

Kilmore Swimming Club Inc.

P.O. Box 345, Kilmore, Victoria 3764

www.kilmoreswimmingclub.org.au

A0019609H ABN 33 126 679 264



Vision

To be recognised in the local and Swimming Victoria community as a prospering club with a great team spirit.

Mission

To assist swimmers in achieving their goals in a healthy, safe and supportive environment.

Values

Unity – Create a sense of belonging for all members and unite as a team

Respect – For yourself, your club, your sport, your community

Enjoyment – Enjoying the sport of swimming and the experience it brings

Supportive – Encouraging each other to achieve individual and team goals

Culture – Setting the standard to achieve a positive and inclusive club environment

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Strategic Plan 2016 - 2020

Leadership

Objectives:

To build a cohesive and effective board to ensure growth and sustainability.

To perform effectively and respond strategically to changing demands and circumstances.

To work collaboratively to ensure all stakeholders have the opportunity to participate and contribute to the shared vision.

To engage members; associated members, key stakeholder and community organisations to make use of both internal and external resources.

Leadership Strategy	Action	Priority	Target (KRA)
Establish transparent and accountable practices for the club to ensure the growth and sustainability of the club.	Map existing policies and processes to identify and fill any gaps	December 2016	
	Develop and ratify new policies and procedures identified to support best practice management	July 2018	
	Schedule in an annual review of all policies to ensure currency and compliance with obligations	Current-July 2017 New – July 2018	
Facilitate effective decision making through efficient administration, frank and open discussion, good record keeping and access to information and advice.	Develop a framework to support strategic decision making via face to face meetings and or email.	December 2016	
	Undertake an annual survey of committee members to gain feedback.	June 2016	

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Leadership Strategy	Action	Priority	Target (KRA)
Engage independent subject matter experts for advice on decision making as required.	Develop and maintain a collaborative working arrangement with representative/s from Swimming Victoria.	On going	
	Engage Swimming Victoria for advice and guidance on strategic matters to increase awareness of Kilmore Swimming Club and development opportunities for members.	On going	
Ensure clear lines of communication to foster inclusiveness, participation and dispute resolution.	Review and modify position profiles for all committee positions so club and board members clearly understand roles.	July 2016	
	Develop an induction process and material for new committee members to ensure role clarity and confidence.	July 2016	
	Hold an induction briefing as part of first meeting of new committee members.	October 2016	
	Circulate club policies and procedures at the start of each new season via email and create an awareness of the Club's website and where to locate information.	August 2017	
	Promote open committee meetings to invite all members to attend.	Ongoing	
	Develop an effective, fair and confidential issue identification, dispute resolution and grievance process.	December 2017	
	Develop as part of the new season induction process as an annual overview of the proposed swimming season.	May 2017	

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Leadership Strategy	Action	Priority	Target (KRA)
	Develop and display a photo board of committee members.	December 2016	
Lead and provide opportunities for members to become actively involved in club activities.	Identify an existing committee position to have responsibility for coordinating the officiating training for members (consider Vice President taking on this role).	September 2016	
	Encourage and support club members to develop officiating skills and accreditation.	Ongoing	
	Canvas and support members in succession planning of board positions six months before annual general meeting	February 2017	
	Review and revise KSC Handbook and website.	30 th June 2017	
Develop and maintain partnerships with key stakeholders and community organisations to foster long term growth and sustainability	Develop and maintain a database of key stakeholders in our community and their roles to support the establishment and maintenance of developing mutually beneficial relationships.	December 2017	
	Identify opportunities to enhance or showcase the club through the engagement of key stakeholders and community organisations in club activities.	Ongoing	
	Maintain a collaborative working relationship with Mitchell Shire, especially Kilmore Leisure Centre to foster a sustainable partnership.	Ongoing	
	Engage and create an agreement with key stakeholder at training facility to determine availability of training space.	September 2016	

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Leadership Strategy	Action	Priority	Target (KRA)
	Provide key stakeholders and relevant community groups with a copy of the Kilmore Swimming Clubs strategic plan	December 2016	

Resources

Objectives:

To provide the best possible training facility and equipment in the region to enable swimmers to reach individual and team goals.

To recruit, develop and retain high calibre coaches.

To develop financial independence through leadership and sound financial planning and management.

Resources Strategy	Action	Priority	Target (KRA)
To source and provide access to the best possible training facilities to support the development of swimmers to the best of their ability.	Identify effective improvements to our current facilities that would enhance the performance/experience of our swimmers.	December 2020	
	Identify other facilities that could be accessed to enhance swimmer development and performance.	February 2017	
	Develop a relevant funding plan to support the clubs activities, equipment and requirements.	Ongoing	
Develop a process for obtaining world leading equipment relevant to swimming that will provide the 'winning edge' to regional swimmers.	Create a policy and procedure for the purchase of new equipment.	July 2018	
	Develop and prepare a detailed coaches annual professional development plan with all current coaches.	December 2017	

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Resources Strategy	Action	Priority	Target (KRA)
Develop an annual plan to support the professional development and resourcing of coaching staff.	Support opportunities for existing coaches to shadow/work with high performance coaches from other clubs.	December 2017	
	Prepare budget template for coaches to submit annual requests for funding support re educational, travel etc. expenses.	December 2017	
Investigate the possibility of creating new programs within our current environment to increase club membership.	Consider opportunities as they present to increase membership - e.g. club nights – junior dolphins - KLS swimming program, school sports squad, triathlete, open water and masters swimmers who require stroke correction or training squads, pathway document (swim school to club).		
Develop a process to identify annual priorities and potential funding sources.	Develop a relevant funding plan to support the clubs activities, coaches remuneration, equipment and requirements.	Ongoing	
To provide support to swimmers representing the club at approved competitions.	Develop a criteria and process for applying for a swimmers assistance grant.	October 2016	

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Performance

Objectives:

Achieve and sustain a minimum 40% qualification rate for championship meets.

Achieve and maintain the Hume Upper Goulburn District Amateur Swimming Association's District Championship shield.

Performance Strategy	Action	Priority	Target (KRA)
Deliver an environment that enables the achievement of individual and team goals.	Encourage team participation and talk about what it means to be part of our team with all members.	July 2016	
	Develop an annual team goal for the swimmers to achieve and get all members on board.	July 2016	
	Encourage swimmers to set goals for their swimming at the start of each season.	July 2016	
	Coaches to hold sessions with swimmers to develop and monitor an annual progression plan.	July 2017	
Increase communication and awareness of training program and direction with members and associated members.	Hold a minimum of two club meetings per year, one at the start of both the long and short course seasons specifically aimed at discussing the overall plan and direction of the coaching.	July 2017	
	Hand out an overview of the training plan to senior swimmers so they can keep track of their training.	July 2017	

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Attract new younger swimmers to the club to keep consistent numbers across age groups	Create and maintain an information pack to hand out to potential members.	December 2019	
	Produce documentation to take to potential swim school partners outlining the benefits to both parties.	December 2019	
	Develop partnerships with all local swim schools	December 2019	
	Coaches to develop a network with likeminded high performing coaches.		
Further develop swimmers by expanding current programs to assist them to become rounded individuals.	Increase physiotherapy swimmer screenings to three times per year.	July 2016	
	Seek out and engage with sports nutritionists to deliver a nutrition presentation to all club members and associated members at least annually.	July 2016	
	Seek out and engage with a sports psychologist to facilitate an annual workshop on the psychological side of swimming.	July 2017	
	Develop and maintain a strong support network consisting of physiotherapists, sports nutritionists and sports psychologists when members can be referred to.	July 2017	
	Seek opportunities to participate in program in a range of clinics for swimmers at all levels in consultation with coaches; which could be: <ul style="list-style-type: none"> • In house with internal coaches, • In house with external coaches, • Out of house with external coaches 	July 2019	
	Develop and maintain a biennial plan to compete at a championship meet outside of Victoria.	July 2018	

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Increase swimmers opportunity to compete in a wide variety of championship meets	Increase swimmers awareness of championship meets and encourage them to qualify through flyers, poster, meetings, email and social networks.	July 2017	
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Communication

Objectives:

To develop the Kilmore Swimming Club into a recognisable brand through clear and consistent communication with the local community.

To increase community awareness of Kilmore Swimming Club to increase community participation/membership.

Communication Strategy	Action	Priority	Target (KRA)
Increase club exposure in local community through traditional local media.	Develop a process flow of submitting an article to the local media, include key contacts and submission cut off dates.	December 2016	
	Invite local media to events involving KSC to promote the Club and achievements.	Ongoing	
	Prepare media releases and forward to local media to promote the Club and achievements.	Ongoing	
Create a professional looking information package that showcases the clubs strengths and programs to potential members and key community stakeholders	Gather and compile data on the clubs past achievements.	December 2018	
	Create an information booklet that lists clubs past achievements, including a detailed look at championship meet attendance over the past three to five years.	December 2018	

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Increase club exposure to local and surrounding communities through new innovations and technology	Review the structure of the club website annually to ensure it is in line with current trends	Ongoing	
	Increase activity on social media	Ongoing	
Increase clubs participation in community events and investigate feasibility of creating and running new community events	Plan and develop a process to have a presence at local events and swim schools as the opportunity arises.	December 2019	
	Create marketing and promotional material to hand out at community events.	December 2019	
	Develop and put into practice a plan and process to hold an annual swim school swim meet in partnership with the Kilmore Leisure Centre swim school	July 2018	
	Consider opportunities as they arise to participate in other type of events as a team to enhance our community awareness. E.g. fun run, MS swim-a-thon, open water, triathlon etc.	December 2019	

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Wellbeing and Culture

Objectives:

To create an environment within the Club that fosters a sense of belonging and supports a healthy lifestyle

To create and maintain a club atmosphere that is enjoyable and inclusive of members and their families

Wellbeing and Culture Strategy	Action	Priority	Target (KRA)
Provide healthy and enjoyable family oriented social activities that the members and their families will embrace.	Develop a social policy that outlines appropriate activities based on the values of the club.	July 2018	
	Assign a committee member as a liaison between social coordinators and wider committee.	Ongoing	
	Develop an annual social calendar in consultation with members.	May 2017	
Ensure new members and associated members feel welcome in the club and embrace our culture.	Develop a process for inducting new members and associated members into the club. E.g. induction pack for ongoing and new members.	June 2016	
	Promote team and inclusiveness through face to face contact with new members by committee members, captain and coaches as part of the induction process.	August 2016	
	At the end of each season survey members to gain feedback on their experience with the Club.	March 2017	