

Swimming Nelson Marlborough (SNM)

Strategic and Business Plan 2018/19



Providing our swimmers with the opportunity to be better tomorrow

Vision

Swimming is a sport of choice in Nelson Marlborough with strong clubs and a strong regional association



Values

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

Mission

We promote our sport and, with clubs, create 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.
- ✓ Ensure SNM is consistently financially viable
- ✓ Fit for purpose Facilities
- ✓ Provide pathways to higher honours
- ✓ Make swimming more affordable
- ✓ Improve Management and Governance processes

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

Goal

The numbers of swimmers attending Regional 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.

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
- Apply registration fee for club swimmers
- Apply equipment levy per swimmer per year

3. To have fit for purpose facilities available for our competitive swimmers.

Have enough fit for purpose lane space for all of our competitive swimmers

Goal 1

Develop our fit for purpose lane space needs

Goal 2

Work with key stakeholders to create enough lane space to meet our competitive swimmers needs.

Actions:

- Select subcommittee
- Develop a relationship with key stakeholders including Nelson City Council, Tasman District Council, Marlborough District Council, Sport Tasman, Swimming NZ, Funding agencies, sponsors, Stadium 2000, CLM, Pool management companies etc.
- Engage specialists to develop our lane space needs and options to meet the need

4. Provide clear pathways to higher honours for all competitive swimmers, coaches, technical officials, coaches and other SNM members

Goal 1

Review pathways available in other regions

Goal 2

Provide clear development pathways for SNM competitive swimmers

Actions:

- Select Sub committee (involve coaches, administrators, board, swimmers ?)
- Research options / understand other models including SNZ high performance model
- Provide a clear pathway for competitive swimmers to earn higher honours.

5. To improve affordability of swimming for all competitive swimmers.

Goal 1

Identify cost of swimming for a sample of typical competitive swimmers for ages 10, 12, 14, 16 and 18

Identify by costs centre e.g. togs/ goggles, Travel, Coaching, event entry fees etc.

Goal 2

Identify opportunities to reduce costs / share resources / be more cost effective

Goal 3

Identify avenues to increase funding and revenue streams

Actions:

- Select Subcommittee (involve coaches, administrators, board,)
- Establish baseline cost model
- Research options
- Consider engaging a specialist fundraiser to identify all options

6. To improve Management and Governance processes.

Goal 1

To streamline management and governance functions by clarifying each function

Goal 2

Identify opportunities to use sub committees

Actions:

- Select Subcommittee to review management and governance processes
- Clarify management vs Governance
- Establish sub committees where there are not ones in place / refresh mandate of existing sub committees as deemed appropriate
- Engage educator to help differentiate between management and Governance and to also advise on good governance models.

Appendix one

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 e.g. volunteers Other sports