

Swimming Nelson Marlborough (SNM)

Strategic and Business Plan to June 2017



Providing our swimmers with the opportunity to be better tomorrow

Our vision is that swimming is a sport of choice in Nelson Marlborough with strong clubs and a strong regional association

Purpose

To build a foundation for Swimming Nelson Marlborough to move forward under good governance structures and techniques incorporating the requirements of the Swimming New Zealand and Regional Constitutions, as well as the Whole of Sport Plan set by Swimming New Zealand.



Values

- Commitment
- Integrity
- Transparency
- Fairness
- Collegiality
- Leadership

Mission

Promoting our sport and, with clubs, being part of creating pathways to personal excellence, providing our swimmers with the opportunity to be better tomorrow, no matter how good they are today.



Key Areas of Focus

- ✓ Organise and run events for competitive swimmers
- ✓ SNM is consistently financially viable
- ✓ Retain involvement of swimmers
- ✓ Raise interest in competitive swimming
- ✓ Review the effectiveness of the strategic plan annually
- ✓ Assist with the operation of the National database

1. Organise and run events for competitive swimmers including approving the annual Nelson Marlborough Swimming Calendar incorporating National, South Island, Nelson Marlborough and club events.

We will base the calendar on qualifying periods for higher level events to give our swimmers every possible chance of qualifying for higher events. Our calendar will provide regular opportunities for swimmers to compete against others of similar or greater ability.

Reasons - We consider this a key annual function of our Board. This mirrors a task set for SNZ in the WOSP.

Goal 1

The calendar for the summer season and winter season is set at a meeting open to representatives of all clubs and coaches. No additional meets or changes to the interclub meets in the calendar (apart for matters beyond the control of clubs) are requested.

Goal 2

The numbers of swimmers attending South Island and National meets is maintained or increased.



2. To ensure that SNM has the resources and reserves to be consistently financially viable.

We will operate at break even or better and develop a financial strategy to increase revenue and set financial reserve requirements.

Reasons - This point is specifically covered in the Regional Constitution. We believe this to be a major responsibility for SNM

Goal 1

The annual income exceeds the annual costs.

Principles:

- Financial reserves are set to ensure future viability
- Other money is put to work for the good of our swimmers

Reserves:

- A minimum of \$20,000 is held in a term deposit account, to be used only in emergencies
- A minimum of \$18,000 is held in a term deposit account for the swimmers' fund

Goal 2

Increase SNM revenue.

Principles:

- Strategies do not conflict with existing club activities
- Strategies do not result in barriers for participation of swimmers
- New events add value to club training regimes

Actions:

- Obtain grants and sponsorship
- Review the number of SNM events and the profit-share
- Review merchandising including ribbons/medals
- Apply registration fee for club swimmers
- Apply equipment levy per swimmer per year

3. To develop and implement a strategy to retain involvement by swimmers.

Especially targeting retention at stages of a swimmer's career when they often drop out.

Reasons - This point is specifically covered in the WOSP, it has been raised as a major issue by regions for some time.

This is an area that we believe we can improve in.

Goal 1

Develop a programme providing regional pathways for swimmers.

Principles:

- Adds value to existing opportunities offered by clubs
- Requires cross club and coach co-operation and support
- Need to increase winter pool space in Nelson/Tasman

Actions:

- Arrange cross club training or workshops provided by SNZ or external professionals
- Enhance financial assistance to attend South Island, national and international meets
- Assist smaller clubs train with larger clubs
- Prepare a report to present to Nelson City Council on the inadequacy of pool facilities

Goal 2

Develop a simple transition for swimmers going to university.

Actions:

- Develop a strategy including networking with clubs in university towns, gathering and updating information, delivering package to SNM swimmers. Facilitate swimmers meeting university clubs at NZ Short course
- Develop offer of exchange for their swimmers on holiday in our region
- Look at supporting swimmer to stay local ie extra-mural options, local education providers

Goal 3

Maintain or increase the numbers of competitive swimmers.

Actions:

- Conduct “exit” survey for swimmers leaving the sport
- Survey current swimmers and coaches to identify potential barriers to them staying in the sport and mitigate those barriers
- Improve support for coaches
- Assist parents understanding of the sport (and their training in official roles)



4. Raise awareness of, and interest in competitive swimming within the wider Nelson Marlborough community, as well as promoting our athletes.

Reasons - This point is specifically covered in the WOSP. We believe that the recognition of our swimmers will play a big part in promoting the sport of swimming in our region.

Goal 1

Publicity is expanded.

Actions:

- Establish a Facebook page for and about swimmers
- Include swimming messages on radio sports programmes
- Advise local media of each upcoming SNM meet and send them meet summaries within 2 or 3 days of the meet
- Bring high level swimmers to the region
- Use the SNM prizegiving backdrop and podium for all SNM meets
- Enhance technology at meets ie display results so public realise what the event is

Goal 2

Enhance swimming as a sport in schools.

Actions:

- Offer to organize or be involved in interschool swimming sports at the primary and intermediate levels
- Results of swimmers achievements from meets summarised and sent to schools
- Help schools encourage participation at Tasman Secondary Schools meet and investigate any barriers to participation
- Provide a “starter pack” information/give-aways to school swimming sports place-getters targeting primary and intermediate levels
- Provide a clear pathway for school swimmers to become club swimmers

5. To approve a strategic Plan which will include sound governance structures, processes and policies, and to self review our effectiveness at least annually.

Reason - The new Regional Constitution and WOSP both stress good governance.

Goal 1

Identified tasks in the Plan are achieved.

Measures:

- ✓ No additional meets or changes to the interclub meets in the calendar (apart for matters beyond the control of the clubs) are requested by clubs
- ✓ The numbers of swimmers attending South Island and National meets is maintained or increased
- ✓ The annual income exceeds the annual costs
- ✓ Revenue is increased
- ✓ The number of competitive swimmers is maintained or increased
- ✓ Publicity of the sport and swimmers is co-ordinated across a range of opportunities within schools and media
- ✓ The SNM Strategic and Business Plan is implemented and reviewed annually

6. To assist with the implementation and operation of the national database. SNM will offer advice and support to clubs to ensure all members are properly enrolled on the database.

Reason - The implementation and operation of the national database is a key objective for the entire sport.

Appendix One

Goals and Action Plan

Key Focus	Goals	Actions	Priority*	Who	Completed
Run events and approve calendar	Set the summer calendar Set the winter calendar	1. Hold meetings with clubs and coaches 2. Develop a process for changes requested outside these meetings 3. Run the Country & Town, Age Groups and Winter meets, host regional/zonal meets	Underway A U	1. Jim 2. Jim 3. Management & technical committees	
Financial viability	Increase revenue	4. Obtain grants and sponsorship - a) develop a sponsorship proposal document b) appoint a person to co-ordinate grant applications 5. Review the number of SNM events and the profit-share - Add another meet ie decathlon? 6. Review merchandising including ribbons/medals 7. Apply registration fee for club swimmers (not occurring 2016, review 2017) 8. Apply equipment levy per swimmer per year	a) B b) A B B C U	4. a) Lorraine b) Management Cttee 5. Hamish/Susie 6. Mandy 7. Management Cttee 8. Board	23 Feb 2016
Retain swimmers	Develop regional pathway Develop a transition to university Maintain or increase competitive swimmers	9. Arrange cross club training or workshops provided by SNZ or external professionals 10. Enhance financial assistance to attend South Island, national and international meets 11. Assist smaller clubs train with larger clubs 12. Prepare a report to present to Nelson City Council on the adequacy of pool facilities 13. Develop a strategy including networking with clubs in university towns, gathering and updating information, delivering package to SNM swimmers, arrange swimmers to meet clubs at NZ Short Course 14. Develop offer of exchange for university town clubs for their swimmers on holiday in our region 15. Develop support for swimmers to stay local 16. Conduct "exit" survey for swimmers leaving the sport (on hold pending SNZ survey) 17. Survey current swimmers and coaches to identify potential barriers to them staying in the sport and mitigate those barriers 18. Improve support for coaches 19. Assist parents understanding of the sport and their training in official roles – distribute SNZ guidance, offer Q & A sessions at meets?	B B B B U B C B A B A	9. Hamish/Jos 10. Melinda? 11. Hamish/Jos 12. Hamish/Mandy/Stephen 13. Lorraine and Kirsty (SNZ) 14. Lorraine 15. Lorraine 16. Lorraine 17. Hamish 18. Hamish 19. Steve F/Hamish/Lorraine	
Raise awareness of swimming	Publicity is expanded Enhance swimming as a sport in schools	20. Establish a Facebook page – admin to be shared with those who know how to use it 21. Have public display of results at meets 22. Media – radio and print, Hamish to provide Jim radio contact details 23. SNM prize-giving backdrop and podium to be transferred to Nelson after Winter meet and used at future meets (keep in TSC trailer?) 24. bring high profile swimmer/coach to region 25. Offer to organise or be involved in interschools – Lorraine provided report on how BSC do this 26. have starter/prize pack for place getters at school swimming sports 27. remove barriers to TSSC (liaise with Jenny at Sport Tasman)	U C U U U C C C	20. Jim 21. Management Cttee 22. Hamish 23. Management Cttee 24. Management Cttee 25. Mandy 26. Mandy 27. Mandy	March 2016 April 2016

		28. results sent to schools – get one parent per school to prepare item for school newsletter	A	28. Mandy	
Strategic plan reviewed	Measure performance and review	29. Report on performance at least annually, review and change plan as required	U	29. Mandy	
National Database	Offer advice to clubs	30. Check all members are enrolled	C	30. Jim	

*Key for Priority:

A = highest priority

B = priority

C = longer term

U = underway

Appendix Two

SWOT Analysis

Strengths Unity – Governance, cohesive between towns, clubs Bold & brave – independent Well-functioning board and committee Cooperation between clubs to set the calendar	Weaknesses Size (region relative to national context) Independent Water space & allocation thereof Low volunteer pool, succession to officials and governance Financial base is limited Some clubs not represented at governance level
Opportunities Grow sport Have a facility that can host South Island and National level meets Technology – use touch pads more Training for coaches – eg NZ camps Larger base of swimmers Conversion from Learn-to-swim ('Dive Right In') Team up with SNZ LTS coordinator Increase revenue Sponsorship Raise profile in schools Work with RSO (Sport Tasman) – publicity etc. Swimmers with disability Target the parents for the sport Make swimming more fun!	Threats Lane space Higher cost to swimmers, expensive sport Risk of costs imposed from SNZ Retirement of experienced board members Jurisdiction over coaches and pools Retirement of coaches Coaching falls behind other regions if can't afford to attend camps 'One club' Poor learn-to-swim programmes, lack of conversion to 'competitive' swimming Limited resources eg volunteers Other sports