<p><b>Strategies</b></p>	<ul style="list-style-type: none"> <li>• Complete redevelopment of website</li> <li>• Ensure content is distributed across all relevant FB/Instagram pages</li> <li>• Swim Central, SharePoint and MS Teams for all communication channels</li> <li>• Develop a database of external email addresses</li> <li>• Implement and identify contributors to support a Communications Coordinator role</li> <li>• Investigate a potential whole-of-Club Communication App like Tiqbiz</li> <li>• Create position descriptions for Club Captains and sign off</li> <li>• Implement leadership programs for seniors – Duke of Edinburgh</li> </ul>
<p><b>Outcomes</b></p>	<ul style="list-style-type: none"> <li>• Weekly articles in Sting Newsletter</li> <li>• Distribute weekly external newsletter - database emails, ex-swimmers and sponsors</li> <li>• School newsletter promotions and advertising campaigns ahead of swim carnivals</li> <li>• Meet and Club night results on website/social media</li> <li>• Club captain speeches at every Club Night (and a regular Captains Column in the Sting)</li> <li>• Regular brainstorming sessions (coaches/committee)</li> </ul>

**OBJECTIVE 6 – SPONSORSHIP, FUNDRAISING & GRANTS**

<p><b>OBJECTIVES</b></p>	<ul style="list-style-type: none"> <li>• Attract sponsors to the club who can contribute financially or materially to help defray the costs of running the club</li> <li>• Have an annual fundraising plan in place</li> <li>• Maximise grant applications</li> </ul>
<p><b>Strategies</b></p>	<ul style="list-style-type: none"> <li>• Designated committee member to support VP in each area of Sponsorship, Fundraising and Grants</li> <li>• Ensure sponsors information package is updated as part of Policy Review period before SC season 2023</li> <li>• Sponsors’ presence on Club Communications</li> <li>• Annual Certificates of Appreciation from RSC to sponsors</li> <li>• Periodic newsletters to sponsors appraising them of how the club is going</li> <li>• Articulate where sponsors money/donations are being used</li> <li>• Develop Flyers and Handouts for different target audiences</li> <li>• Approach City of Rockingham for support on grants and apply for all that we are eligible for</li> </ul>
<p><b>Outcomes</b></p>	<ul style="list-style-type: none"> <li>• Retain existing Sponsors and attract a minimum of two new sponsors per year</li> <li>• Whole of Club buy in on Fundraising Initiatives</li> <li>• Nationals Squad proactively involved in fundraising for next 2024 Nationals and beyond</li> <li>• Be a club that businesses want to be associated with, and an easy club for businesses to work with</li> </ul>

**OBJECTIVE 7 – FACILITIES**

<p><b>OBJECTIVES</b></p>	<ul style="list-style-type: none"> <li>• Improve current clubrooms by establishing specific areas for meetings, administration, uniform shop, update to equipment cages and adequate storage system indoors.</li> <li>• Build better relations with City of Rockingham and Aqua Jetty to ensure consideration is given to the Rockingham Swimming Club with regards to building expansion and maintenance</li> </ul>
<p><b>Strategies</b></p>	<ul style="list-style-type: none"> <li>• Establish a Rockingham Swimming Club Development fund with Australian Sports Foundation</li> <li>• Pursue Sponsors and members to contribute skills to update clubrooms</li> <li>• Ensure clubrooms are open as often as possible and are well stocked with uniforms</li> </ul>
<p><b>Outcomes</b></p>	<ul style="list-style-type: none"> <li>• Have a representative attend Council meetings</li> <li>• New functional kit cages with stainless steel structures</li> <li>• Redesigned and repurposed clubrooms with designated uniform shop</li> <li>• Install cabinetry and railings to store uniforms</li> <li>• Walls repaired and memorabilia hung</li> <li>• Twice yearly 'Working Bees' occurring</li> </ul>



**OBJECTIVE 8 – SOCIAL**

<p><b>OBJECTIVES</b></p>	<ul style="list-style-type: none"> <li>• Enhance the Club’s sense of community through planned social events</li> <li>• Schedule events which bring the whole club together</li> <li>• Expand attendance at club meets and club nights</li> <li>• Support key community programs outside of swimming</li> </ul>
<p><b>Strategies</b></p>	<ul style="list-style-type: none"> <li>• Secure a Social/Events Coordinator on the Committee</li> <li>• Develop and publish a Social Calendar prior to each Season starting</li> <li>• Book Key milestone events well in Advance – Awards Night, Club Nights, Club Champs</li> <li>• Survey the membership on the type of events they would like to see</li> <li>• Develop measures to record and assess the success of events</li> <li>• In conjunction with Communications, advertise and market events in a timely manner</li> <li>• Produce a photo gallery of all swimmers, volunteers and committee members</li> </ul>
<p><b>Outcomes</b></p>	<ul style="list-style-type: none"> <li>• Increased funds for community charities the Club supports</li> <li>• Increased connectivity across the club so that everyone in the club knows each other</li> <li>• Annual camping weekends to overlap with a Regional meet to support regional clubs; and coordinated whole club activity to coincide with meet</li> </ul>

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

THE COMMITTEE	POSITION	SIGNED
Leanne Andrews	Club President	
Trudy Byrne	Vice President	
Karen Williams	Vice President	
Kate Cullinane	Club Secretary	
Aimee Reichstein/Linda Lee	Club Treasurer	
Ingrid van der Wel	Club Registrar	
Lania Manu-Paki	General Committee Member (Technical)	
Michelle Langford	General Committee Member	
Melissa Jones	General Committee Member (Lane Hire)	
Joanne Cotton-Odgaard	General Committee Member (Grants)	