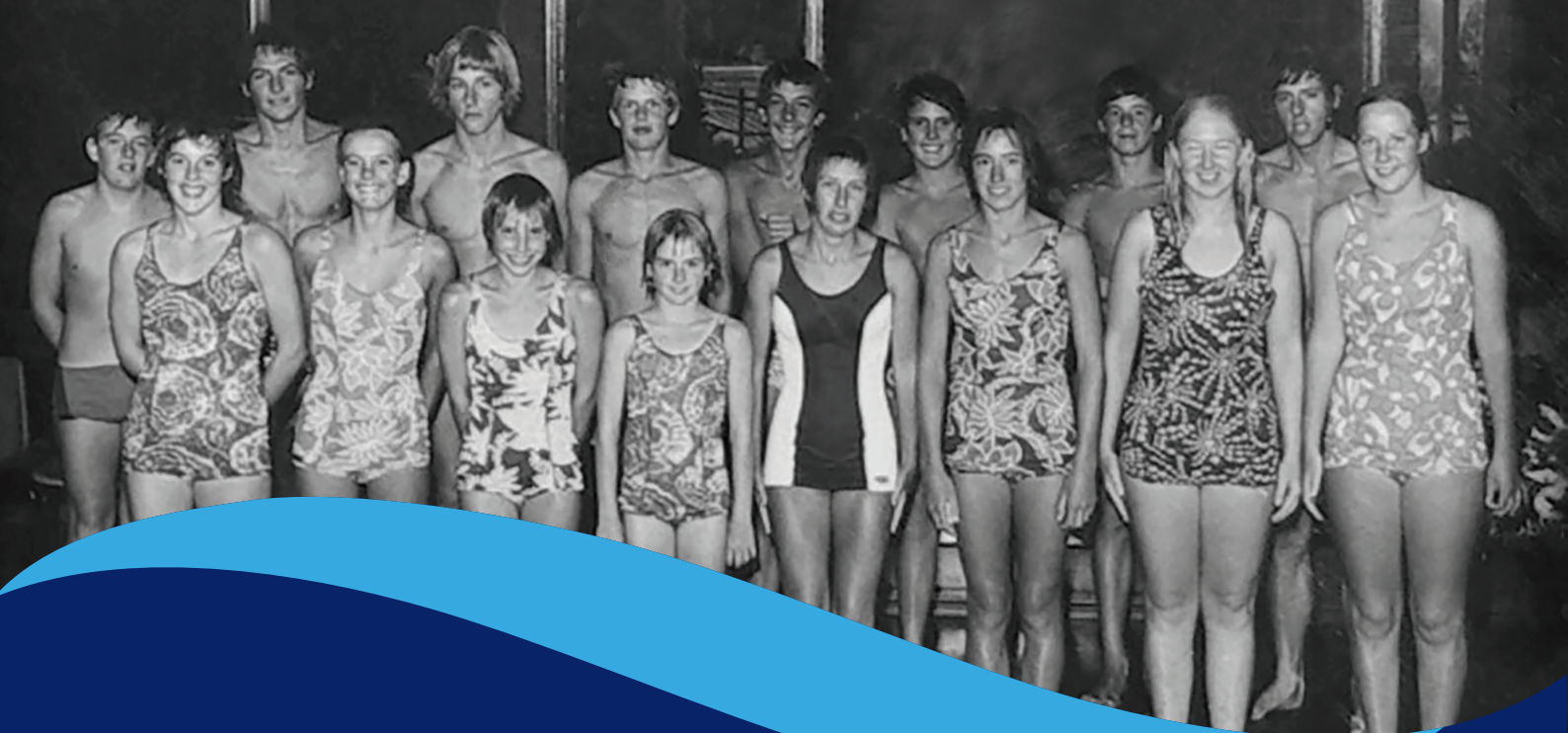




STRATEGIC PLAN 2023–2025



NUNAWADING SWIMMING CLUB – *THE HOME OF SWIMMING*



OUR HISTORY

It was the 1960s, and change was in the air.

Indigenous Australians received the right to vote in federal elections. The push towards greater equality for women in the workplace gained pace. And Dawn Fraser swam the 100m Freestyle in under a minute – becoming the first woman ever to do so.

On 22 July 1960 – amidst this progressive, proactive backdrop – the Nunawading City Council held a meeting. They made a decision. And, by the end of it, they'd formed Nunawading Swimming and Life Saving Club.

The rest, as they say, is history.

Our history.

Captains and clubrooms: A swimming club is born

Armed with a donation of 10 guineas from the Chamber of Commerce, Nunawading Memorial Swimming Pool opened its doors in December 1960.

Don Smith became our club's first captain, with Dick van der School the water polo team's first coach.

And the exciting news kept coming. Two months in, at our club's first annual general meeting, we announced the NSC Clubrooms.

Through fundraising, loans and a £500 donation (\$4,000 in today's currency) from the Lions Club, we built the clubrooms. And, on 6 April 1969 – with the former Governor of Victoria, Sir Rohan Delacombe, handling the ceremony – we unveiled the clubrooms to the community.

Speed swimming and safety: Our core commitments

More than six decades on, Nunawading Swimming Club (NSC) has a vibrant atmosphere. Hundreds of athletes take to our water to train and compete. Thousands of children in our local community swim their first lengths with us and learn how to enjoy the water – safely.

Today, NSC is a major, well-established force in speed swimming (our core club focus).

With national and international representation across all streams, our club has nurtured a long line of elite-level athletes. And we watch proudly on as they produce bronze-, silver- and gold-medal-winning performances.

Among the athletes who've come through NSC, there have been numerous Australian

representatives, including Nicholas Groenewald, Travis Mahoney, Ellen Gandy, Madeleine Scott, Brooke Hanson, Ashley Delaney, Sarah Katsoulis, Joshua Beaver, Belinda Hocking and Jessica Hansen.

And, more recently, Brendon Smith, Matt Temple, Bowen Gough and Col Pearce – to name a few.

63 years of the best people: The names of Nunawading

Since 1960, our club has always been blessed with exceptional people.

Leigh Nugent, Rod Lawson, Rob Woodhouse, David Wilson, Adrian Radley, Jim Fowlie, Gary Barclay, Kaye Garner, Mel Klamt, Rohan Tayer, and the Smith and Hanlen families. Each has contributed to where we are today.

In 2023 and beyond, our staff will continue to swim the extra mile to serve our community.

Jumping in at the deep end: The origins of our swim school

Around the time our club was taking its first lengths, a small group of parents decided to, quite literally, take the plunge.

Each Saturday morning, they'd jump into the outdoor pool to teach the siblings of children not yet ready for competitive swimming.

This original teaching team – which included Margie Smith and Val Gardner – pioneered the evolution of our swim schools. And, in those early poolside forays, paved the way for many of our programs today.

Over the years, our swim schools and facilities have continued to develop. While

the long-standing (and well-loved) Syndal Pool has closed down, our Just Swimming programs are continuing to grow.

The future looks bright.

Connection and community: Our strategic plan

As Nuna people, we're proud of our heritage. That feeling of connection; of friendship and family. If you're a Nuna person, you'll know what we mean.

It's in a true, untainted love for the water; in a passion for our people, fun, and the sport we all hold so dear.

Though the size and shape of our club and swim schools may have changed over time, our *approach* hasn't. Our desire to see children learn, young swimmers develop, and competitors reach new heights is the same now as it was 60 years ago.

So too is our commitment to community. The safety, unity, passion, respect and innovation that remain our most committed values.

Now – with our rich history behind us, and all eyes on the expansive, exciting future ahead – we're delighted to present the Nunawading Swimming Club Strategic Plan 2023–2025.

For our community and our children.

For our coaches, our swimming teachers and operational staff.

For our leaders, our competitors and customers.

For you.





NUNAWADING SWIMMING CLUB – THE HOME OF SWIMMING

STRATEGIC PLAN 2023–2025



OUR PURPOSE

To lead an environment where everyone can embrace swimming: beginner to high performance.

OUR MISSION

To drive an inspirational culture that fosters inclusion, belonging and excellence.

OUR VALUES

SAFETY:

We prioritise health, emotional wellbeing, and physical safety for all our people.

UNITY:

We build meaningful connections through teamwork and collaboration across all aspects of our programs to foster lasting, positive relationships.

RESPECT:

We behave with integrity and consideration of all people involved within our programs, and value respect as a cornerstone of our operations.

PASSION:

We inspire and connect all people in our programs to maximise their experience and enjoyment.

INNOVATION:

We welcome sharing ideas and being open-minded for continued growth and leadership.



OUR STRATEGIC PRIORITIES

LANE

1

COMMUNITY CONNECTION

Build active participation by strengthening the links between our swim schools, our swimming club, and our local community.

LANE

2

EXPAND COMMERCIAL PERFORMANCE

Enact our growth plan to ensure future sustainability and to seek further opportunities to expand.

LANE

3

INVEST IN OUR PEOPLE

Implement succinct, meaningful learning and development opportunities.

LANE

4

SWIMMING CLUB PERFORMANCE

Achieve a consistently high standard of swimming performance at a state, national and international level.

LANE

5

LEARN TO SWIM EXPERIENCE

Ensure high-quality service delivery across our Just Swimming programs to maximise the learning experience and enable retention.

LANE

6

EMBED SAFETY AND WELL-BEING INTO OUR CULTURE

Prioritise and enact a health, safety and well-being framework that supports physical and emotional safety for all.

LANE

7

EMBRACE INNOVATION

Consolidate feedback and creative thinking from all stakeholders via established communication channels.

LANE

8

ADVANCE INFRASTRUCTURE

Ensure our people have an environment and resources that enables them to thrive.



“
 What we do is important,
 but how we do it is what
 makes the difference.”

– Leigh Nugent,
 Former Australian
 Head Coach,
 NSC Life Member

OUR FUTURE

At Nunawading Swimming Club, we aspire to be the home of swimming.

Our 63-year legacy tells the story of a place characterised by connection and closeness. Where swimmers, staff, and our broader club community feel safe, supported and valued. And where people are the focal point of every decision we make.

Our history is proud. But what does our future have in store?

For the most part, more of the same.

Teaching young people swimming and water safety skills. Continuing to provide pathways from a junior level to the pinnacle of high-performance swimming. And offering a ‘home away from home’ where we appreciate – and encourage – your commitment to our sport.

A place where you can dream big. Feel included. And work towards achieving your goals – be they grass roots or gold medals.

We know that swimming looks different for everyone. And that it’s not solely about the swimmers, but all involved in seeing our swim schools and club thrive.

It could be about making the Australian National Championships or beyond. It could, equally, be as simple as making sure your children have the skills to swim safely.

Whatever swimming means to you and your family, our future will hold a place for it.

Strategy, stability and swimming: Our priorities

Between now and 2025, we plan to elevate our service offering. To both strengthen our organisation and position it for further evolution.

Provide world-class swimming education through our learn to swim and school swimming programs. Each year providing swimming opportunities for thousands of students throughout the community.

We’ll keep prioritising a high standard of swimming performance, building reliable facility partnerships, and investing in our culture.

The focus will be on long-term stability. And, of course, on *strategy*.

The Nunawading Swimming Club Strategic Plan

Together with our community, we’ve developed a strategic plan. With input from our staff members, stakeholders and swimmers, this vision captures our collective aspirations.

For our club, for our future, and for *you* – the people at the heart of everything we do.

Our strategic plan will see us:

- Maintain a stronger focus on health and wellbeing for all
- Open four swim schools, catering to at least 12,000 young swimmers each week across the programs
- State- and national-level performances – every year
- Achieve recognition of our high-performance environment as world-class
- Elevate our presence across the broader community.

Great expectations: Why there’s plenty to look forward to

If life has taught us anything over the last few years, it’s to expect the unexpected.

So, what can you expect from the future of Nunawading Swimming Club?

Expect expansion, as our swim schools continue to grow and evolve. Expect a continued commitment to junior-level swimming: from our Just Swimming classes to our junior squad programs.

We look forward to seeing our swimmers making waves at the world’s top aquatic competitions. To providing more job opportunities, as our staff numbers grow by 15% every year. And to more employment pathways for our athletes and young people.

To our club maintaining its status as an employer of choice: as a place people want to work.

But most of all, expect our club to be the place you’ve always loved coming to.

A place where you can make and share memories, setting children and adults up for a lifetime of safety and success in the water, and swimming in an environment of unity, passion, respect and innovation.

Today – and for many, many years to come.



OUR CORE PROGRAMS: BEGINNER TO HIGH-PERFORMANCE



Learn to Swim & Water Safety Programs: Just Swimming

We are a leading provider of learn to swim programs for people of all ages and backgrounds.

Our learn to swim and water safety programs support babies, children and adults to be safer in aquatic environments, learn correct stroke technique and provide pathways to competitive swimming.

School Swimming and Water Safety Programs: Just Swimming

Our School Swimming and Water Safety Programs provide more than 8,000 children with access to swimming and water safety education opportunities each year. Children learn the importance of being safe in the water, whilst continuing to develop their swimming skills.

Competitive Swimming: Nunawading Swimming Club

We provide pathways from a grass roots level to develop junior, age and open-level swimmers to achieve their swimming performance goals.

Our competitive swimming pathways provide a high-quality training and competition environment for both pool and open-water athletes, supported by a team of experienced coaches.

High-performance Swimming: Nunawading Swimming Club

Our swimming club supports emerging and elite-level athletes to achieve performances and represent our country on the world stage.

Health & Wellbeing

Our state-of-the-art high-performance gym provides weekly fitness access for all NSC members.

“
Tell me and I forget.
Teach me and I remember.
Involve me and I learn.

– Kaye Garner,
Life Member

”



LANE 1

COMMUNITY CONNECTION

Build active participation through strengthening the links between our swim schools, our swimming club, and our local community.

OUR OBJECTIVES:

- Harness an environment that promotes fun and active participation across our club, swim schools and the broader community.
- Improve how we recognise Just Swimming and the Nunawading Swimming Club for their collective performances through team collaboration and brand integration.
- Make data-driven decisions about the types of initiatives we implement to truly support the needs of our community, fostering an inclusive environment.
- Recognise opportunities to implement culturally diverse activities to ensure everyone has equal opportunities to access our programs.
- Foster community awareness about our swim schools and swimming club and promote our brands and the broader benefits of our programs beyond the water.
- Enact an annual fundraising plan to support smaller club activities and expand our connection to local community groups.
- Promote and share our expertise with the aquatics and recreation sector to elevate industry best practice and improve learn to swim standards nationally.

OUR ACTIONS:

- Together with our facility partners, develop a community connection plan to support opportunities for our community to thrive.
- Form a sub-committee aimed at working with our partners to lead new swimming and water safety programs that support the cultural demographic and ever-changing needs of our community.
- Reinvigorate recreational swimming and develop a new recreational swimming stream to promote healthy, active lifestyles for young people.
- Develop and implement a young women's program inspiring leadership capability that supports female youth through employment pathways.
- Establish new arrangements with maternal and child health groups to improve access to water safety education and maximise opportunities to access early swim lessons at zero cost.
- Re-establish connections with local kindergartens to fundraise for them and offer learn to swim avenues.
- Foster a relationship with an alternative NFP organisation to provide swimming opportunities to children and young people in Indigenous communities.
- Provide guidance, support and training to stakeholders to increase and evolve volunteerism roles within swimming.
- Explore and widen our services beyond the water.



LANE 2

EXPAND COMMERCIAL PERFORMANCE

Enact our growth plan to ensure future sustainability and seek further opportunities to expand.

OUR OBJECTIVES:

- Ensure our financial management model supports organisation-wide, long-term stability, and allows for increased revenue generation.
- Diversify our income streams to maintain stability through times of economic strain.
- Clearly identify our value proposition and actively promote our organisational impact and capabilities.
- Maximise revenue opportunities for water space utilisation across all facilities to ensure all stakeholders have financial benefit, whilst balancing quality service delivery.
- Ensure our Just Swimming learn to swim programs are financially sustainable whilst continuing to provide ongoing financial support to our swimming club.

OUR ACTIONS:

- Develop a tier-based club sponsorship program that further supports brand exposure to our club and better supports our high-performance program and its constituents.
- Seek out opportunities to work with our stakeholders to increase efficiencies for all parties and achieve measurable outcomes for our broader community.
- Develop a new business continuity plan with provision to diversify revenue streams that complement our organisational values.
- Ensure that the NSC Board is proactive and progressive in its governance structure and has a strong balance of skills and experience across all aspects of NFP management.
- Develop and utilise a capital plan that considers the management of current assets and supports decision-making for future asset acquisition.
- Continue to develop and evolve intellectual property to support effective commercial decision-making and to enhance our value proposition.
- Ensure that our swim schools and swimming club continue to work together to elevate the standard of lesson delivery by continually evolving the employee eco-system.
- Ensure that the NSC Board and Leadership Team will develop a future facility management framework that supports the acquisition of new facilities and/or water space outside our current catchment.
- Continue to build capacity for the future through the recruitment of an additional 100 swimming teachers across three years.
- Manage 5,000 weekly enrolments, 9,000 primary school students and 300 swimming club members annually by December 2025.



“Winning isn't everything; wanting to win is.”

– Col Pearse, Para Olympian and NSC High-performance Athlete

LANE 3

INVEST IN OUR PEOPLE

Implement meaningful, succinct learning and development opportunities.

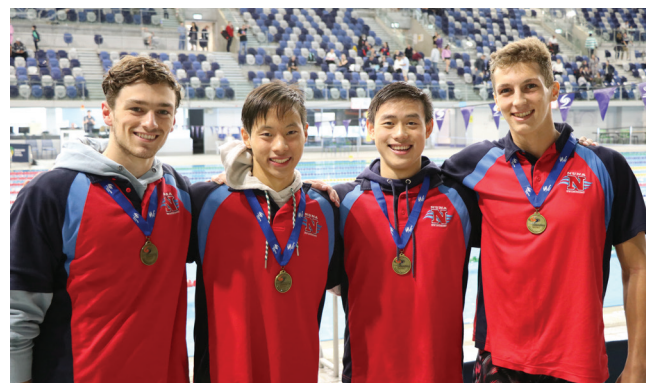
OUR OBJECTIVES:

- Provide career pathways and develop our emerging leaders for succession-planning to build upon the current service standards.
- Improve our culture and grow the performance of our organisation by identifying learning gaps and developing training to bridge them.
- Be an employer of choice across the industry and local community through the attraction and retention of employees.
- Provide learning and development pathways to create connection opportunities for people of all ages, cultures and abilities.
- Expand access to learning and development pathways, for both our internal swimming community and the broader community, that are inclusive and promote our organisational values.
- Lead the way in volunteer development for the community.



OUR ACTIONS:

- Design and deliver a professional development pathway that builds capacity across all roles within our organisation.
- Tailor our learning and development programs to increase employment opportunities for Indigenous, youth, women, and mature-age employees.
- Develop an NSC coaching program to support the future development of NSC coaching staff.
- Hold an annual open doors conference, inviting all coaching, swimming teacher and middle management staff across the state to learn from our esteemed coaching and management staff.
- Partner with local community groups to provide free participation in our first aid and mental-health first aid courses.
- Ensure that swimming teacher training is of a world-class standard, includes speakers from high-performance swimming, and supports teachers to provide swimming lessons at a very high standard.
- Hold quarterly information sessions that provide learning opportunities about issues that impact our broader community.
- Invest in our staff and support our peak bodies by ensuring active attendance at industry-based networking events and conferences.
- Actively seek opportunities to develop the strength and collective knowledge of volunteers, taking opportunities to include volunteers in applicable organisation-led professional development.



LANE 4

SWIMMING CLUB PERFORMANCE

Achieve a consistently high standard of swimming performance at a state, national and international level.

OUR OBJECTIVES:

- Provide a training and competitive swimming environment that is inclusive and fosters active participation, whilst driving performance.
- Ensure athletes have the best opportunities to achieve their performance swimming goals through appropriate resourcing of our coaching team.
- Provide pathways for our swimming club alumni to connect and celebrate the role all families, past and present, play in our club's success.
- Empower and encourage our athletes to foster meaningful connections to the sport of swimming and our club.
- Lead the way in swimming performance.
- Work with other sporting clubs within the community to learn from one another.

OUR ACTIONS:

- Focus on providing opportunities for our club to connect and be inspired by one another, prioritising fun, engagement, and unity.
- Continue to recognise and celebrate the achievements of everyone in our club across pool and open-water competitions.
- Review the squad pathways on an annual basis to ensure the squad system is fit-for-purpose and supports our club objectives.
- Implement a series of educational events for parents and athletes across the club on an annual basis.
- Develop a new swimming club member pack to support athletes transitioning into competition swimming.
- Maintain a membership base of 500 total members (including dry members) with 300 active members annually.
- Through our squad experience sessions, 100 athletes will transition from Just Swimming into Nunawading Swimming Club to ensure continual evolution of swimming club performance.
- Maintain our #1 status at the Victorian Age and Open Long Course championships.
- A minimum of 85% of athletes within the performance stream, will qualify for and attend the Australian Swimming Championships each year.
- Our club will hold an overall Para, Age and Open Top 10 position at the Australian Swimming Championships each year.
- Be recognised as a world-class, high-performance swimming program and known for the unique opportunities we provide for our athletes.
- Continue to be a Swimming Australia-endorsed swimming club.
- Establish partnerships with international performance programs, to provide opportunities and shared learning.
- Work with alternative swimming clubs across the community to share and pool resources for the betterment of competition swimming.



LANE 5

LEARN TO SWIM EXPERIENCE

Ensure high-quality service delivery across our Just Swimming programs to maximise the learning experience and enable retention.

OUR OBJECTIVES:

- Ensure our customers have fun, feel respected and valued, with customer loyalty being at the forefront of everything we do.
- Inspire everyone to continue their swimming journey, adopting a lifelong love of water.
- Optimise the Just Swimming Learn to Swim program teaching standard to produce a level of swimmer competency that exceeds the state-wide benchmark.
- Continue to attract customers due to the knowledge, skills and expertise of our swimming teachers.
- Continue to underpin our program curriculum and methodology with the collective knowledge of our Just Swimming management and performance coaching staff.
- Maintain the Just Swimming brand's valued place within the industry.

OUR ACTIONS:

- Form a committee of management and coaching staff who will monitor and lead initiatives to continually improve our service delivery and teaching standard for Just Swimming.
- Enhance the customer experience using technology.
- Prioritise swimming progress through the development and implementation of an innovative student progress program.
- Review and update the Just Swimming program curriculum and teaching manual, and retrain all staff for both Learn to Swim and School Swimming.
- Revise our swim school compliance process, to ensure consistency of swimming skill level across all locations.
- Expand our Big Splash Holiday Program during school holidays, across locations, to increase opportunities to access swimming lessons year-round.
- Hold four Water Safety Weeks, inclusive of National Water Safety Week, to embody water safety awareness on an annual basis.
- Hold two swim school carnivals or competition-equivalent events each year to promote competitive swimming.
- Place a strong focus on customer loyalty and retention to support continual learning and progression.



“
If it's meant to be,
it's up to me.”

– Brendon Smith,
Olympic Medalist and former NSC Athlete

LANE 6

EMBED SAFETY AND WELLBEING INTO OUR CULTURE

Prioritise and enact a health, safety and wellbeing framework that supports physical and emotional safety for all.

OUR OBJECTIVES:

- Ensure our people to feel both physically and emotionally safe when they connect with our organisation.
- Provide an environment that supports work life balance for our people.
- Demonstrate our commitment to child safety and cultural safety in all interactions with children and young people.
- Prioritise occupational health and safety, proactive management of risk, and prevention of workplace injuries.
- Support and welcome people from culturally and linguistically diverse backgrounds.
- Ensure that people who are LGBTQIA+ have equal access to employment opportunities and feel safe and supported in our workplace.
- Recognise the challenges that women face in the workplace and offer pathways that support them to thrive.
- Pave the way as leaders in the health and wellbeing space for swimming clubs and swim schools and share our expertise with the broader community.

OUR ACTIONS:

- Develop and implement a health, safety, and wellbeing framework underpinned by evidence-based understanding of our demographic and their health and wellbeing needs.
- Deliver programs across the community that guide people to make healthy lifestyle choices.
- Develop a Couch to 1km swimming program for the wider community, promoting self-led recreational swimming supporting people who swim for purposes other than competition.
- Hold a minimum of two activities each year for employees that promote health and wellbeing.
- Celebrate the success of our organisation and the broader impact our services have on the health and wellbeing across the community.
- Further develop our systems and processes to actively promote an inclusive culture, free from discrimination.
- Provide ongoing learning and development programs to support the safety of all children who connect with our organisation.
- Regularly review, update, and communicate our LGBTQIA+ policies and procedures to ensure they are current and supportive of all people to have equal experiences.
- Implement a paid parental leave program to supplement the existing government paid parental leave scheme for our staff.
- Provide a new Employee Assistance Program to support staff through personal and mental health challenges.
- Collaborate with NFP organisations who have expertise in the health and wellbeing space and can elevate the level of support offered to our people in times of need.
- Develop a health and wellbeing package for swimming club athletes, expanding the scope of avenues athletes can take in times of need.

“
Be positive... Your time in the sun will come. Listen to your inner voice and believe because dreams can come true.”

– Brooke Hanson, OLY OAM, Olympic Gold & Silver, NSC Life Member

LANE 7

EMBRACE INNOVATION

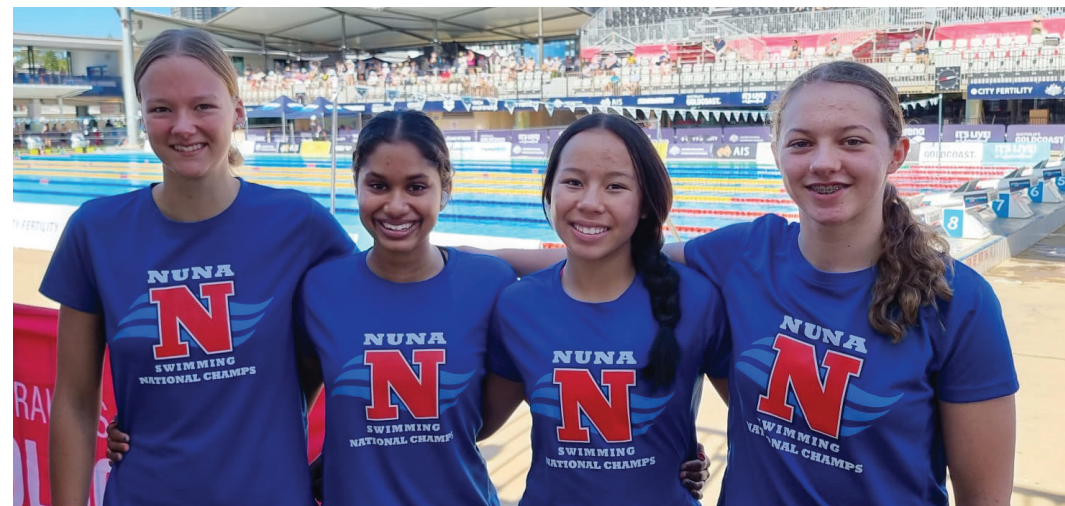
Consolidate feedback and creative thinking from all stakeholders via established communication channels.

OUR OBJECTIVES:

- Courageously embrace innovation that has the potential to improve our commercial performance.
- Encourage our people to be curious and creative when sharing new ideas.
- Collaborate with our partners to advance our systems and processes for an improved user experience and increased efficiency.
- Use current technology across all programs and administrative environments.
- Embrace innovative thinking that results in improved environmental sustainability for our organisation.
- Be open to feedback when exploring or trying new products and services and actively consider innovation to evolve our primary services.

OUR ACTIONS:

- Develop a new Just Swimming app to enhance the customer experience and elevate our communication.
- Develop new online learning and development platforms to support our investment in people and their experience.
- Create a new Nunawading Swimming Club website that improves communication, represents our swimming club brand, and promotes our high-performance swimming program and athletes.
- Develop and implement an environmental sustainability plan to reduce our carbon footprint, including the recycling of swimming equipment.
- Use world-leading swimming technology to further support athlete performance.
- Connect with the broader swimming industry across the globe through the development of a Nunawading Swimming Club podcast.
- Increase our marketing investment and elevate the collective Just Swimming and Nunawading Swimming Club brand by embracing technology and thinking creatively about how we engage with our organisation.



LANE 8

ADVANCE INFRASTRUCTURE

Ensure our people have an environment and resources that enable them to thrive.

OUR OBJECTIVES:

- Ensure our systems and broad operating model support the future sustainability and growth of our organisation.
- Embrace innovative thinking that results in improved environmental sustainability for our organisation.
- Ensure our operational practices are integrated across various platforms, to ensure consistent service delivery that supports our organisation in achieving its strategic priorities.
- Continue to build on our strong foundation of intellectual property that leverages opportunities.

OUR ACTIONS:

- Develop an infrastructure improvement plan to prioritise projects and identify future building and water space requirements.
- Work with Whitehorse City Council to ensure mutual benefits can be achieved when considering future upgrades to the NSC clubrooms facilities.
- Actively seek grant and funding opportunities to support capital works projects.
- Create an effective meeting space and upgrade the clubrooms outdoor space, including the undercover and BBQ areas.
- Review our human resources information system, payroll and software platforms annually and upgrade when required to support our strategy.
- Complete monthly and annual evaluations on our performance and record data to improve governance and decision-making.



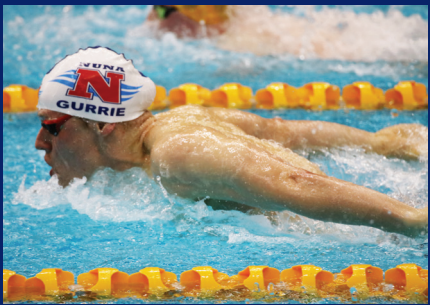
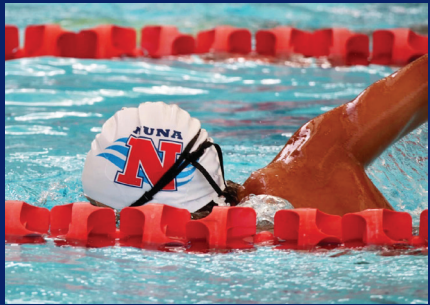


“

Don't settle for average.
Bring your best. Whether
it fails or succeeds, at least
you gave it all you had.

”

– Malcolm Moore,
Former NSC President
and NSC Life Member





NUNAWADING SWIMMING CLUB – *THE HOME OF SWIMMING*

nunawadingswimmingclub.com justswimming.com.au