



Bracken Ridge Swimming Club Inc.

**Strategic Plan
2017-18 to 2019-20**

Introduction

The Bracken Ridge Swimming Club, having celebrated its thirty-fifth anniversary, continues to look to the future to ensure it is best prepared to meet the challenges ahead.

With the emergence of a new Council swimming facility in the local area and continuing challenges to maintain a sustainable membership, particularly in the Secondary School and older age groups, it is timely to refocus the club's strategic priorities and document a way forward.

Methodology

The following methodology was approved by the Management Committee for seeking information from key stakeholders to help form the club's strategic direction over the seasons encompassing the years 2016 – 2019.

1. Establishment of Strategic Plan Sub-Committee
2. Strategic Consultation Meeting – SWOT Analysis (General Meeting)
3. Membership Survey
4. Secondary School Swimmer Survey
5. Draft Plan submitted to Management Committee for feedback
6. Draft Strategic Plan presented to members at a General Meeting for consideration, amendment and approval

Mission Statement

The club's mission was updated for only the second time in the club's history during the last strategic cycle.

The club's Mission is:

To provide programs and activities that promote:

- 1. family and friendship;**
- 2. fun and fitness;**
- 3. competition and improvement; and**
- 4. a healthy lifestyle.**

Feedback received during this process endorses this mission as a "good fit" for the club and its four (4) components as aspirations the club should continue to strive to embed in all aspects of the club's operations. Accordingly this plan affirms the Club's Mission statement.

Strategic Areas of Development

To ensure that the Strategic Plan supports the goals, principles and the ideals of the Mission Statement four (4) "Strategic Areas of Development" were identified. Across each of these areas the "sustainability" of each goal has been considered.

Membership

Membership is at the centre of everything the club is about and subsequently the kinds of services and benefits offered to members of the club are vital to the ongoing future success of the club.

Coaching

The club's coaching program has always been a driving force behind the success of the club competitively and financially. Its continued success is critical if the club is to be able to achieve any of its long term goals into the future.

Competition

Competition, both internal (club night and championships) and external, plays a major role in any sporting club. A review of what competition is offered and what opportunities are possible is important in determining any future directions.

Facilities

Facilities available to the membership and the club's clients are an important promotional tool and ultimately can be the deciding factor in a customer's decision to join or not. The future development of facilities and equipment at the club is central to the club'

Other Development areas can be dependent on the facilities for example, the facilities required to be able to sustain membership, coaching and competition activities.

Mission Statement & Strategic Areas of Development

To better understand how the club is meeting its mission each strategic initiative is identified with one or more components of the Mission Statement.

Strategic Initiatives

Strategic Area	Initiative	Mission	Key Performance Indicators (KPI)	2017-18	2018-19	2019-20
Membership	Better promote club membership: <ul style="list-style-type: none"> • within coaching program • in the community • at local schools 	1,2	<ul style="list-style-type: none"> • 100 competitive swimmers • Engaged membership • Informed membership 		✓	
	Improve communication with the membership using: <ul style="list-style-type: none"> • newsletters • website • social media • General Meetings 	1	<ul style="list-style-type: none"> • Establishment of dynamic interactive website • Increased use of website as central communication point • Regular calendared General Meetings • Members are more actively engaged in the running of the club 		✓	
	Review Awards Structure	3	<ul style="list-style-type: none"> • Balanced recognition of performance and improvement • Recognition of participation • Acceptance of awards structure 		✓	
	Introduce buddy family system for new members	1	<ul style="list-style-type: none"> • Easier immersion into club life • New members better informed • New members feel welcome 	✓		
	Develop formalised induction for new members	1	<ul style="list-style-type: none"> • New members better informed • New members feel welcome 			✓
	Develop strategies to retain high school aged members	1,3	<ul style="list-style-type: none"> • Increase in high school aged membership 	✓		
	Partner with like-minded sporting clubs for co-operation and access to other membership markets	1,4	<ul style="list-style-type: none"> • Better buying power • Facility sharing • Increased membership • Greater revenue 			✓
	Continue reviewing current and initiating new family social activities	1	<ul style="list-style-type: none"> • Increased engagement/participation of members 	✓		
	Re-introduce club swim camp weekend	1,2	<ul style="list-style-type: none"> • Appropriate location and facilities • Inclusive activities • Enhanced club spirit • Increased involvement 	✓		
	Investigate incentives for families with multiple swimmers in the Swim School.	1,3,4	<ul style="list-style-type: none"> • Improved participation • Sense of "Value for money" 	✓		

Strategic Area	Initiative	Mission	Key Performance Indicators (KPI)	2017-18	2018-19	2019-20
Coaching	Continued delivery of quality coaching	2,3	<ul style="list-style-type: none"> Enhance Professional Development opportunities for coaching staff Review levels, curriculum and teaching methodologies 		✓	✓
	Increase participation in Recreation Squads	2	<ul style="list-style-type: none"> Review Recreation Squads, their purpose and availability Identify new program initiatives other than swimming Identify marketing strategies to build a stronger presence within the community Consider social opportunities 	✓	✓	
	Review, develop and promote Athlete Development information sessions	3,4	<ul style="list-style-type: none"> Participant satisfaction Educated squad members Educated squad parents 		✓	
	Consider "intensive/camp style" holiday programs for squads.	2,3	<ul style="list-style-type: none"> Increased interest in squad offering Greater squad numbers 		✓	
	Identify opportunities for outsourcing coaching services	3	<ul style="list-style-type: none"> More hours for coaching staff Greater revenue for the club 	✓		
	Further refine and promote "Swim School" identity	2,3	<ul style="list-style-type: none"> Community recognition as separate to ESAC and Club. Increased numbers and revenue 		✓	✓
	Review and enhance customer services	1,3	<ul style="list-style-type: none"> Continual improvement in service to customers Recognized as better customer service than other swim schools 	✓		
	consolidate, review and enhance coaching services	2	<ul style="list-style-type: none"> Appropriate levels Staffing Satisfaction 		✓	✓

Strategic Area	Initiative	Mission	Key Performance Indicators (KPI)	2017-18	2018-19	2019-20
Competition	Organise "inter-club" meets with other clubs: <ul style="list-style-type: none"> • Establish sub-committee to facilitate • Identify willing clubs • Develop a "Program of Events" • Confirm available dates 	2,3	<ul style="list-style-type: none"> • improved team spirit • appropriate level of competition for a wider range of members • At least 2 inter-club meets during the season 	✓	✓	
	Organise a regular away meet within 2 hours of Brisbane	2,3	<ul style="list-style-type: none"> • Maximum involvement • Enhanced club spirit • Successful competition 	✓		
	Provide structured opportunities to train members in the "Art of Officiating"	3	<ul style="list-style-type: none"> • implement a training weekend at the start of each season • provide handouts with quick check lists or procedures for ease of access • more informed membership 	✓		
	Conduct an "Invitational Meet"	2,3	<ul style="list-style-type: none"> • Identify possible timing • Hire and other costs • program of events • target market 		✓	✓
	Review club night operations <ul style="list-style-type: none"> • Events • Timing • LTS Club • Social • Parent Participation 	1,2,3	<ul style="list-style-type: none"> • Increased membership • Increased participation 		✓	

Strategic Area	Initiative	Mission	Key Performance Indicators (KPI)	2017-18	2018-19	2019-20
Facilities	Improve LTS Facilities <ul style="list-style-type: none"> enclose Learn to Swim Pool own amenities (including toilet and shower) 	2,3,4	<ul style="list-style-type: none"> Prepare planning documentation <ul style="list-style-type: none"> Paint, Seats, Cover etc. Determine funding model Increased use of LTS pool including during school hours 		✓	
	Refresh main change rooms and toilets	1,4	<ul style="list-style-type: none"> Paint & Floor renewed Additional facilities 	✓		
	Prepare plans for a water proof grandstand cover	1,3	<ul style="list-style-type: none"> Prepare planning documentation Cost Project Determine funding model 			✓
	Refurbish canteen facilities and equipment	1,4	<ul style="list-style-type: none"> Prepare planning documentation Cost Project Determine funding model More productive canteen operation 		✓	
	Develop Future Projects List <ul style="list-style-type: none"> Scope Plans Quote 	1,2,3,4	<ul style="list-style-type: none"> Document Completion 	✓		
	New Start Blocks	3	<ul style="list-style-type: none"> Cost Project Determine funding model Swimmer awareness and experience of contemporary starting blocks 			✓